

Market Tuition Rate 2016 Pilot Program Review Survey

Professional Science Master in Environmental Policy and Management (3.0201)

Approved 11/2014

Program Credit Hour Requirement: 36 hours

1. How has this market rate tuition program achieved “success?”

a. How many degrees have been awarded as a direct result of the approval of market tuition rate?

i. How does this number compare to the number of degrees awarded for E&G funded program offerings in the same or related CIP code?

This was a new degree program that is only offered as a market rate program. The first cohort started in fall 2015 and thus, no degrees have been awarded.

b. How many additional students have enrolled as a direct result of approval of market tuition rate?

	Enrollment (Fall) Headcount Market Rate			E&G Enrollment (Fall) Headcount		
	In-State	Out-of-State	Total	In-State	Out-of-State	Total
Before Market Rate	0	0	0	0		0
Fall 2015	18	6	24	0		0

This was a new degree program that is only offered as a market rate program.

c. How has each approved program achieved success in terms of outcome measures in original program proposal?

- Enrollment: As a new degree program only offered as market rate, the program has a headcount of 24 in fall 2015.
- Student Satisfaction: Survey will be conducted at the end of the program which is fall 2016
- Retention Rate: Please refer to question 1.d.
- Graduation Rate: Please refer to question 1.d.

- d. **How does attrition for the market tuition rate program offering compare to attrition rates for E&G funded program offerings in the same or related CIP code?**

This was a new degree program that is only offered as a market rate program.

- e. **Provide other indicators of success:**

The College of Arts and Sciences (A&S) is committed to assist students and alumni with their career plan. During the program we offer professional development seminars to enhance their soft-skills that will make them more marketable in the workplace. A&S will encourage the full time students to apply for internships during the summer and we will provide them with leads and assist with their personal statements and interview preparation. In their last year we will provide a career development workshop that addresses the areas of resume writing, interviewing, establishing a career plan etc. We will frequently be sending them information about job opportunities that are shared by our faculty, community partners and advisory board members. Their Capstone Projects will give the students an opportunity to work with government agencies, where they will establish relationships that will help them professionally. Finally we will work closely with the Universities Career Services Office and encourage the students to attend their functions and work closely with them.

2. **If market tuition rate was approved for a program identified as a state critical workforce need, how has implementing market tuition rate increased the number of critical need graduates overall?**

Not Applicable

3. **What has been the impact on similar existing E&G funded program offerings in the same or related CIP code at the same degree level?**

	Enrollment (Fall) Headcount Market Rate			E&G Enrollment (Fall) Headcount		
	In-State	Out-of-State	Total	In-State	Out-of-State	Total
Before Market Rate	0	0	0	0		0
Fall 2015	18	6	24	0		0

This was a new degree program that is only offered as a market rate program.

4. Have any E&G funded program offerings in the same or related CIP code at the same level been eliminated since the approval of market tuition rate? If so, please explain.

No. This was a new degree program that is only offered as a market rate program.

5. How do program revenues compare to program costs?

2016 Q3		Life to Date		
Revenues	Expenses	Revenues	Expenses	Net Income
258,903	236,119	258,903	236,119	22,784

Revenues have exceeded expenses through the third quarter of 2016. From inception of program, until third quarter of 2016, net income has been \$22,784.

6. How much revenue has been generated by market tuition rate cohorts and how has the revenue been used?

From inception of program, until third quarter of 2016, total revenues of \$258,903 have been realized. These revenues were used mainly to support program expenditures, which have included faculty and program coordinator salaries, enhanced student career and academic services, materials and supplies for students, scholarships, facility rental, professional development for faculty and staff, marketing, recruitment, and general administrative costs.

7. Describe the positive aspects of the market tuition rate initiative.

The market rate programs have many positive aspects:

- The market rate funding model allows Schools/Colleges to offer high-demand degrees that would otherwise not be available due to limited financial resources. The market rate financial model allows the university to develop and implement strategic educational initiatives in support of critical investments.
- We are able to provide more support and services to the students in the programs. The level of service and resources we can provide the students is superior to regular programs since we have the funding to support such initiatives. These programs allow us to maintain strong connection to students in view of the level of personalized services offered. The students in these programs have greater professional development opportunities.

- The cohort format is efficient and beneficial to the students. These programs can be considered as accelerated programs. The flexibility of the dynamic courses and off-campus offerings gives us the opportunity to better serve the students, accommodate their busy schedules, and maximize progression towards degrees.
- The flexibility to increase tuition to align with competitors is a key aspect of these programs as well as being able to carry balances forward for future spending. The market rate model allows us to remain competitive and keep up with inflation without pricing ourselves out of the market.
- The flexibility of the market rate model allows us to retain prestigious and highly qualified faculty, ultimately benefiting the student. The funds generated allow us to hire the best adjuncts and compensate top faculty to develop the strongest courses and program as a whole.

a. Describe the negative aspects

Although market rate allows for a great amount of flexibility, we have learned the necessity of monitoring the educational competitive market place to ensure relevance of degrees offered along with the correct price points.

8. How does the market tuition rate initiative compare to Continuing Education?

The market rate model provides the financial flexibility to support the deployment of high quality programs and the generation of income to fund a variety of college investments whereby Continuing Education does not. In addition, market rate programs allow for tuition increases up to 15% annually.

The Continuing Education guidelines for credit programs require the development and implementation of self-supporting programs, when there is a demonstrated justified need, based on a cost-recovery model. Thus, fund balances and/or carry forwards are not allowed. Long-term investments cannot be funded in a Continuing Education model. The self-supporting financial model does not allow the University to realize the full market value of a degree.

9. If the Board's Continuing Education Regulation 8.002 was modified to allow greater flexibility, could this take the place of market tuition rate for future programs? Please explain.

If the Continuing Education Regulation 8.002 is modified to allow greater flexibility, the request for new market rate tuition programs could be instead applied through Continuing Education. The rationality to support this contention is the following:

- With the modification of the Regulation, flexibility should be provided to allow FIU to charge sufficient tuition to generate fund balances for future investment as well as to be able to cover the cost of offering the program.
- Funds balances should be allowed to be used to support significant educational initiatives and to offer innovative programming to meet our local and global communities' needs. These needs may be in support of this degree program but not necessarily directly related to its costs.

Campus contact for any follow-up questions about this survey:

Name: Joyce Elam

Title of campus contact: Vice Provost, Analysis and Information Management

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Email address: Joyce.Elam@fiu.edu

Any questions about this survey should be directed to Board of Governors staff Richard Stevens (Richard.stevens@flbog.edu) or Jennifer Nabors (Jennifer.nabors@flbog.edu).

Market Tuition Rate 2016 Pilot Program Review Survey

Master in Mass Communication - Global Strategic Management (09.0102)

Approved 11/2011

Program Credit Hour Requirement: 36 hours

1. How has this market rate tuition program achieved “success?”

- a. How many degrees have been awarded as a direct result of the approval of market tuition rate?**
 - i. How does this number compare to the number of degrees awarded for E&G funded program offerings in the same or related CIP code?**

	Degrees or Certificates Market Rate	Degrees or Certificates E&G
	Awarded	Awarded
2011-12 Before Market Rate		68
2012-13		34
2013-14		42
2014-15		29

A fully online version of the Masters in Mass Communication/Global Strategic Management was approved for market rate in November 2011, but was not launched until fall of 2014.

Since this program was not launched as a market rate program until fall 2014, no degrees have been awarded yet.

b. How many additional students have enrolled as a direct result of approval of market tuition rate?

	Enrollment (Fall) Headcount Market Rate			E&G Enrollment (Fall) Headcount		
	In-State	Out-of-State	Total	In-State	Out-of-State	Total
Before Market Rate Fall 2011				92	33	125
Fall 2012				67	46	113
Fall 2013				57	12	69
Fall 2014*	9	4	13	49	9	58
Fall 2015	42	4	46	36	10	46

*Program not launched until Fall 2014

Fifty-nine students have been enrolled as a direct result of this market rate program.

c. How has each approved program achieved success in terms of outcome measures in original program proposal?

- Enrollment: The number of students enrolled in the fully online market rate program has increased over the two years that it has been offered.
- Student Satisfaction: An exit survey was administered in August 2015 as the first class completed the program. An overall satisfaction score of 4 out of 5 was achieved.

d. How does attrition for the market tuition rate program offering compare to attrition rates for E&G funded program offerings in the same or related CIP code?

CIP	CIP DESCRIPTION	COHORT YEAR	PROGRAM TYPE	YEARS	COHORT	RE-ENROLLED IN UNIVERSITY	GRADUATED IN UNIVERSITY CUMMULATIVE	RETAINED IN UNIVERSITY	GRADUATION RATE	RETENTION RATE
090102	Communication (Mass)	2011-2012	E & G	1	59	57	2	59	3.4%	100.0%
				2	59	19	31	50	52.5%	84.7%
				3	59	3	44	47	74.6%	79.7%
				4	59	1	45	46	76.3%	78.0%
				5	59	1	45	46	76.3%	78.0%
		2012-2013	E & G	1	39	36	3	39	7.7%	100.0%
				2	39	17	14	31	35.9%	79.5%
				3	39	3	27	30	69.2%	76.9%
				4	39	1	27	28	69.2%	71.8%
		2013-2014	Self-Supporting	1	3	3	0	3	0.0%	100.0%
				2	3	2	1	3	33.3%	100.0%
				3	3	2	1	3	33.3%	100.0%
			E & G	1	19	19	0	19	0.0%	100.0%
				2	19	7	11	18	57.9%	94.7%
				3	19	3	14	17	73.7%	89.5%
		2014-2015	Market Rate	1	18	11	7	18	38.9%	100.0%
				2	18	5	10	15	55.6%	83.3%
			E & G	1	25	22	3	25	12.0%	100.0%
				2	25	20	4	24	16.0%	96.0%

The retention rate for the 2014-15 cohort falls between the high and the low retention rates of E&G funded programs.

e. Provide other indicators of success:

The faculty, program coordinators and administrators at the School of Journalism and Mass Communication regularly meet with students to provide career counseling. Additionally, the students at the SJMC have access to an internship program that aligns their career interests with the needs of the business community. Finally, students are referred to the university's Career Services Office, a department with dedicated staff who help students with various career preparation skills. The Career Services Office also provides

students with information about job openings through the Panther JOBlink, a database of jobs, internships and career-related events and opportunities.

- 2. If market tuition rate was approved for a program identified as a state critical workforce need, how has implementing market tuition rate increased the number of critical need graduates overall?**

Not Applicable

- 3. What has been the impact on similar existing E&G funded program offerings in the same or related CIP code at the same degree level?**

	Enrollment (Fall) Headcount Market Rate			E&G Enrollment (Fall) Headcount		
	In-State	Out-of-State	Total	In-State	Out-of-State	Total
Fall 2011 Before Market Rate				92	33	125
Fall 2012				67	46	113
Fall 2013				57	12	69
Fall 2014*	9	4	13	49	9	58
Fall 2015	42	4	46	36	10	46

*Program not launched until Fall 2014

The number of students enrolled in the fall semester for this CIP in E&G funded program offerings have been declining since fall 2011. With the addition of a fully online version of this degree program, which was offered as a market rate program, this enrollment decline has been reversed.

- 4. Have any E&G funded program offerings in the same or related CIP code at the same level been eliminated since the approval of market tuition rate? If so, please explain.**

No

5. How do program revenues compare to program costs?

2015		2016 Q3		Life to Date		
Revenues	Expenses	Revenues	Expenses	Revenues	Expenses	Net Income
324,923	184,548	813,529	459,230	1,138,452	643,778	494,674

Revenues have exceeded expenses in every year of the program. From inception of program until third quarter of 2016, net income has been \$494,674.

6. How much revenue has been generated by market tuition rate cohorts and how has the revenue been used?

From inception of program, until third quarter of 2016, total revenues of \$1,138,452 have been realized. These revenues were used mainly to support program expenditures, which have included faculty and program coordinator salaries, enhanced student career and academic services, materials and supplies for students, scholarships, professional development for faculty and staff, marketing, recruitment, and general administrative costs.

7. Describe the positive aspects of the market tuition rate initiative.

The market rate programs have many positive aspects:

- The market rate funding model allows Schools/Colleges to offer high-demand degrees that would otherwise not be available due to limited financial resources. The market rate financial model allows the university to develop and implement strategic educational initiatives in support of critical investments.
- We are able to provide more support and services to the students in the programs. The level of service and resources we can provide the students is superior to regular programs since we have the funding to support such initiatives. These programs allow us to maintain strong connection to students in view of the level of personalized services offered. The students in these programs have greater professional development opportunities.
- The cohort format is efficient and beneficial to the students. These programs can be considered as accelerated programs. The flexibility of the dynamic courses and off-campus offerings gives us the opportunity to better serve the students, accommodate their busy schedules, and maximize progression towards degrees.

- The flexibility to increase tuition to align with competitors is a key aspect of these programs as well as being able to carry balances forward for future spending. The market rate model allows us to remain competitive and keep up with inflation without pricing ourselves out of the market.
- The flexibility of the market rate model allows us to retain prestigious and highly qualified faculty, ultimately benefiting the student. The funds generated allow us to hire the best adjuncts and compensate top faculty to develop the strongest courses and program as a whole.

a. Describe the negative aspects

Although market rate allows for a great amount of flexibility, we have learned the necessity of monitoring the educational competitive market place to ensure relevance of degrees offered along with the correct price points.

8. How does the market tuition rate initiative compare to Continuing Education?

The market rate model provides the financial flexibility to support the deployment of high quality programs and the generation of income to fund a variety of college investments whereby Continuing Education does not. In addition, market rate programs allow for tuition increases up to 15% annually.

The Continuing Education guidelines for credit programs require the development and implementation of self-supporting programs, when there is a demonstrated justified need, based on a cost-recovery model. Thus, fund balances and/or carry forwards are not allowed. Long-term investments cannot be funded in a Continuing Education model. The self-supporting financial model does not allow the University to realize the full market value of a degree.

9. If the Board's Continuing Education Regulation 8.002 was modified to allow greater flexibility, could this take the place of market tuition rate for future programs? Please explain.

If the Continuing Education Regulation 8.002 is modified to allow greater flexibility, the request for new market rate tuition programs could be instead applied through Continuing Education. The rationality to support this contention is the following:

- With the modification of the Regulation, flexibility should be provided to allow FIU to charge sufficient tuition to generate fund balances for future investment as well as to be able to cover the cost of offering the program.
- Funds balances should be allowed to be used to support significant educational initiatives and to offer innovative programming to meet our local and global

communities' needs. These needs may be in support of this degree program but not necessarily directly related to its costs.

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Market Tuition Rate 2016 Pilot Program Review Survey

Masters of Science in Curriculum and Instruction - Curriculum Development (13.0301)

Approved 11/2014

Program Credit Hour Requirement: 36 hours

1. How has this market rate tuition program achieved “success?”
 - a. How many degrees have been awarded as a direct result of the approval of market tuition rate?
 - i. How does this number compare to the number of degrees awarded for E&G funded program offerings in the same or related CIP code?

	Degrees or Certificates Market Rate	Degrees or Certificates E&G
	Awarded	Awarded
2011-12		45
2012-13		20
2013-14		19
2014-15		16

A fully online version of the Masters of Science in Curriculum and Instruction was approved for market rate in November 2014.

Since this program was launched in fall 2015, no degrees have been awarded. Degrees are on track to be awarded in 2015-16.

b. How many additional students have enrolled as a direct result of approval of market tuition rate?

	Enrollment (Fall) Headcount Market Rate			E&G Enrollment (Fall) Headcount		
	In-State	Out-of-State	Total	In-State	Out-of-State	Total
Fall 2011				51	41	92
Fall 2012				62	46	108
Fall 2013				44	4	48
Fall 2014 Before Market Rate	0	0	0	67	3	70
Fall 2015	35	4	39	60	3	63

An additional 39 students have been enrolled in this degree program as a result of it being offered online as a market rate program.

c. How has each approved program achieved success in terms of outcome measures in original program proposal?

- Enrollment: The number of students enrolled in the fully online market rate program met the target enrollment.
- Student Satisfaction: Survey will be conducted at the end of the program which is Spring 2016

- d. **How does attrition for the market tuition rate program offering compare to attrition rates for E&G funded program offerings in the same or related CIP code?**

Since the program was only launched in fall 2015, there is no information on attrition rates.

- e. **Provide other indicators of success:**

Theses online programs afford students numerous benefits which include enhanced student support services designed for success in utilizing the online platform. Additionally, expanded online resources have been developed for the unique discipline needs and applications to each field in both public and private school settings.

2. **If market tuition rate was approved for a program identified as a state critical workforce need, how has implementing market tuition rate increased the number of critical need graduates overall?**

Not Applicable

3. **What has been the impact on similar existing E&G funded program offerings in the same or related CIP code at the same degree level?**

	Enrollment (Fall) Headcount Market Rate			E&G Enrollment (Fall) Headcount		
	In-State	Out-of-State	Total	In-State	Out-of-State	Total
Fall 2011				51	41	92
Fall 2012				62	46	108
Fall 2013				44	4	48
Fall 2014 Before Market Rate	0	0	0	67	3	70
Fall 2015	35	4	39	60	3	63

Student headcount in the fully-online market rate program is comparable to the student headcount in the E&G funded face-to-face program.

4. Have any E&G funded program offerings in the same or related CIP code at the same level been eliminated since the approval of market tuition rate? If so, please explain.

No

5. How do program revenues compare to program costs?

2016 Q3		Life to Date		
Revenues	Expenses	Revenues	Expenses	Net Income
424,261	465,003	424,261	465,003	(40,742)

As of the third quarter of 2016, revenues have not exceeded expenses in this new program.

6. How much revenue has been generated by market tuition rate cohorts and how has the revenue been used?

From inception of program, until third quarter of 2016, total revenues of \$424,261 have been realized. These revenues were used mainly to support program expenditures, which have included faculty and program coordinator salaries, enhanced student career and academic services, materials and supplies for students, scholarships, professional development for faculty and staff, marketing, recruitment, and general administrative costs.

7. Describe the positive aspects of the market tuition rate initiative.

The market rate programs have many positive aspects:

- The market rate funding model allows Schools/Colleges to offer high-demand degrees that would otherwise not be available due to limited financial resources. The market rate financial model allows the university to develop and implement strategic educational initiatives in support of critical investments.
- We are able to provide more support and services to the students in the programs. The level of service and resources we can provide the students is superior to regular programs since we have the funding to support such initiatives. These programs allow us to maintain strong connection to students in

view of the level of personalized services offered. The students in these programs have greater professional development opportunities.

- The cohort format is efficient and beneficial to the students. These programs can be considered as accelerated programs. The flexibility of the dynamic courses and off-campus offerings gives us the opportunity to better serve the students, accommodate their busy schedules, and maximize progression towards degrees.
- The flexibility to increase tuition to align with competitors is a key aspect of these programs as well as being able to carry balances forward for future spending. The market rate model allows us to remain competitive and keep up with inflation without pricing ourselves out of the market.
- The flexibility of the market rate model allows us to retain prestigious and highly qualified faculty, ultimately benefiting the student. The funds generated allow us to hire the best adjuncts and compensate top faculty to develop the strongest courses and program as a whole.

a. Describe the negative aspects

Although market rate allows for a great amount of flexibility, we have learned the necessity of monitoring the educational competitive market place to ensure relevance of degrees offered along with the correct price points.

8. How does the market tuition rate initiative compare to Continuing Education?

The market rate model provides the financial flexibility to support the deployment of high quality programs and the generation of income to fund a variety of college investments whereby Continuing Education does not. In addition, market rate programs allow for tuition increases up to 15% annually.

The Continuing Education guidelines for credit programs require the development and implementation of self-supporting programs, when there is a demonstrated justified need, based on a cost-recovery model. Thus, fund balances and/or carry forwards are not allowed. Long-term investments cannot be funded in a Continuing Education model. The self-supporting financial model does not allow the University to realize the full market value of a degree.

9. If the Board's Continuing Education Regulation 8.002 was modified to allow greater flexibility, could this take the place of market tuition rate for future programs? Please explain.

If the Continuing Education Regulation 8.002 is modified to allow greater flexibility, the request for new market rate tuition programs could be instead applied through Continuing Education. The rationality to support this contention is the following:

- With the modification of the Regulation, flexibility should be provided to allow FIU to charge sufficient tuition to generate fund balances for future investment as well as to be able to cover the cost of offering the program.
- Funds balances should be allowed to be used to support significant educational initiatives and to offer innovative programming to meet our local and global communities' needs. These needs may be in support of this degree program but not necessarily directly related to its costs.

Campus contact for any follow-up questions about this survey:

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Market Tuition Rate 2016 Pilot Program Review Survey

Masters of Science in Special Education (13.1001)

Approved 11/2014

Program Credit Hour Requirement: 36 hours

1. How has this market rate tuition program achieved “success?”

- a. How many degrees have been awarded as a direct result of the approval of market tuition rate?**
 - i. How does this number compare to the number of degrees awarded for E&G funded program offerings in the same or related CIP code?**

	Degrees or Certificates Market Rate	Degrees or Certificates E&G
	Awarded	Awarded
2011-12		50
2012-13		5
2013-14		28
2014-15		19

A fully online version of the Masters of Science in Special Education was approved for market rate in November 2014.

Since this program was launched in fall 2015, no degrees have been awarded. Degrees are on track to be awarded in 2015-16.

- b. How many additional students have enrolled as a direct result of approval of market tuition rate?

	Enrollment (Fall) Headcount Market Rate			E&G Enrollment (Fall) Headcount		
	In-State	Out-of-State	Total	In-State	Out-of-State	Total
Fall 2011				41	0	41
Fall 2012				34	0	34
Fall 2013				30	1	31
Fall 2014 Before Market Rate				35	2	37
Fall 2015	35	9	44	26	1	27

An additional 44 students have been enrolled in this degree program as a result of it being offered online.

- c. How has each approved program achieved success in terms of outcome measures in original program proposal?

- Enrollment: The number of students enrolled in the fully online market rate program met the target enrollment.
- Student Satisfaction: Survey will be conducted at the end of the program which is spring 2016

- d. How does attrition for the market tuition rate program offering compare to attrition rates for E&G funded program offerings in the same or related CIP code?

Since the program was only launched in fall 2015, there is no information on attrition rates.

- e. Provide other indicators of success:

Theses online programs afford students numerous benefits which include enhanced student support services designed for success in utilizing the online platform. Additionally, expanded online resources have been developed for the unique discipline needs and applications to each field in both public and private school settings.

2. If market tuition rate was approved for a program identified as a state critical workforce need, how has implementing market tuition rate increased the number of critical need graduates overall?

Not Applicable

3. What has been the impact on similar existing E&G funded program offerings in the same or related CIP code at the same degree level?

	Enrollment (Fall) Headcount Market Rate			E&G Enrollment (Fall) Headcount		
	In-State	Out-of-State	Total	In-State	Out-of-State	Total
Fall 2011				41	0	41
Fall 2012				34	0	34
Fall 2013				30	1	31
Fall 2014 Before Market Rate				35	2	37
Fall 2015	35	9	44	26	1	27

Student headcount in the fully-online market rate program has exceeded the student headcount in the E&G funded face-to-face program for the last five years.

4. Have any E&G funded program offerings in the same or related CIP code at the same level been eliminated since the approval of market tuition rate? If so, please explain.

No

5. How do program revenues compare to program costs?

2016 Q3		Life to Date		
Revenues	Expenses	Revenues	Expenses	Net Income
503,534	459,454	503,534	459,454	44,080

Through the third quarter of 2016, revenues have exceeded expenses. From inception of program until third quarter of 2016, net income has been \$44,080.

6. How much revenue has been generated by market tuition rate cohorts and how has the revenue been used?

From inception of program, until third quarter of 2016, total revenues of \$ 503,534 have been realized. These revenues were used mainly to support program expenditures, which have included faculty and program coordinator salaries, enhanced student career and academic services, materials and supplies for students, scholarships, professional development for faculty and staff, marketing, recruitment, and general administrative costs.

7. Describe the positive aspects of the market tuition rate initiative.

The market rate programs have many positive aspects:

- The market rate funding model allows Schools/Colleges to offer high-demand degrees that would otherwise not be available due to limited financial resources. The market rate financial model allows the university to develop and implement strategic educational initiatives in support of critical investments.
- We are able to provide more support and services to the students in the programs. The level of service and resources we can provide the students is superior to regular programs since we have the funding to support such initiatives. These programs allow us to maintain strong connection to students in view of the level of personalized services offered. The students in these programs have greater professional development opportunities.

- The cohort format is efficient and beneficial to the students. These programs can be considered as accelerated programs. The flexibility of the dynamic courses and off-campus offerings gives us the opportunity to better serve the students, accommodate their busy schedules, and maximize progression towards degrees.
- The flexibility to increase tuition to align with competitors is a key aspect of these programs as well as being able to carry balances forward for future spending. The market rate model allows us to remain competitive and keep up with inflation without pricing ourselves out of the market.
- The flexibility of the market rate model allows us to retain prestigious and highly qualified faculty, ultimately benefiting the student. The funds generated allow us to hire the best adjuncts and compensate top faculty to develop the strongest courses and program as a whole.

a. Describe the negative aspects

Although market rate allows for a great amount of flexibility, we have learned the necessity of monitoring the educational competitive market place to ensure relevance of degrees offered along with the correct price points.

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The market rate model provides the financial flexibility to support the deployment of high quality programs and the generation of income to fund a variety of college investments whereby Continuing Education does not. In addition, market rate programs allow for tuition increases up to 15% annually.

The Continuing Education guidelines for credit programs require the development and implementation of self-supporting programs, when there is a demonstrated justified need, based on a cost-recovery model. Thus, fund balances and/or carry forwards are not allowed. Long-term investments cannot be funded in a Continuing Education model. The self-supporting financial model does not allow the University to realize the full market value of a degree.

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- Funds balances should be allowed to be used to support significant educational initiatives and to offer innovative programming to meet our local and global communities' needs. These needs may be in support of this degree program but not necessarily directly related to its costs.

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Market Tuition Rate 2016 Pilot Program Review Survey

Master of Science in Engineering Management (14.3502)

Approved 11/2011

Program Credit Hour Requirement: 30-33 hours

1. How has this market rate tuition program achieved “success?”

a. How many degrees have been awarded as a direct result of the approval of market tuition rate?

i. How does this number compare to the number of degrees awarded for E&G funded program offerings in the same or related CIP code?

	Degrees or Certificates Market Rate	Degrees or Certificates E&G
	Awarded	Awarded
Before Market Rate 2011-12		81
2012- 13		114
2013-14		89
2014-15		95

No degrees have been awarded for market rate programs.

b. How many additional students have enrolled as a direct result of approval of market tuition rate?

	Enrollment (Fall) Headcount Market Rate			E&G Enrollment (Fall) Headcount		
	In-State	Out-of-State	Total	In-State	Out-of-State	Total
Before Market Rate			0	93	52	145
Fall 2012			0	109	54	163
Fall 2013			0	80	39	119
Fall 2014	6		6	55	75	130
Fall 2015	21	11	32	42	70	112

The market rate program has brought in 38 students.

c. How has each approved program achieved success in terms of outcome measures in original program proposal?

- Enrollment: Enrollment has not met expectations. In large part, due to the economy and the lack of interest in the degree in general.
- Student Satisfaction: Student satisfaction ratings ranged from a low of 97% agreeing or strongly agreeing (2015) to 100% (2014) regarding the overall benefits of the program. These survey results met the 70% criterion for success.
- Retention Rate: Please refer to question 1.d.
- Graduation Rate: Please refer to question 1.d.

d. How does attrition for the market tuition rate program offering compare to attrition rates for E&G funded program offerings in the same or related CIP code?

CIP	CIP DESCRIPTION	COHORT YEAR	PROGRAM TYPE	YEARS	COHORT	RE-ENROLLED IN UNIVERSITY	GRADUATED IN UNIVERSITY CUMMULATIVE	RETAINED IN UNIVERSITY	GRADUATION RATE	RETENTION RATE
143502	Engineering Management	2010-2011	E & G	1	80	78	2	80	2.5%	100.0%
				2	80	16	56	72	70.0%	90.0%
				3	80	2	69	71	86.3%	88.8%
				4	80	1	69	70	86.3%	87.5%
				5	80	2	70	72	87.5%	90.0%
				6	80	1	70	71	87.5%	88.8%
		2011-2012	E & G	1	107	85	22	107	20.6%	100.0%
				2	107	18	82	100	76.6%	93.5%
				3	107	5	91	96	85.0%	89.7%
				4	107	2	94	96	87.9%	89.7%
				5	107	2	94	96	87.9%	89.7%
		2012-2013	E & G	1	97	62	35	97	36.1%	100.0%
				2	97	12	79	91	81.4%	93.8%
				3	97	2	89	91	91.8%	93.8%
				4	97	0	91	91	93.8%	93.8%
		2013-2014	Market Rate	1	2	2	0	2	0.0%	100.0%
				2	2	0	0	0	0.0%	0.0%
				3	2	2	0	2	0.0%	100.0%
			E & G	1	102	84	18	102	17.6%	100.0%
				2	102	18	77	95	75.5%	93.1%
				3	102	6	87	93	85.3%	91.2%
		2014-2015	Market Rate	1	18	13	5	18	27.8%	100.0%
				2	18	10	7	17	38.9%	94.4%
			E & G	1	75	63	12	75	16.0%	100.0%
				2	75	41	29	70	38.7%	93.3%

The retention and graduation rates for the market rate program is equivalent to those for the E&G funded programs.

e. Provide other indicators of success:

The College has held graduation receptions where we have brought staff from Career Services and introduce them to our students in order to help them connect with job opportunities. We also make sure that they are invited to all College of Engineering alumni events so they can network with other graduates. For the last group that graduated from the Jamaica program (MSEM), our Career Services Office held online seminars for the students in resume writing and interview skills.

2. If market tuition rate was approved for a program identified as a state critical workforce need, how has implementing market tuition rate increased the number of critical need graduates overall?

Not Applicable

3. What has been the impact on similar existing E&G funded program offerings in the same or related CIP code at the same degree level?

	Enrollment (Fall) Headcount Market Rate			E&G Enrollment (Fall) Headcount		
	In-State	Out-of-State	Total	In-State	Out-of-State	Total
Before Market Rate			0	93	52	145
Fall 2012			0	109	54	163
Fall 2013			0	80	39	119
Fall 2014	6		6	55	75	130
Fall 2015	21	11	32	42	70	112

Enrollment in Engineering Management, in general, has been going to down, so it is difficult to assess the impact.

4. Have any E&G funded program offerings in the same or related CIP code at the same level been eliminated since the approval of market tuition rate? If so, please explain.

No

5. How do program revenues compare to program costs?

2013		2014		2015		2016 Q3		Life to Date		
Revenues	Expenses	Revenues	Expenses	Revenues	Expenses	Revenues	Expenses	Revenues	Expenses	Net Income
1,107,323	1,306,888	684,931	846,081	810,906	867,115	748,342	546,631	3,351,502	3,566,715	(215,213)

From inception of program until third quarter of 2016, net income has not exceeded expenses.

6. How much revenue has been generated by market tuition rate cohorts and how has the revenue been used?

From inception of program, until third quarter of 2016, total revenues of \$3,351,502 have been realized. These revenues were used mainly to support program expenditures, which have included faculty and program coordinator salaries, enhanced student career and academic services, materials and supplies for students, scholarships, professional development for faculty and staff, marketing, recruitment, and general administrative costs.

7. Describe the positive aspects of the market tuition rate initiative.

The market rate programs have many positive aspects:

- The market rate funding model allows Schools/Colleges to offer high-demand degrees that would otherwise not be available due to limited financial resources. The market rate financial model allows the university to develop and implement strategic educational initiatives in support of critical investments.
- We are able to provide more support and services to the students in the programs. The level of service and resources we can provide the students is superior to regular programs since we have the funding to support such initiatives. These programs allow us to maintain strong connection to students in

view of the level of personalized services offered. The students in these programs have greater professional development opportunities.

- The cohort format is efficient and beneficial to the students. These programs can be considered as accelerated programs. The flexibility of the dynamic courses and off-campus offerings gives us the opportunity to better serve the students, accommodate their busy schedules, and maximize progression towards degrees.
- The flexibility to increase tuition to align with competitors is a key aspect of these programs as well as being able to carry balances forward for future spending. The market rate model allows us to remain competitive and keep up with inflation without pricing ourselves out of the market.
- The flexibility of the market rate model allows us to retain prestigious and highly qualified faculty, ultimately benefiting the student. The funds generated allow us to hire the best adjuncts and compensate top faculty to develop the strongest courses and program as a whole.

a. Describe the negative aspects

Although market rate allows for a great amount of flexibility, we have learned the necessity of monitoring the educational competitive market place to ensure relevance of degrees offered along with the correct price points.

8. How does the market tuition rate initiative compare to Continuing Education?

The market rate model provides the financial flexibility to support the deployment of high quality programs and the generation of income to fund a variety of college investments whereby Continuing Education does not. In addition, market rate programs allow for tuition increases up to 15% annually.

The Continuing Education guidelines for credit programs require the development and implementation of self-supporting programs, when there is a demonstrated justified need, based on a cost-recovery model. Thus, fund balances and/or carry forwards are not allowed. Long-term investments cannot be funded in a Continuing Education model. The self-supporting financial model does not allow the University to realize the full market value of a degree.

9. If the Board's Continuing Education Regulation 8.002 was modified to allow greater flexibility, could this take the place of market tuition rate for future programs? Please explain.

If the Continuing Education Regulation 8.002 is modified to allow greater flexibility, the request for new market rate tuition programs could be instead applied through Continuing Education. The rationality to support this contention is the following:

- With the modification of the Regulation, flexibility should be provided to allow FIU to charge sufficient tuition to generate fund balances for future investment as well as to be able to cover the cost of offering the program.
- Funds balances should be allowed to be used to support significant educational initiatives and to offer innovative programming to meet our local and global communities' needs. These needs may be in support of this degree program but not necessarily directly related to its costs.

Campus contact for any follow-up questions about this survey:

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Any questions about this survey should be directed to Board of Governors staff Richard Stevens (Richard.stevens@flbog.edu) or Jennifer Nabors (Jennifer.nabors@flbog.edu).

Market Tuition Rate 2016 Pilot Program Review Survey

Master of Science in Construction Management (15.1001)

Approved 11/2011

Program Credit Hour Requirement: 30-33 hours

1. How has this market rate tuition program achieved “success?”

a. How many degrees have been awarded as a direct result of the approval of market tuition rate?

i. How does this number compare to the number of degrees awarded for E&G funded program offerings in the same or related CIP code?

	Degrees or Certificates Market Rate	Degrees or Certificates E&G
	Awarded	Awarded
Before Market Rate 2011-12		69
2012- 13		32
2013-14		62
2014-15	7	57

The number of degrees awarded by the market rate program is a small percentage of all degrees offered.

- b. How many additional students have enrolled as a direct result of approval of market tuition rate?

	Enrollment (Fall) Headcount Market Rate			E&G Enrollment (Fall) Headcount		
	In-State	Out-of-State	Total	In-State	Out-of-State	Total
Before Market Rate				87	36	123
Fall 2012				90	36	126
Fall 2013				94	28	122
Fall 2014	7	18	25	69	27	96
Fall 2015	17		17	41	21	62

The market rate program has brought in 42 students.

- c. How has each approved program achieved success in terms of outcome measures in original program proposal?

- Enrollment: Enrollment has not met expectations. In large part, due to the economy and the lack of interest in the degree in general.
- Student Satisfaction: Since program inception, the average score on the student satisfaction survey ranged from a low of 3.38 (2013) to a high of 3.88 (2014) on a five-point scale. The median was 3.58. These survey results met the 3.0 criterion for success.
- Retention Rate: Please refer to question 1.d.
- Graduation Rate: Please refer to question 1.d.

d. How does attrition for the market tuition rate program offering compare to attrition rates for E&G funded program offerings in the same or related CIP code?

CIP	CIP DESCRIPTION	ACAD_PLAN	ACAD_SUB_PLAN	COHORT YEAR	PROGRAM TYPE	YEARS	COHORT	RE-ENROLLED IN UNIVERSITY	GRADUATED IN UNIVERSITY CUMMULATIVE	RETAINED IN UNIVERSITY	GRADUATION RATE	RETENTION RATE
151001	Construction/Building Tech.	CONMG:MS	CONONLINE	2011-2012	E & G	1	3	3	0	3	0.0%	100.0%
						2	3	3	0	3	0.0%	100.0%
						3	3	3	0	3	0.0%	100.0%
						4	3	0	2	2	66.7%	66.7%
						5	3	1	2	3	66.7%	100.0%
				2012-2013	Market Rate	1	5	5	0	5	0.0%	100.0%
						2	5	4	0	4	0.0%	80.0%
						3	5	2	3	5	60.0%	100.0%
						4	5	1	3	4	60.0%	80.0%
				2013-2014	Market Rate	1	5	5	0	5	0.0%	100.0%
						2	5	3	2	5	40.0%	100.0%
						3	5	3	2	5	40.0%	100.0%
			2014-2015	Market Rate	1	6	6	0	6	0.0%	100.0%	
					2	6	5	0	5	0.0%	83.3%	
			PROFSNL4	2011-2012	E & G	1	1	1	0	1	0.0%	100.0%
						2	1	1	0	1	0.0%	100.0%
						3	1	0	1	1	100.0%	100.0%
						4	1	0	1	1	100.0%	100.0%
						5	1	0	1	1	100.0%	100.0%
				2012-2013	Market Rate	1	16	16	0	16	0.0%	100.0%
						2	16	2	13	15	81.3%	93.8%
						3	16	0	14	14	87.5%	87.5%
						4	16	0	14	14	87.5%	87.5%
				2013-2014	Market Rate	1	14	10	4	14	28.6%	100.0%
						2	14	1	12	13	85.7%	92.9%
						3	14	0	12	12	85.7%	85.7%
			2014-2015	Market Rate	1	2	2	0	2	0.0%	100.0%	
					2	2	2	0	2	0.0%	100.0%	
2010-2011	E & G2	1	90	80	10	90	11.1%	100.0%				
		2	90	33	41	74	45.6%	82.2%				
		3	90	15	56	71	62.2%	78.9%				
		4	90	3	61	64	67.8%	71.1%				

					5	90	3	62	65	68.9%	72.2%	
					6	90	1	62	63	68.9%	70.0%	
				2011-2012	E & G	1	51	49	2	51	3.9%	100.0%
						2	51	24	18	42	35.3%	82.4%
						3	51	5	29	34	56.9%	66.7%
						4	51	1	33	34	64.7%	66.7%
						5	51	1	33	34	64.7%	66.7%
				2012-2013	E & G	1	64	53	11	64	17.2%	100.0%
						2	64	16	27	43	42.2%	67.2%
						3	64	5	36	41	56.3%	64.1%
						4	64	4	36	40	56.3%	62.5%
				2013-2014	E & G	1	52	46	6	52	11.5%	100.0%
						2	52	18	26	44	50.0%	84.6%
						3	52	9	31	40	59.6%	76.9%
				2014-2015	E & G	1	34	32	2	34	5.9%	100.0%
						2	34	15	12	27	35.3%	79.4%

The retention and graduation rates for the market rate programs are better than those for the E&G funded programs.

e. Provide other indicators of success:

The College has held graduation receptions where we have brought staff from Career Services and introduce them to our students in order to help them connect with job opportunities. We also make sure that they are invited to all College of Engineering alumni events so they can network with other graduates. For the last group that graduated from the Jamaica program (MSEM), our Career Services Office held online seminars for the students in resume writing and interview skills.

2. If market tuition rate was approved for a program identified as a state critical workforce need, how has implementing market tuition rate increased the number of critical need graduates overall?

Not Applicable

3. What has been the impact on similar existing E&G funded program offerings in the same or related CIP code at the same degree level?

	Enrollment (Fall) Headcount Market Rate			E&G Enrollment (Fall) Headcount		
	In-State	Out-of-State	Total	In-State	Out-of-State	Total
Before Market Rate				87	36	123
Fall 2012				90	36	126
Fall 2013				94	28	122
Fall 2014	7	18	25	69	27	96
Fall 2015	17		17	41	21	62

Enrollment in Construction Management, in general, has been going to down, so it is difficult to assess the impact.

4. Have any E&G funded program offerings in the same or related CIP code at the same level been eliminated since the approval of market tuition rate? If so, please explain.

No

5. How do program revenues compare to program costs?

2013		2014		2015		2016 Q3		Life to Date		
Revenues	Expenses	Revenues	Expenses	Revenues	Expenses	Revenues	Expenses	Revenues	Expenses	Net Income
521,238	268,134	424,103	624,838	186,377	214,124	69,463	62,228	1,201,181	1,169,323	31,858

From inception of program until third quarter of 2016, net income has been \$31,858.

6. How much revenue has been generated by market tuition rate cohorts and how has the revenue been used?

From inception of program, until third quarter of 2016, total revenues of \$1,201,181 have been realized. These revenues were used mainly to support program expenditures, which have included faculty and program coordinator salaries, enhanced student career and academic services, materials and supplies for students, scholarships, professional development for faculty and staff, marketing, recruitment, and general administrative costs.

7. Describe the positive aspects of the market tuition rate initiative.

The market rate programs have many positive aspects:

- The market rate funding model allows Schools/Colleges to offer high-demand degrees that would otherwise not be available due to limited financial resources. The market rate financial model allows the university to develop and implement strategic educational initiatives in support of critical investments.
- We are able to provide more support and services to the students in the programs. The level of service and resources we can provide the students is superior to regular programs since we have the funding to support such initiatives. These programs allow us to maintain strong connection to students in view of the level of personalized services offered. The students in these programs have greater professional development opportunities.
- The cohort format is efficient and beneficial to the students. These programs can be considered as accelerated programs. The flexibility of the dynamic courses and off-campus offerings gives us the opportunity to better serve the students, accommodate their busy schedules, and maximize progression towards degrees.
- The flexibility to increase tuition to align with competitors is a key aspect of these programs as well as being able to carry balances forward for future

spending. The market rate model allows us to remain competitive and keep up with inflation without pricing ourselves out of the market.

- The flexibility of the market rate model allows us to retain prestigious and highly qualified faculty, ultimately benefiting the student. The funds generated allow us to hire the best adjuncts and compensate top faculty to develop the strongest courses and program as a whole.

a. Describe the negative aspects

Although market rate allows for a great amount of flexibility, we have learned the necessity of monitoring the educational competitive market place to ensure relevance of degrees offered along with the correct price points.

8. How does the market tuition rate initiative compare to Continuing Education?

The market rate model provides the financial flexibility to support the deployment of high quality programs and the generation of income to fund a variety of college investments whereby Continuing Education does not. In addition, market rate programs allow for tuition increases up to 15% annually.

The Continuing Education guidelines for credit programs require the development and implementation of self-supporting programs, when there is a demonstrated justified need, based on a cost-recovery model. Thus, fund balances and/or carry forwards are not allowed. Long-term investments cannot be funded in a Continuing Education model. The self-supporting financial model does not allow the University to realize the full market value of a degree.

9. If the Board's Continuing Education Regulation 8.002 was modified to allow greater flexibility, could this take the place of market tuition rate for future programs? Please explain.

If the Continuing Education Regulation 8.002 is modified to allow greater flexibility, the request for new market rate tuition programs could be instead applied through Continuing Education. The rationality to support this contention is the following:

- With the modification of the Regulation, flexibility should be provided to allow FIU to charge sufficient tuition to generate fund balances for future investment as well as to be able to cover the cost of offering the program.
- Funds balances should be allowed to be used to support significant educational initiatives and to offer innovative programming to meet our local and global communities' needs. These needs may be in support of this degree program but not necessarily directly related to its costs.

Campus contact for any follow-up questions about this survey:

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Any questions about this survey should be directed to Board of Governors staff Richard Stevens (Richard.stevens@flbog.edu) or Jennifer Nabors (Jennifer.nabors@flbog.edu).

Market Tuition Rate 2016 Pilot Program Review Survey

Master in Global Governance (30.2001)

Approved 3/2011

Program Credit Hour Requirement: 36 hours

1. How has this market rate tuition program achieved “success?”

a. How many degrees have been awarded as a direct result of the approval of market tuition rate?

i. How does this number compare to the number of degrees awarded for E&G funded program offerings in the same or related CIP code?

	Degrees or Certificates Market Rate	Degrees or Certificates E&G
	Awarded	Awarded
2012-13	22	
2013-14	26	
2014-15	20	

This was a new degree program that is only offered as a market rate program.

b. How many additional students have enrolled as a direct result of approval of market tuition rate?

	Enrollment (Fall) Headcount Market Rate			E&G Enrollment (Fall) Headcount	
	In-State	Out-of-State	Total	In-State	Out-of-State
Before Market Rate Fall 2010				0	
Fall 2011	29	1	30	0	
Fall 2012	49	8	57	0	
Fall 2013	35	11	46	0	
Fall 2014	35	24	59	0	
Fall 2015	47	26	73	0	

This was a new degree program that is only offered as a market rate program. As a result of this program 265 additional students have enrolled at the University.

c. How has each approved program achieved success in terms of outcome measures in original program proposal?

- Enrollment: As a new degree program only offered as market rate, the program achieved its highest headcount as of fall 2015 of 73.
- Student Satisfaction: Since program inception, the average score on the student satisfaction survey ranged from a low of 3 (2015) to a high of 4 (2014) on a five-point scale. The median was 3.5. These survey results met the criterion for success of 3 (Good).
- Retention Rate: Please refer to question 1.d.
- Graduation Rate: Please refer to question 1.d.

d. How does attrition for the market tuition rate program offering compare to attrition rates for E&G funded program offerings in the same or related CIP code?

CIP	CIP DESCRIPTION	COHORT YEAR	PROGRAM TYPE	YEARS	COHORT	RE-ENROLLED IN UNIVERSITY	GRADUATED IN UNIVERSITY CUMMULATIVE	RETAINED IN UNIVERSITY	GRADUATION RATE	RETENTION RATE
302001	International/Global Studies	2011-2012	Market Rate	1	28	28	0	28	0.0%	100.0%
				2	28	2	22	24	78.6%	85.7%
				3	28	0	23	23	82.1%	82.1%
				4	28	0	23	23	82.1%	82.1%
				5	28	0	23	23	82.1%	82.1%
		2012-2013	Market Rate	1	32	32	0	32	0.0%	100.0%
				2	32	1	24	25	75.0%	78.1%
				3	32	1	27	28	84.4%	87.5%
				4	32	0	27	27	84.4%	84.4%
		2013-2014	Market Rate	1	20	20	0	20	0.0%	100.0%
				2	20	0	17	17	85.0%	85.0%
				3	20	0	17	17	85.0%	85.0%
		2014-2015	Market Rate	1	36	36	0	36	0.0%	100.0%
				2	36	33	0	33	0.0%	91.7%

This was a new degree program that is only offered as a market rate program.

e. Provide other indicators of success:

The market-rate based tuition programs have led to the development of a first-class curriculum, creation of tracks that have met market demand and attracted the best faculty in the School to teach a variety of skills-based and professionally orientated core and elective courses. Due to market rate programs, we have been able to invite guest speakers from across the nation and world, and have designed practicum/capstone research projects that bring academics and policy makers together to work with students. The programs have allowed us to extend scholarships to students. We have also organized professional development seminars, tutorial workshops, conference travel, and have covered stipends for summer internship travel. Services, made possible by a market-rate tuition, are not only aimed at producing an elite and competitive academic program but are also designed to assist the students with their professional aspirations and career placement.

2. If market tuition rate was approved for a program identified as a state critical workforce need, how has implementing market tuition rate increased the number of critical need graduates overall?

Not Applicable

3. What has been the impact on similar existing E&G funded program offerings in the same or related CIP code at the same degree level?

	Enrollment (Fall) Headcount Market Rate			E&G Enrollment (Fall) Headcount		
	In-State	Out-of-State	Total	In-State	Out-of-State	Total
Before Market Rate Fall 2010				0		0
Fall 2011	29	1	30	0		0
Fall 2012	49	8	57	0		0
Fall 2013	35	11	46	0		0
Fall 2014	35	24	59	0		0
Fall 2015	47	26	73	0		0

This was a new degree program that is only offered as a market rate program.

4. Have any E&G funded program offerings in the same or related CIP code at the same level been eliminated since the approval of market tuition rate? If so, please explain.

No. This was a new degree program that is only offered as a market rate program.

5. How do program revenues compare to program costs?

2012		2013		2014		2015		2016 Q3		Life to Date		
Revenues	Expenses	Revenues	Expenses	Revenues	Expenses	Revenues	Expenses	Revenues	Expenses	Revenues	Expenses	Net Income
473,097	280,401	884,138	916,703	703,734	734,518	900,160	843,996	1,120,984	854,082	4,082,113	3,629,700	452,413

Revenues have exceeded expenses in every year, except for 2013 and 2014. From inception of program, until third quarter of 2016, net income has been \$452,413.

6. How much revenue has been generated by market tuition rate cohorts and how has the revenue been used?

From inception of program, until third quarter of 2016, total revenues of \$4,082,113 have been realized. These revenues were used mainly to support program expenditures, which have included faculty and program coordinator salaries, enhanced student career and academic services, materials and supplies for students, scholarships, facility rental, professional development for faculty and staff, marketing, recruitment, and general administrative costs.

7. Describe the positive aspects of the market tuition rate initiative.

The market rate programs have many positive aspects:

- The market rate funding model allows Schools/Colleges to offer high-demand degrees that would otherwise not be available due to limited financial resources. The market rate financial model allows the university to develop and implement strategic educational initiatives in support of critical investments.
- We are able to provide more support and services to the students in the programs. The level of service and resources we can provide the students is superior to regular programs since we have the funding to support such initiatives. These programs allow us to maintain strong connection to students in view of the level of personalized services offered. The students in these programs have greater professional development opportunities.
- The cohort format is efficient and beneficial to the students. These programs can be considered as accelerated programs. The flexibility of the dynamic courses and off-campus offerings gives us the opportunity to better serve the students, accommodate their busy schedules, and maximize progression towards degrees.
- The flexibility to increase tuition to align with competitors is a key aspect of these programs as well as being able to carry balances forward for future

spending. The market rate model allows us to remain competitive and keep up with inflation without pricing ourselves out of the market.

- The flexibility of the market rate model allows us to retain prestigious and highly qualified faculty, ultimately benefiting the student. The funds generated allow us to hire the best adjuncts and compensate top faculty to develop the strongest courses and program as a whole.

a. Describe the negative aspects

Although market rate allows for a great amount of flexibility, we have learned the necessity of monitoring the educational competitive market place to ensure relevance of degrees offered along with the correct price points.

8. How does the market tuition rate initiative compare to Continuing Education?

The market rate model provides the financial flexibility to support the deployment of high quality programs and the generation of income to fund a variety of college investments whereby Continuing Education does not. In addition, market rate programs allow for tuition increases up to 15% annually.

The Continuing Education guidelines for credit programs require the development and implementation of self-supporting programs, when there is a demonstrated justified need, based on a cost-recovery model. Thus, fund balances and/or carry forwards are not allowed. Long-term investments cannot be funded in a Continuing Education model. The self-supporting financial model does not allow the University to realize the full market value of a degree.

9. If the Board's Continuing Education Regulation 8.002 was modified to allow greater flexibility, could this take the place of market tuition rate for future programs? Please explain.

If the Continuing Education Regulation 8.002 is modified to allow greater flexibility, the request for new market rate tuition programs could be instead applied through Continuing Education. The rationality to support this contention is the following:

- With the modification of the Regulation, flexibility should be provided to allow FIU to charge sufficient tuition to generate fund balances for future investment as well as to be able to cover the cost of offering the program.
- Funds balances should be allowed to be used to support significant educational initiatives and to offer innovative programming to meet our local and global communities' needs. These needs may be in support of this degree program but not necessarily directly related to its costs.

Campus contact for any follow-up questions about this survey:

Name: Joyce Elam

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Any questions about this survey should be directed to Board of Governors staff Richard Stevens (Richard.stevens@flbog.edu) or Jennifer Nabors (Jennifer.nabors@flbog.edu).

Market Tuition Rate 2016 Pilot Program Review Survey

Professional Master of Science Counseling Psychology (42.0101)

Approved 11/2013

Program Credit Hour Requirement: 60 hours

- 1. How has this market rate tuition program achieved “success?”**
 - a. How many degrees have been awarded as a direct result of the approval of market tuition rate?**
 - i. How does this number compare to the number of degrees awarded for E&G funded program offerings in the same or related CIP code?**

This program was launched as a market rate in fall 2014. There is no E&G equivalent program.

b. How many additional students have enrolled as a direct result of approval of market tuition rate?

	Enrollment (Fall) Headcount Market Rate		Total
	In-State	Out-of-State	
Before Market Rate			
Fall 2014	44	10	54
Fall 2015	47	10	57

An additional 111 students have enrolled.

c. How has each approved program achieved success in terms of outcome measures in original program proposal?

- Enrollment: Enrollment has increased since the start of the program.
- Student Satisfaction: Conducted in summer 2015 for both graduating group and first year market rate cohort. Student feedback indicates a rating of 85% or higher on above average satisfaction in 11 out of 16 areas of the program survey with a 70% participation.
- Retention Rate: Please refer to question 1.d.
- Graduation Rate: Please refer to question 1.d.

d. How does attrition for the market tuition rate program offering compare to attrition rates for E&G funded program offerings in the same or related CIP code?

CIP	CIP DESCRIPTION	COHORT YEAR	PROGRAM TYPE	YEARS	COHORT	RE-ENROLLED IN UNIVERSITY	GRADUATED IN UNIVERSITY CUMMULATIVE	RETAINED IN UNIVERSITY	GRADUATION RATE	RETENTION RATE
420101	Psychology, General	2014-2015	Market Rate	1	28	28	0	28	0.0%	100.0%
				2	28	26	0	26	0.0%	92.9%

This program was launched as a market rate in fall 2014. There is no E&G equivalent program.

e. Provide other indicators of success:

The College of Arts and Sciences (A&S) is committed to assist students and alumni with their career plan. During the program we offer professional development seminars to enhance their soft-skills that will make them more marketable in the workplace. A&S will encourage the full time students to apply for internships during the summer and we will provide them with leads and assist with their personal statements and interview preparation. In their last year we will provide a career development workshop that addresses the areas of resume writing, interviewing, establishing a career plan etc. We will frequently be sending them information about job opportunities that are shared by our faculty, community partners and advisory board members. Their Capstone Projects will give the students an opportunity to work with government agencies, where they will establish relationships that will help them professionally. Finally we will work closely with the Universities Career Services Office and encourage the students to attend their functions and work closely with them.

2. If market tuition rate was approved for a program identified as a state critical workforce need, how has implementing market tuition rate increased the number of critical need graduates overall?

Not Applicable

3. What has been the impact on similar existing E&G funded program offerings in the same or related CIP code at the same degree level?

	Enrollment (Fall) Headcount Market Rate		Total
	In-State	Out-of-State	
Before Market Rate			
Fall 2014	44	10	54
Fall 2015	47	10	57

This program was launched as a market rate in fall 2014. There is no E&G equivalent program.

4. Have any E&G funded program offerings in the same or related CIP code at the same level been eliminated since the approval of market tuition rate? If so, please explain.

No.

5. How do program revenues compare to program costs?

2015		2016 Q3		Life to Date		
Revenues	Expenses	Revenues	Expenses	Revenues	Expenses	Net Income
744,018	708,012	622,708	617,980	1,366,726	1,325,992	40,734

Revenues have exceeded expenses through the third quarter of 2016. From inception of program, until third quarter of 2016, net income has been \$40,734.

6. How much revenue has been generated by market tuition rate cohorts and how has the revenue been used?

From inception of program, until third quarter of 2016, total revenues of \$1,366,726 have been realized. These revenues were used mainly to support program expenditures, which have included faculty and program coordinator salaries, enhanced student career and academic services, materials and supplies for students, scholarships, facility rental, professional development for faculty and staff, marketing, recruitment, and general administrative costs.

7. Describe the positive aspects of the market tuition rate initiative.

The market rate programs have many positive aspects:

- The market rate funding model allows Schools/Colleges to offer high-demand degrees that would otherwise not be available due to limited financial resources. The market rate financial model allows the university to develop and implement strategic educational initiatives in support of critical investments.
- We are able to provide more support and services to the students in the programs. The level of service and resources we can provide the students is superior to regular programs since we have the funding to support such initiatives. These programs allow us to maintain strong connection to students in view of the level of personalized services offered. The students in these programs have greater professional development opportunities.
- The cohort format is efficient and beneficial to the students. These programs can be considered as accelerated programs. The flexibility of the dynamic courses and off-campus offerings gives us the opportunity to better serve the students, accommodate their busy schedules, and maximize progression towards degrees.
- The flexibility to increase tuition to align with competitors is a key aspect of these programs as well as being able to carry balances forward for future spending. The market rate model allows us to remain competitive and keep up with inflation without pricing ourselves out of the market.
- The flexibility of the market rate model allows us to retain prestigious and highly qualified faculty, ultimately benefiting the student. The funds generated allow us to hire the best adjuncts and compensate top faculty to develop the strongest courses and program as a whole.

a. Describe the negative aspects

Although market rate allows for a great amount of flexibility, we have learned the necessity of monitoring the educational competitive market place to ensure relevance of degrees offered along with the correct price points.

8. How does the market tuition rate initiative compare to Continuing Education?

The market rate model provides the financial flexibility to support the deployment of high quality programs and the generation of income to fund a variety of college investments whereby Continuing Education does not. In addition, market rate programs allow for tuition increases up to 15% annually.

The Continuing Education guidelines for credit programs require the development and implementation of self-supporting programs, when there is a demonstrated justified need, based on a cost-recovery model. Thus, fund balances and/or carry forwards are not allowed. Long-term investments cannot be funded in a Continuing Education model. The self-supporting financial model does not allow the University to realize the full market value of a degree.

9. If the Board's Continuing Education Regulation 8.002 was modified to allow greater flexibility, could this take the place of market tuition rate for future programs? Please explain.

If the Continuing Education Regulation 8.002 is modified to allow greater flexibility, the request for new market rate tuition programs could be instead applied through Continuing Education. The rationality to support this contention is the following:

- With the modification of the Regulation, flexibility should be provided to allow FIU to charge sufficient tuition to generate fund balances for future investment as well as to be able to cover the cost of offering the program.
- Funds balances should be allowed to be used to support significant educational initiatives and to offer innovative programming to meet our local and global communities' needs. These needs may be in support of this degree program but not necessarily directly related to its costs.

Campus contact for any follow-up questions about this survey:

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Market Tuition Rate 2016 Pilot Program Review Survey

Master of Science in Public Administration (44.0401)

Approved 11/2013

Program Credit Hour Requirement: 42 hours

1. How has this market rate tuition program achieved “success?”

a. How many degrees have been awarded as a direct result of the approval of market tuition rate?

i. How does this number compare to the number of degrees awarded for E&G funded program offerings in the same or related CIP code?

	Degrees or Certificates Market Rate	Degrees or Certificates E&G
	Awarded (Fall)	Awarded (Fall)
2011-12		116
2012-13		102
2013-14		80
2014-15	19	31

The degrees awarded in the market rate program is approximately 40% of the total degrees awarded.

b. How many additional students have enrolled as a direct result of approval of market tuition rate?

	Enrollment (Fall) Headcount Market Rate			E&G Enrollment (Fall) Headcount Market Rate		
	In-State	Out-of-State	Total	In-State	Out-of-State	Total
Fall 2011				233	8	241
Fall 2012				184	8	192
Before Market Rate Fall 2013				152	5	157
Fall 2014	14	6	20	133	8	141
Fall 2015	27	9	36	163	6	169

An additional 56 students have been enrolled in the market rate program.

c. How has each approved program achieved success in terms of outcome measures in original program proposal?

- Enrollment: The number of students enrolled has increased.
- Student Satisfaction: One hundred percent of the students rated the program with a 2.5 (satisfactory) or better in a four-point scale (2015).
- Retention Rate: Please refer to question 1.d.
- Graduation Rate: Please refer to question 1.d.

d. How does attrition for the market tuition rate program offering compare to attrition rates for E&G funded program offerings in the same or related CIP code?

CIP	CIP DESCRIPTION	COHORT YEAR	PROGRAM TYPE	YEARS	COHORT	RE-ENROLLED IN UNIVERSITY	GRADUATED IN UNIVERSITY CUMMULATIVE	RETAINED IN UNIVERSITY	GRADUATION RATE	RETENTION RATE
440401	Public Administration	2011-2012	E & G	1	99	97	2	99	2.0%	100.0%
				2	99	34	48	82	48.5%	82.8%
				3	99	12	69	81	69.7%	81.8%
				4	99	9	73	82	73.7%	82.8%
				5	99	7	75	82	75.8%	82.8%
		2012-2013	E & G	1	77	75	2	77	2.6%	100.0%
				2	77	25	46	71	59.7%	92.2%
				3	77	9	58	67	75.3%	87.0%
				4	77	3	64	67	83.1%	87.0%
		2013-2014	E & G	1	69	69	0	69	0.0%	100.0%
				2	69	32	31	63	44.9%	91.3%
				3	69	17	41	58	59.4%	84.1%
		2014-2015	Market Rate	1	15	14	1	15	6.7%	100.0%
				2	15	13	2	15	13.3%	100.0%
			E & G	1	72	70	2	72	2.8%	100.0%
				2	72	60	2	62	2.8%	86.1%

The retention rate for the 2014-15 cohort for the market program is higher than previous E&G funded program.

e. Provide other indicators of success:

The market-rate based tuition programs have led to the development of a first-class curriculum, creation of tracks that have met market demand and attracted the best faculty in the School to teach a variety of skills-based and professionally orientated core and elective courses. Due to market rate programs, we have been able to invite guest speakers from across the nation and world, and have designed practicum/capstone research projects that bring academics and policy makers together to work with students. The programs have allowed us to extend scholarships to students. We have also organized professional development seminars, tutorial workshops, conference travel, and have covered stipends for summer internship travel. Services, made possible by a market-rate tuition, are not only aimed at producing an elite and competitive academic program but are also

designed to assist the students with their professional aspirations and career placement.

2. **If market tuition rate was approved for a program identified as a state critical workforce need, how has implementing market tuition rate increased the number of critical need graduates overall?**

Not Applicable

3. **What has been the impact on similar existing E&G funded program offerings in the same or related CIP code at the same degree level?**

	Enrollment (Fall) Headcount Market Rate			E&G Enrollment (Fall) Headcount Market Rate		
	In-State	Out-of-State	Total	In-State	Out-of-State	Total
Fall 2011				233	8	241
Fall 2012				184	8	192
Before Market Rate Fall 2013				152	5	157
Fall 2014	14	6	20	133	8	141
Fall 2015	27	9	36	163	6	169

The impact of the market rate program on E&G enrollment has been minimal.

4. **Have any E&G funded program offerings in the same or related CIP code at the same level been eliminated since the approval of market tuition rate? If so, please explain.**

No

5. How do program revenues compare to program costs?

2015		2016 Q3		Life to Date		
Revenues	Expenses	Revenues	Expenses	Revenues	Expenses	Net Income
179,884	141,779	421,063	417,228	600,947	559,007	41,940

Revenues have exceeded expenses in all years. From inception of program until third quarter of 2016, net income has been \$41,940.

6. How much revenue has been generated by market tuition rate cohorts and how has the revenue been used?

From inception of program, until third quarter of 2016, total revenues of \$600,947 have been realized. These revenues were used mainly to support program expenditures, which have included faculty and program coordinator salaries, enhanced student career and academic services, materials and supplies for students, scholarships, professional development for faculty and staff, marketing, recruitment, and general administrative costs.

7. Describe the positive aspects of the market tuition rate initiative.

The market rate programs have many positive aspects:

- The market rate funding model allows Schools/Colleges to offer high-demand degrees that would otherwise not be available due to limited financial resources. The market rate financial model allows the university to develop and implement strategic educational initiatives in support of critical investments.
- We are able to provide more support and services to the students in the programs. The level of service and resources we can provide the students is superior to regular programs since we have the funding to support such initiatives. These programs allow us to maintain strong connection to students in view of the level of personalized services offered. The students in these programs have greater professional development opportunities.
- The cohort format is efficient and beneficial to the students. These programs can be considered as accelerated programs. The flexibility of the dynamic courses and off-campus offerings gives us the opportunity to better serve the students, accommodate their busy schedules, and maximize progression towards degrees.

- The flexibility to increase tuition to align with competitors is a key aspect of these programs as well as being able to carry balances forward for future spending. The market rate model allows us to remain competitive and keep up with inflation without pricing ourselves out of the market.
- The flexibility of the market rate model allows us to retain prestigious and highly qualified faculty, ultimately benefiting the student. The funds generated allow us to hire the best adjuncts and compensate top faculty to develop the strongest courses and program as a whole.

a. Describe the negative aspects

Although market rate allows for a great amount of flexibility, we have learned the necessity of monitoring the educational competitive market place to ensure relevance of degrees offered along with the correct price points.

8. How does the market tuition rate initiative compare to Continuing Education?

The market rate model provides the financial flexibility to support the deployment of high quality programs and the generation of income to fund a variety of college investments whereby Continuing Education does not. In addition, market rate programs allow for tuition increases up to 15% annually.

The Continuing Education guidelines for credit programs require the development and implementation of self-supporting programs, when there is a demonstrated justified need, based on a cost-recovery model. Thus, fund balances and/or carry forwards are not allowed. Long-term investments cannot be funded in a Continuing Education model. The self-supporting financial model does not allow the University to realize the full market value of a degree.

9. If the Board's Continuing Education Regulation 8.002 was modified to allow greater flexibility, could this take the place of market tuition rate for future programs? Please explain.

If the Continuing Education Regulation 8.002 is modified to allow greater flexibility, the request for new market rate tuition programs could be instead applied through Continuing Education. The rationality to support this contention is the following:

- With the modification of the Regulation, flexibility should be provided to allow FIU to charge sufficient tuition to generate fund balances for future investment as well as to be able to cover the cost of offering the program.
- Funds balances should be allowed to be used to support significant educational initiatives and to offer innovative programming to meet our local and global

communities' needs. These needs may be in support of this degree program but not necessarily directly related to its costs.

Campus contact for any follow-up questions about this survey:

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Any questions about this survey should be directed to Board of Governors staff Richard Stevens (Richard.stevens@flbog.edu) or Jennifer Nabors (Jennifer.nabors@flbog.edu).

Market Tuition Rate 2016 Pilot Program Review Survey

Master of Business Administration (52.0201)

Approved 3/2011

Program Credit Hour Requirement: 42 hours

1. How has this market rate tuition program achieved “success?”

- a. How many degrees have been awarded as a direct result of the approval of market tuition rate?**
 - i. How does this number compare to the number of degrees awarded for E&G funded program offerings in the same or related CIP code?**

	Degrees or Certificates Market Rate	Degrees or Certificates E&G
	Awarded (Fall)	Awarded (Fall)
Fall 2010 Before Market Rate		472
Fall 2011	551	159
Fall 2012	617	115
Fall 2013	636	76
Fall 2014	665	46
Fall 2015		

Beginning in fall 2011, all MBA with the exception of two tracks were offered as market rate. Therefore, the number of degrees in E&G funded program offerings have steadily declined. The overall number of degrees awarded has increased since the majority of the MBA versions were offered at market rate.

b. How many additional students have enrolled as a direct result of approval of market tuition rate?

	Enrollment (Fall) Headcount Market Rate			E&G Enrollment (Fall) Headcount		
	In-State	Out-of-State	Total	In-State	Out-of-State	Total
Fall 2010 Before Market Rate				689	465	1154
Fall 2011	645	615	1260	138	61	199
Fall 2012	625	512	1137	74	40	114
Fall 2013	758	409	1167	29	36	65
Fall 2014	782	329	1111	24	28	52
Fall 2015	866	314	1180	28	31	59

A total of 5,855 student have enrolled in MBA market rate programs.

c. How has each approved program achieved success in terms of outcome measures in original program proposal?

- Enrollment: Enrollment has consistently been above what the enrollment was when there were no market rate programs.
- Student Satisfaction: Since program inception, the average score on the student satisfaction survey ranged from a low of 5.26 (2015) to a high of 5.97 (2014) on a seven-point scale. The median was 5.86. These survey results met the 5.0 criterion for success.
- Retention Rate: Please refer to question 1.d.
- Graduation Rate: Please refer to question 1.d.

d. How does attrition for the market tuition rate program offering compare to attrition rates for E&G funded program offerings in the same or related CIP code?

CIP	CIP DESCRIPTION	COHORT YEAR	PROGRAM TYPE	YEARS	COHORT	RE-ENROLLED IN UNIVERSITY	GRADUATED IN UNIVERSITY CUMMULATIVE	RETAINED IN UNIVERSITY	GRADUATION RATE	RETENTION RATE
520201	Business Administration and Management	2010-2011	E & G	1	844	769	75	844	8.9%	100.0%
				2	844	84	649	733	76.9%	86.8%
				3	844	15	696	711	82.5%	84.2%
				4	844	8	705	713	83.5%	84.5%
				5	844	5	710	715	84.1%	84.7%
				6	844	3	713	716	84.5%	84.8%
		2011-2012	Market Rate	1	721	711	10	721	1.4%	100.0%
				2	721	84	516	600	71.6%	83.2%
				3	721	13	572	585	79.3%	81.1%
				4	721	3	579	582	80.3%	80.7%
				5	721	5	579	584	80.3%	81.0%
			E & G	1	134	64	70	134	52.2%	100.0%
				2	134	3	125	128	93.3%	95.5%
				3	134	2	127	129	94.8%	96.3%
				4	134	1	128	129	95.5%	96.3%
				5	134	0	129	129	96.3%	96.3%
		2012-2013	Market Rate	1	620	605	15	620	2.4%	100.0%
				2	620	84	485	569	78.2%	91.8%
				3	620	10	547	557	88.2%	89.8%
				4	620	2	550	552	88.7%	89.0%
			E & G	1	119	66	53	119	44.5%	100.0%
				2	118	7	108	115	91.5%	97.5%
				3	119	0	115	115	96.6%	96.6%
				4	119	0	115	115	96.6%	96.6%
		2013-2014	Market Rate	1	711	684	27	711	3.8%	100.0%
				2	711	100	542	642	76.2%	90.3%
				3	711	29	596	625	83.8%	87.9%
			E & G	1	54	13	41	54	75.9%	100.0%
				2	54	1	53	54	98.1%	100.0%
				3	54	0	54	54	100.0%	100.0%
		2014-2015	Market Rate	1	702	688	14	702	2.0%	100.0%
				2	702	439	201	640	28.6%	91.2%
			E & G	1	37	7	30	37	81.1%	100.0%
				2	37	4	33	37	89.2%	100.0%

Beginning in fall 2011, all MBA programs, with the exception of two tracks were offered as market rate. The retention rate for the market rate versions of the MBA is lower than the E&G funded MBA versions, although the retention rates are all above 80% for the market rate programs.

e. Provide other indicators of success:

In addition to the career services office housed as part of the College of Business (COB), the market rate programs provide for specialized services to assist students and alumni to be an active participant in the continuing development, evaluation, and implementation of personal career plans. The Career Management Services Office helps facilitate this through career fairs, resume critiquing, information sessions with employers, and other recruiting events. Additionally, these graduate students have access to career assessment tools such as Career Leader and electronic resume books.

2. If market tuition rate was approved for a program identified as a state critical workforce need, how has implementing market tuition rate increased the number of critical need graduates overall?

Not Applicable

3. What has been the impact on similar existing E&G funded program offerings in the same or related CIP code at the same degree level?

	Enrollment (Fall) Headcount Market Rate			E&G Enrollment (Fall) Headcount		
	In-State	Out-of-State	Total	In-State	Out-of-State	Total
Fall 2010 Before Market Rate				689	465	1154
Fall 2011	645	615	1260	138	61	199
Fall 2012	625	512	1137	74	40	114
Fall 2013	758	409	1167	29	36	65
Fall 2014	782	329	1111	24	28	52
Fall 2015	866	314	1180	28	31	59

Beginning in fall 2011, all MBA programs, with the exception of two tracks were offered as market rate. Therefore, the number of students enrolled in E&G funded program offerings have steadily declined. The overall number of students enrolled is basically the same.

4. Have any E&G funded program offerings in the same or related CIP code at the same level been eliminated since the approval of market tuition rate? If so, please explain.

In the initial years of market rate (2011-12 and 2012-13), FIU interpreted the regulation to mean that overall graduate enrollment should not be impacted by the introduction of market rate offerings. Therefore, we did not apply the regulation to individual CIP codes. Since 2013, FIU has strived to only implement the market rate cohort degree in a different venue/modality as to not impact the E&G program.

5. How do program revenues compare to program costs?

2012		2013		2014		2015		2016 Q3		Life to Date		
Revenues	Expenses	Revenues	Expenses	Revenues	Expenses	Revenues	Expenses	Revenues	Expenses	Revenues	Expenses	Net Income
17,951,102	16,730,556	20,005,587	19,966,965	21,837,831	26,141,693	22,929,766	20,959,787	18,558,539	15,811,983	101,282,825	99,610,984	1,671,841

Revenues have exceeded expenses in every year, except for 2014. From inception of program, until third quarter of 2016, net income has been \$1,671,841.

6. How much revenue has been generated by market tuition rate cohorts and how has the revenue been used?

From inception of program, until third quarter of 2016, total revenues of \$101,282,825 have been realized. These revenues were used mainly to support program expenditures, which have included faculty and program coordinator salaries, enhanced student career and academic services, materials and supplies for students, scholarships, facility rental, professional development for faculty and staff, marketing, recruitment, and general administrative costs.

7. Describe the positive aspects of the market tuition rate initiative.

The market rate programs have many positive aspects:

- The market rate funding model allows Schools/Colleges to offer high-demand degrees that would otherwise not be available due to limited financial resources. The market rate financial model allows the university to develop and implement strategic educational initiatives in support of critical investments.

- We are able to provide more support and services to the students in the programs. The level of service and resources we can provide the students is superior to regular programs since we have the funding to support such initiatives. These programs allow us to maintain strong connection to students in view of the level of personalized services offered. The students in these programs have greater professional development opportunities.
- The cohort format is efficient and beneficial to the students. These programs can be considered as accelerated programs. The flexibility of the dynamic courses and off-campus offerings gives us the opportunity to better serve the students, accommodate their busy schedules, and maximize progression towards degrees.
- The flexibility to increase tuition to align with competitors is a key aspect of these programs as well as being able to carry balances forward for future spending. The market rate model allows us to remain competitive and keep up with inflation without pricing ourselves out of the market.
- The flexibility of the market rate model allows us to retain prestigious and highly qualified faculty, ultimately benefiting the student. The funds generated allow us to hire the best adjuncts and compensate top faculty to develop the strongest courses and program as a whole.

a. Describe the negative aspects

Although market rate allows for a great amount of flexibility, we have learned the necessity of monitoring the educational competitive market place to ensure relevance of degrees offered along with the correct price points.

8. How does the market tuition rate initiative compare to Continuing Education?

The market rate model provides the financial flexibility to support the deployment of high quality programs and the generation of income to fund a variety of college investments whereby Continuing Education does not. In addition, market rate programs allow for tuition increases up to 15% annually.

The Continuing Education guidelines for credit programs require the development and implementation of self-supporting programs, when there is a demonstrated justified need, based on a cost-recovery model. Thus, fund balances and/or carry forwards are not allowed. Long-term investments cannot be funded in a Continuing Education model. The self-supporting financial model does not allow the University to realize the full market value of a degree.

9. If the Board's Continuing Education Regulation 8.002 was modified to allow greater flexibility, could this take the place of market tuition rate for future programs? Please explain.

If the Continuing Education Regulation 8.002 is modified to allow greater flexibility, the request for new market rate tuition programs could be instead applied through Continuing Education. The rationality to support this contention is the following:

- With the modification of the Regulation, flexibility should be provided to allow FIU to charge sufficient tuition to generate fund balances for future investment as well as to be able to cover the cost of offering the program.
- Funds balances should be allowed to be used to support significant educational initiatives and to offer innovative programming to meet our local and global communities' needs. These needs may be in support of this degree program but not necessarily directly related to its costs.

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Any questions about this survey should be directed to Board of Governors staff Richard Stevens (Richard.stevens@flbog.edu) or Jennifer Nabors (Jennifer.nabors@flbog.edu).

Market Tuition Rate 2016 Pilot Program Review Survey

Master of Accounting Program (52.0301)
Approved 3/2011
Program Credit Hour Requirement: 30 hours

1. How has this market rate tuition program achieved “success?”
 - a. How many degrees have been awarded as a direct result of the approval of market tuition rate?
 - i. How does this number compare to the number of degrees awarded for E&G funded program offerings in the same or related CIP code?

	Degrees or Certificates Market Rate	Degrees or Certificates E&G
	Awarded	Awarded
Before Market Rate 2010-11		110
2011-12	42	69
2012-13	95	
2013-14	132	
2014-15	148	

Beginning in fall 2011, only a market rate program for this CIP was offered. Degrees awarded have increased under the market rate program.

By 2013-14, the number of degrees awarded in the market rate program exceeded that awarded by E&G funded programs.

b. How many additional students have enrolled as a direct result of approval of market tuition rate?

	Enrollment (Fall) Headcount Market Rate			E&G Enrollment (Fall) Headcount		
	In-State	Out-of-State	Total	In-State	Out-of-State	Total
Before Market Rate				111		111
Fall 2011	110	2	112	0		0
Fall 2012	134	5	139			0
Fall 2013	153	6	159			0
Fall 2014	142	4	146	0		0
Fall 2015	160	5	165	0		0

A total of 721 students have enrolled in this market rate program.

c. How has each approved program achieved success in terms of outcome measures in original program proposal?

- Enrollment: The number of students enrolled in the market rate program, as measured each fall, has been higher than the number of students enrolled in fall 2010, when the program was offered as an E&G program.
- Student Satisfaction: Since program inception, the average score on the student satisfaction survey ranged from a low of 3.21 (2012) to a high of 6.11 (2014) on a seven-point scale. The median was 5.74. These survey results met the 5.0 criterion for success.
- Retention Rate: Please refer to question 1.d.
- Graduation Rate: Please refer to question 1.d.

d. How does attrition for the market tuition rate program offering compare to attrition rates for E&G funded program offerings in the same or related CIP code?

CIP	CIP DESCRIPTION	COHORT YEAR	PROGRAM TYPE	YEARS	COHORT	RE-ENROLLED IN UNIVERSITY	GRADUATED IN UNIVERSITY CUMMULATIVE	RETAINED IN UNIVERSITY	GRADUATION RATE	RETENTION RATE
520301	Accounting	2010-2011	E & G	1	117	40	77	117	65.8%	100.0%
				2	117	1	112	113	95.7%	96.6%
				3	117	0	114	114	97.4%	97.4%
				4	117	0	114	114	97.4%	97.4%
				5	117	0	115	115	98.3%	98.3%
				6	117	0	115	115	98.3%	98.3%
		2011-2012	Market Rate	1	113	40	73	113	64.6%	100.0%
				2	113	0	104	104	92.0%	92.0%
				3	113	0	106	106	93.8%	93.8%
				4	113	0	106	106	93.8%	93.8%
				5	113	0	106	106	93.8%	93.8%
		2012-2013	Market Rate	1	158	67	91	158	57.6%	100.0%
				2	158	3	151	154	95.6%	97.5%
				3	158	0	152	152	96.2%	96.2%
				4	158	0	152	152	96.2%	96.2%
		2013-2014	Market Rate	1	126	38	88	126	69.8%	100.0%
				2	126	1	125	126	99.2%	100.0%
				3	126	1	125	126	99.2%	100.0%
		2014-2015	Market Rate	1	147	48	99	147	67.3%	100.0%
				2	147	8	139	147	94.6%	100.0%

The retention rate for the market rate program is better than the one for the E&G funded program.

e. Provide other indicators of success:

In addition to the career services office housed as part of the College of Business (COB), the market rate programs provide for specialized services to assist students and alumni to be an active participant in the continuing development, evaluation, and implementation of personal career plans. The Career Management Services Office helps facilitate this through career fairs, resume critiquing, information sessions with employers, and other recruiting events. Additionally, these graduate

students have access to career assessment tools such as Career Leader and electronic resume books.

- 2. If market tuition rate was approved for a program identified as a state critical workforce need, how has implementing market tuition rate increased the number of critical need graduates overall?**

Not Applicable

- 3. What has been the impact on similar existing E&G funded program offerings in the same or related CIP code at the same degree level?**

	Enrollment (Fall) Headcount Market Rate			E&G Enrollment (Fall) Headcount		
	In-State	Out-of-State	Total	In-State	Out-of-State	Total
Before Market Rate				111		111
Fall 2011	110	2	112	0		0
Fall 2012	134	5	139			0
Fall 2013	153	6	159			0
Fall 2014	142	4	146	0		0
Fall 2015	160	5	165	0		0

Beginning in fall 2011, only a market rate program for this CIP was offered. However, the number of students enrolled as of the fall semester each year is higher than that of the fall 2010 when only an E&G funded program was offered.

- 4. Have any E&G funded program offerings in the same or related CIP code at the same level been eliminated since the approval of market tuition rate? If so, please explain.**

In the initial years of market rate (2011-12 and 2012-13), FIU interpreted the regulation to mean that overall graduate enrollment should not be impacted by the introduction of market rate offerings. Therefore, the university did not apply the regulation to individual CIP codes. Since 2013, FIU has strived to only implement the market rate cohort degree in a different venue/modality as to not impact the E&G program.

5. How do program revenues compare to program costs?

2012		2013		2014		2015		2016 Q3		Life to Date		
Revenues	Expenses	Revenues	Expenses	Revenues	Expenses	Revenues	Expenses	Revenues	Expenses	Revenues	Expenses	Net Income
2,761,799	1,345,550	3,860,092	3,098,654	4,255,273	5,713,273	4,601,573	3,173,661	3,570,649	2,439,338	19,049,385	15,770,476	3,278,910

Revenues have exceeded expenses in every year, except for 2014. From inception of program, until third quarter of 2016, net income has been \$3,278,910.

6. How much revenue has been generated by market tuition rate cohorts and how has the revenue been used?

From inception of program, until third quarter of 2016, total revenues of \$19,049,385 have been realized. These revenues were used mainly to support program expenditures, which have included faculty and program coordinator salaries, enhanced student career and academic services, materials and supplies for students, scholarships, facility rental, professional development for faculty and staff, marketing, recruitment, and general administrative costs.

7. Describe the positive aspects of the market tuition rate initiative.

The market rate programs have many positive aspects:

- The market rate funding model allows Schools/Colleges to offer high-demand degrees that would otherwise not be available due to limited financial resources. The market rate financial model allows the university to develop and implement strategic educational initiatives in support of critical investments.
- We are able to provide more support and services to the students in the programs. The level of service and resources we can provide the students is superior to regular programs since we have the funding to support such initiatives. These programs allow us to maintain strong connection to students in view of the level of personalized services offered. The students in these programs have greater professional development opportunities.
- The cohort format is efficient and beneficial to the students. These programs can be considered as accelerated programs. The flexibility of the dynamic courses and off-campus offerings gives us the opportunity to better serve the students, accommodate their busy schedules, and maximize progression towards degrees.
- The flexibility to increase tuition to align with competitors is a key aspect of these programs as well as being able to carry balances forward for future

spending. The market rate model allows us to remain competitive and keep up with inflation without pricing ourselves out of the market.

- The flexibility of the market rate model allows us to retain prestigious and highly qualified faculty, ultimately benefiting the student. The funds generated allow us to hire the best adjuncts and compensate top faculty to develop the strongest courses and program as a whole.

a. Describe the negative aspects

Although market rate allows for a great amount of flexibility, we have learned the necessity of monitoring the educational competitive market place to ensure relevance of degrees offered along with the correct price points.

8. How does the market tuition rate initiative compare to Continuing Education?

The market rate model provides the financial flexibility to support the deployment of high quality programs and the generation of income to fund a variety of college investments whereby Continuing Education does not. In addition, market rate programs allow for tuition increases up to 15% annually.

The Continuing Education guidelines for credit programs require the development and implementation of self-supporting programs, when there is a demonstrated justified need, based on a cost-recovery model. Thus, fund balances and/or carry forwards are not allowed. Long-term investments cannot be funded in a Continuing Education model. The self-supporting financial model does not allow the University to realize the full market value of a degree.

9. If the Board's Continuing Education Regulation 8.002 was modified to allow greater flexibility, could this take the place of market tuition rate for future programs? Please explain.

If the Continuing Education Regulation 8.002 is modified to allow greater flexibility, the request for new market rate tuition programs could be instead applied through Continuing Education. The rationality to support this contention is the following:

- With the modification of the Regulation, flexibility should be provided to allow FIU to charge sufficient tuition to generate fund balances for future investment as well as to be able to cover the cost of offering the program.
- Funds balances should be allowed to be used to support significant educational initiatives and to offer innovative programming to meet our local and global communities' needs. These needs may be in support of this degree program but not necessarily directly related to its costs.

Campus contact for any follow-up questions about this survey:

Name: Joyce Elam

Title of campus contact: Vice Provost, Analysis and Information Management

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Any questions about this survey should be directed to Board of Governors staff Richard Stevens (Richard.stevens@flbog.edu) or Jennifer Nabors (Jennifer.nabors@flbog.edu).

Market Tuition Rate 2016 Pilot Program Review Survey

Master of Science in Finance (52.0801)

Approved 11/2011

Program Credit Hour Requirement: 36 hours

1. How has this market rate tuition program achieved “success?”

a. How many degrees have been awarded as a direct result of the approval of market tuition rate?

i. How does this number compare to the number of degrees awarded for E&G funded program offerings in the same or related CIP code?

	Degrees or Certificates Market Rate	Degrees or Certificates E&G
	Awarded	Awarded
Before Market Rate 2011-12		81
2012-13	35	48
2013-14	107	
2014-15	100	

Beginning in fall 2012, only a market rate program for this CIP was offered. Degrees awarded have increased under the market rate program.

b. How many additional students have enrolled as a direct result of approval of market tuition rate?

	Enrollment (Fall) Headcount Market Rate			E&G Enrollment (Fall) Headcount		
	In-State	Out-of-State	Total	In-State	Out-of-State	Total
Before Market Rate Fall 2011				55	32	87
Fall 2012	70	45	115	0		0
Fall 2013	79	36	115			0
Fall 2014	88	26	114	0		0
Fall 2015	75	30	105	0		0

Beginning in fall 2012, only a market rate program for this CIP was offered. However, the number of students enrolled as of the fall semester each year is higher than that of the fall 2011 when only an E&G funded program was offered.

An additional 449 students have enrolled in the MSF, after it became market rate.

c. How has each approved program achieved success in terms of outcome measures in original program proposal?

- Enrollment: The number of students enrolled in the market rate program, as measured each fall, has been higher than the number of students enrolled in fall 2011 when the program was offered as an E&G program. Enrollment has been steady around 115 students, although this dropped to 105 in fall 2015.
- Student Satisfaction: Since program inception, the average score on the student satisfaction survey ranged from a low of 5.57 (2013) to a high of 5.93 (2015) on a seven-point scale. The median was 5.78. These survey results met the 5.0 criterion for success.
- Retention Rate: Please refer to question 1.d.
- Graduation Rate: Please refer to question 1.d.

d. How does attrition for the market tuition rate program offering compare to attrition rates for E&G funded program offerings in the same or related CIP code?

CIP	CIP DESCRIPTION	COHORT YEAR	PROGRAM TYPE	YEARS	COHORT	RE-ENROLLED IN UNIVERSITY	GRADUATED IN UNIVERSITY CUMMULATIVE	RETAINED IN UNIVERSITY	GRADUATION RATE	RETENTION RATE
520801	Finance, General	2011-2012	E & G	1	103	43	60	103	58.3%	100.0%
				2	103	3	88	91	85.4%	88.3%
				3	103	1	89	90	86.4%	87.4%
				4	103	0	89	89	86.4%	86.4%
				5	103	0	89	89	86.4%	86.4%
		2012-2013	Market Rate	1	100	34	66	100	66.0%	100.0%
				2	100	0	94	94	94.0%	94.0%
				3	100	1	94	95	94.0%	95.0%
				4	100	0	94	94	94.0%	94.0%
		2013-2014	Market Rate	1	104	46	58	104	55.8%	100.0%
				2	104	4	88	92	84.6%	88.5%
				3	104	2	90	92	86.5%	88.5%
		2014-2015	Market Rate	1	102	42	60	102	58.8%	100.0%
				2	102	1	89	90	87.3%	88.2%

Beginning in fall 2012, only a market rate program for this CIP was offered. Note that the first year retention and graduation rates for the market rate program were the same or higher than the previous E&G funded program, with the exception of the 2013-14 cohort.

e. Provide other indicators of success:

In addition to the career services office housed as part of the College of Business (COB), the market rate programs provide for specialized services to assist students and alumni to be an active participant in the continuing development, evaluation, and implementation of personal career plans. The Career Management Services Office helps facilitate this through career fairs, resume critiquing, information sessions with employers, and other recruiting events. Additionally, these graduate students have access to career assessment tools such as Career Leader and electronic resume books.

2. If market tuition rate was approved for a program identified as a state critical workforce need, how has implementing market tuition rate increased the number of critical need graduates overall?

Not Applicable

3. What has been the impact on similar existing E&G funded program offerings in the same or related CIP code at the same degree level?

	Enrollment (Fall) Headcount Market Rate			E&G Enrollment (Fall) Headcount		
	In-State	Out-of-State	Total	In-State	Out-of-State	Total
Before Market Rate Fall 2011				55	32	87
Fall 2012	70	45	0	0		0
Fall 2013	79	36	115			0
Fall 2014	88	26	114	0		0
Fall 2015	75	30	105	0		0

Beginning in fall 2012, only a market rate program for this CIP was offered.

4. Have any E&G funded program offerings in the same or related CIP code at the same level been eliminated since the approval of market tuition rate? If so, please explain.

In the initial years of market rate (2011-12 and 2012-13), FIU interpreted the regulation to mean that overall graduate enrollment should not be impacted by the introduction of market rate offerings. Therefore, the university did not apply the regulation to individual CIP codes. Since 2013, FIU has strived to only implement the market rate cohort degree in a different venue/modality as to not impact the E&G program.

5. How do program revenues compare to program costs?

2013		2014		2015		2016 Q3		Life to Date		
Revenues	Expenses	Revenues	Expenses	Revenues	Expenses	Revenues	Expenses	Revenues	Expenses	Net Income
3,243,365	2,475,291	2,822,126	3,579,347	2,982,941	2,407,779	1,953,748	1,618,040	11,002,180	10,080,456	921,724

Revenues have exceeded expenses in every year, except for 2014. From inception of program, until third quarter of 2016, net income has been \$921,724.

6. How much revenue has been generated by market tuition rate cohorts and how has the revenue been used?

From inception of program, until third quarter of 2016, total revenues of \$11,002,180 have been realized. These revenues were used mainly to support program expenditures, which have included faculty and program coordinator salaries, enhanced student career and academic services, materials and supplies for students, scholarships, facility rental, professional development for faculty and staff, marketing, recruitment, and general administrative costs.

7. Describe the positive aspects of the market tuition rate initiative.

The market rate programs have many positive aspects:

- The market rate funding model allows Schools/Colleges to offer high-demand degrees that would otherwise not be available due to limited financial resources. The market rate financial model allows the university to develop and implement strategic educational initiatives in support of critical investments.
- We are able to provide more support and services to the students in the programs. The level of service and resources we can provide the students is superior to regular programs since we have the funding to support such initiatives. These programs allow us to maintain strong connection to students in view of the level of personalized services offered. The students in these programs have greater professional development opportunities.
- The cohort format is efficient and beneficial to the students. These programs can be considered as accelerated programs. The flexibility of the dynamic courses and off-campus offerings gives us the opportunity to better serve the students, accommodate their busy schedules, and maximize progression towards degrees.
- The flexibility to increase tuition to align with competitors is a key aspect of these programs as well as being able to carry balances forward for future

spending. The market rate model allows us to remain competitive and keep up with inflation without pricing ourselves out of the market.

- The flexibility of the market rate model allows us to retain prestigious and highly qualified faculty, ultimately benefiting the student. The funds generated allow us to hire the best adjuncts and compensate top faculty to develop the strongest courses and program as a whole.

a. Describe the negative aspects

Although market rate allows for a great amount of flexibility, we have learned the necessity of monitoring the educational competitive market place to ensure relevance of degrees offered along with the correct price points.

8. How does the market tuition rate initiative compare to Continuing Education?

The market rate model provides the financial flexibility to support the deployment of high quality programs and the generation of income to fund a variety of college investments whereby Continuing Education does not. In addition, market rate programs allow for tuition increases up to 15% annually.

The Continuing Education guidelines for credit programs require the development and implementation of self-supporting programs, when there is a demonstrated justified need, based on a cost-recovery model. Thus, fund balances and/or carry forwards are not allowed. Long-term investments cannot be funded in a Continuing Education model. The self-supporting financial model does not allow the University to realize the full market value of a degree.

9. If the Board's Continuing Education Regulation 8.002 was modified to allow greater flexibility, could this take the place of market tuition rate for future programs? Please explain.

If the Continuing Education Regulation 8.002 is modified to allow greater flexibility, the request for new market rate tuition programs could be instead applied through Continuing Education. The rationality to support this contention is the following:

- With the modification of the Regulation, flexibility should be provided to allow FIU to charge sufficient tuition to generate fund balances for future investment as well as to be able to cover the cost of offering the program.
- Funds balances should be allowed to be used to support significant educational initiatives and to offer innovative programming to meet our local and global communities' needs. These needs may be in support of this degree program but not necessarily directly related to its costs.

Campus contact for any follow-up questions about this survey:

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**Market Tuition Rate
2016 Pilot Program Review Survey**

Master of Science in Hospitality and Tourism Management (52.0901)

Approved 11/2012

Program Credit Hour Requirement: 30-36 hours

1. How has this market rate tuition program achieved “success?”

- a. How many degrees have been awarded as a direct result of the approval of market tuition rate?
 - i. How does this number compare to the number of degrees awarded for E&G funded program offerings in the same or related CIP code?

	Degrees or Certificates Market Rate	Degrees or Certificates E&G
	Awarded (Fall)	Awarded (Fall)
Fall 2012 Before Market Rate		152
Fall 2013	22	156
Fall 2014	17	191

The market rate programs are fully online versions. The number of degrees awarded in the market rate program is a small percentage of the total degrees offered.

b. How many additional students have enrolled as a direct result of approval of market tuition rate?

	Enrollment (Fall) Headcount Market Rate			E&G Enrollment (Fall) Headcount		
	In-State	Out-of-State	Total	In-State	Out-of-State	Total
Fall 2012 Before Market Rate				136	256	392
Fall 2013	18	17	35	101	244	345
Fall 2014	15	22	37	74	220	294
Fall 2015	21	14	35	97	180	277

The number of students enrolled in the market rate program is a small percentage of the total enrollment.

c. How has each approved program achieved success in terms of outcome measures in original program proposal?

- Enrollment: Enrollment has been steady.
- Student Satisfaction: Student satisfaction ranged from a low of 64% (choosing very good to excellent) in 2015 to a high of 76% in 2014. The program set an ambitious criterion for success of 80% of the students rating of very good or excellent.
- Retention Rate: Please refer to question 1.d.
- Graduation Rate: Please refer to question 1.d.

d. How does attrition for the market tuition rate program offering compare to attrition rates for E&G funded program offerings in the same or related CIP code?

CIP	CIP DESCRIPTION	COHORT YEAR	PROGRAM TYPE	YEARS	COHORT	RE-ENROLLED IN UNIVERSITY	GRADUATED IN UNIVERSITY CUMMULATIVE	RETAINED IN UNIVERSITY	GRADUATION RATE	RETENTION RATE
520901	Hospitality Administration/Management	2012-2013	E & G	1	173	167	6	173	3.5%	100.0%
				2	173	47	115	162	66.5%	93.6%
				3	173	9	145	154	83.8%	89.0%
				4	173	5	146	151	84.4%	87.3%
		2013-2014	Market Rate	1	21	16	5	21	23.8%	100.0%
				2	21	6	12	18	57.1%	85.7%
				3	21	0	13	13	61.9%	61.9%
		2013-2014	E & G	1	181	167	14	181	7.7%	100.0%
				2	181	37	124	161	68.5%	89.0%
				3	181	16	144	160	79.6%	88.4%
		2014-2015	Market Rate	1	36	32	4	36	11.1%	100.0%
				2	36	17	12	29	33.3%	80.6%
			E & G	1	148	125	23	148	15.5%	100.0%
				2	148	86	54	140	36.5%	94.6%

The retention rate is higher in the E&G program.

e. Provide other indicators of success:

The Career Development Office offers planning and placement assistance to help hospitality management students meet the minimum requirement of practical industry experience for graduation. The learning experience provides an opportunity for applying the knowledge gained in the classroom. It must not be simply to advance the operations of the employer or be the work that a regular employee would routinely perform. The skills or knowledge learned must be transferable to other employment settings. The experience has a defined beginning and end, and a job description with desired qualifications. There are clearly defined learning objectives related to the professional goals of the student's academic coursework. There is supervision by a professional with expertise and educational and/or professional background in the field of the experience. There is routine feedback by the experienced supervisor. There are resources, equipment, and facilities provided by the host employer that support learning objectives/goals. Students must complete 1,000 hours of

hospitality related practical training work experience plus 300 hours for the Graduate Internship. A minimum of 800 hours must be completed while enrolled in the graduate program at FIU. Students with prior experience may request a waiver for all or part of this requirement. Workshops are offered throughout the year and focus on key areas of development for hospitality management professionals.

- 2. If market tuition rate was approved for a program identified as a state critical workforce need, how has implementing market tuition rate increased the number of critical need graduates overall?**

Not Applicable

- 3. What has been the impact on similar existing E&G funded program offerings in the same or related CIP code at the same degree level?**

	Enrollment (Fall) Headcount Market Rate			E&G Enrollment (Fall) Headcount		
	In-State	Out-of-State	Total	In-State	Out-of-State	Total
Fall 2012 Before Market Rate				136	256	392
Fall 2013	18	17	35	101	244	345
Fall 2014	15	22	37	74	220	294
Fall 2015	21	14	35	97	180	277

It appears that there was a shift from E&G funded programs to the market rate programs showing a preference for the online delivery.

- 4. Have any E&G funded program offerings in the same or related CIP code at the same level been eliminated since the approval of market tuition rate? If so, please explain.**

No.

5. How do program revenues compare to program costs?

2014		2015		2016 Q3		Life to Date		
Revenues	Expenses	Revenues	Expenses	Revenues	Expenses	Revenues	Expenses	Net Income
703,648	1,115,158	962,908	862,631	467,942	567,712	2,134,498	2,545,501	(411,003)

Revenues have not exceeded expenses through the third quarter of 2016.

6. How much revenue has been generated by market tuition rate cohorts and how has the revenue been used?

From inception of program, until third quarter of 2016, total revenues of \$2,134,498 have been realized. These revenues were used mainly to support program expenditures, which have included faculty and program coordinator salaries, enhanced student career and academic services, materials and supplies for students, scholarships, professional development for faculty and staff, marketing, recruitment, and general administrative costs.

7. Describe the positive aspects of the market tuition rate initiative.

The market rate programs have many positive aspects:

- The market rate funding model allows Schools/Colleges to offer high-demand degrees that would otherwise not be available due to limited financial resources. The market rate financial model allows the university to develop and implement strategic educational initiatives in support of critical investments.
- We are able to provide more support and services to the students in the programs. The level of service and resources we can provide the students is superior to regular programs since we have the funding to support such initiatives. These programs allow us to maintain strong connection to students in view of the level of personalized services offered. The students in these programs have greater professional development opportunities.
- The cohort format is efficient and beneficial to the students. These programs can be considered as accelerated programs. The flexibility of the dynamic courses and off-campus offerings gives us the opportunity to better serve the students, accommodate their busy schedules, and maximize progression towards degrees.

- The flexibility to increase tuition to align with competitors is a key aspect of these programs as well as being able to carry balances forward for future spending. The market rate model allows us to remain competitive and keep up with inflation without pricing ourselves out of the market.
- The flexibility of the market rate model allows us to retain prestigious and highly qualified faculty, ultimately benefiting the student. The funds generated allow us to hire the best adjuncts and compensate top faculty to develop the strongest courses and program as a whole.

a. Describe the negative aspects

Although market rate allows for a great amount of flexibility, we have learned the necessity of monitoring the educational competitive market place to ensure relevance of degrees offered along with the correct price points.

8. How does the market tuition rate initiative compare to Continuing Education?

The market rate model provides the financial flexibility to support the deployment of high quality programs and the generation of income to fund a variety of college investments whereby Continuing Education does not. In addition, market rate programs allow for tuition increases up to 15% annually.

The Continuing Education guidelines for credit programs require the development and implementation of self-supporting programs, when there is a demonstrated justified need, based on a cost-recovery model. Thus, fund balances and/or carry forwards are not allowed. Long-term investments cannot be funded in a Continuing Education model. The self-supporting financial model does not allow the University to realize the full market value of a degree.

9. If the Board's Continuing Education Regulation 8.002 was modified to allow greater flexibility, could this take the place of market tuition rate for future programs? Please explain.

If the Continuing Education Regulation 8.002 is modified to allow greater flexibility, the request for new market rate tuition programs could be instead applied through Continuing Education. The rationality to support this contention is the following:

- With the modification of the Regulation, flexibility should be provided to allow FIU to charge sufficient tuition to generate fund balances for future investment as well as to be able to cover the cost of offering the program.
- Funds balances should be allowed to be used to support significant educational initiatives and to offer innovative programming to meet our local and global

communities' needs. These needs may be in support of this degree program but not necessarily directly related to its costs.

Campus contact for any follow-up questions about this survey:

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Market Tuition Rate 2016 Pilot Program Review Survey

Master of Science in Human Resource Management (52.1001)

Approved 11/2013

Program Credit Hour Requirement: 36 hours

1. How has this market rate tuition program achieved “success?”

a. How many degrees have been awarded as a direct result of the approval of market tuition rate?

i. How does this number compare to the number of degrees awarded for E&G funded program offerings in the same or related CIP code?

	Degrees or Certificates Market Rate	Degrees or Certificates E&G
	Awarded	Awarded
2011-12		44
2012-13		59
2013-14 Before Market Rate		43
2014- 15	44	48

A fully online version of the Masters in Human Resource Management was approved for market rate in November 2013.

Since this market rate program was launched in fall 2014, 44 degrees have been awarded. This is comparable to the number of degrees awarded by the E&G funded face to face program.

b. How many additional students have enrolled as a direct result of approval of market tuition rate?

	Enrollment (Fall) Headcount Market Rate			E&G Enrollment (Fall) Headcount		
	In-State	Out-of-State	Total	In-State	Out-of-State	Total
Fall 2013 Before Market Rate				42	9	51
Fall 2014 Report	47	11	58	44	5	49
Fall 2015 Report	36	8	44	45	9	54

An additional 102 students have been enrolled in this degree program as a result of it being offered online.

c. How has each approved program achieved success in terms of outcome measures in original program proposal?

- Enrollment: The number of students enrolled in the fully online market rate program has been above 40, which was the target enrollment.
- Since program inception, the average score on the student satisfaction survey ranged from a low of 6.32 (2015) to a high of 6.38 (2014) on a seven-point scale. The median was 6.35. These survey results met the 5.0 criterion for success.
- Retention Rate: Please refer to question 1.d.
- Graduation Rate: Please refer to question 1.d.

d. How does attrition for the market tuition rate program offering compare to attrition rates for E&G funded program offerings in the same or related CIP code?

CIP	CIP DESCRIPTION	COHORT YEAR	PROGRAM TYPE	YEARS	COHORT	RE-ENROLLED IN UNIVERSITY	GRADUATED IN UNIVERSITY CUMMULATIVE	RETAINED IN UNIVERSITY	GRADUATION RATE	RETENTION RATE		
521001	Human Resources Management	2011-2012	E & G	1	54	25	29	54	53.7%	100.0%		
				2	54	1	52	53	96.3%	98.1%		
				3	54	0	52	52	96.3%	96.3%		
				4	54	0	52	52	96.3%	96.3%		
				5	54	0	52	52	96.3%	96.3%		
		2012-2013	E & G	1	51	28	23	51	45.1%	100.0%		
				2	51	1	46	47	90.2%	92.2%		
				3	51	1	46	47	90.2%	92.2%		
				4	51	0	47	47	92.2%	92.2%		
		2013-2014	E & G	1	44	21	23	44	52.3%	100.0%		
				2	44	0	44	44	100.0%	100.0%		
				3	44	0	44	44	100.0%	100.0%		
		2014-2015	Market Rate	1	34	18	16	34	47.1%	100.0%		
			2	34	4	25	29	73.5%	85.3%			
		2014-2015	E & G	1	46	20	26	46	56.5%	100.0%		
				2	46	0	44	44	95.7%	95.7%		

The retention rate for the first cohort in the online market rate program is lower than the E&G funded face-to-face program.

e. Provide other indicators of success:

In addition to the career services office housed as part of the College of Business (COB), the market rate programs provide for specialized services to assist students and alumni to be an active participant in the continuing development, evaluation, and implementation of personal career plans. The Career Management Services Office helps facilitate this through career fairs, resume critiquing, information sessions with employers, and other recruiting events. Additionally, these graduate students have access to career assessment tools such as Career Leader and electronic resume books.

2. If market tuition rate was approved for a program identified as a state critical workforce need, how has implementing market tuition rate increased the number of critical need graduates overall?

Not Applicable

3. What has been the impact on similar existing E&G funded program offerings in the same or related CIP code at the same degree level?

	Enrollment (Fall) Headcount Market Rate			E&G Enrollment (Fall) Headcount		
	In-State	Out-of-State	Total	In-State	Out-of-State	Total
Fall 2013 Before Market Rate				42	9	51
Fall 2014 Report	47	11	58	44	5	49
Fall 2015 Report	36	8	44	45	9	54

Student headcount in the fully-online market rate program is comparable to the student headcount in the E&G funded face-to-face program.

4. Have any E&G funded program offerings in the same or related CIP code at the same level been eliminated since the approval of market tuition rate? If so, please explain.

No

5. How do program revenues compare to program costs?

2015		2016 Q3		Life to Date		
Revenues	Expenses	Revenues	Expenses	Revenues	Expenses	Net Income
1,444,372	1,500,626	1,037,395	1,163,062	2,481,767	2,663,688	(181,922)

Revenues did not exceed expenses in 2015. From inception of program until third quarter of 2016, net income did not exceed expenses.

6. How much revenue has been generated by market tuition rate cohorts and how has the revenue been used?

From inception of program, until third quarter of 2016, total revenues of \$2,481,767 have been realized. These revenues were used mainly to support program expenditures, which have included faculty and program coordinator salaries, enhanced student career and academic services, materials and supplies for students, scholarships, professional development for faculty and staff, marketing, recruitment, and general administrative costs.

7. Describe the positive aspects of the market tuition rate initiative.

The market rate programs have many positive aspects:

- The market rate funding model allows Schools/Colleges to offer high-demand degrees that would otherwise not be available due to limited financial resources. The market rate financial model allows the university to develop and implement strategic educational initiatives in support of critical investments.
- We are able to provide more support and services to the students in the programs. The level of service and resources we can provide the students is superior to regular programs since we have the funding to support such initiatives. These programs allow us to maintain strong connection to students in view of the level of personalized services offered. The students in these programs have greater professional development opportunities.
- The cohort format is efficient and beneficial to the students. These programs can be considered as accelerated programs. The flexibility of the dynamic courses and off-campus offerings gives us the opportunity to better serve the students, accommodate their busy schedules, and maximize progression towards degrees.

- The flexibility to increase tuition to align with competitors is a key aspect of these programs as well as being able to carry balances forward for future spending. The market rate model allows us to remain competitive and keep up with inflation without pricing ourselves out of the market.
- The flexibility of the market rate model allows us to retain prestigious and highly qualified faculty, ultimately benefiting the student. The funds generated allow us to hire the best adjuncts and compensate top faculty to develop the strongest courses and program as a whole.

a. Describe the negative aspects

Although market rate allows for a great amount of flexibility, we have learned the necessity of monitoring the educational competitive market place to ensure relevance of degrees offered along with the correct price points.

8. How does the market tuition rate initiative compare to Continuing Education?

The market rate model provides the financial flexibility to support the deployment of high quality programs and the generation of income to fund a variety of college investments whereby Continuing Education does not. In addition, market rate programs allow for tuition increases up to 15% annually.

The Continuing Education guidelines for credit programs require the development and implementation of self-supporting programs, when there is a demonstrated justified need, based on a cost-recovery model. Thus, fund balances and/or carry forwards are not allowed. Long-term investments cannot be funded in a Continuing Education model. The self-supporting financial model does not allow the University to realize the full market value of a degree.

9. If the Board's Continuing Education Regulation 8.002 was modified to allow greater flexibility, could this take the place of market tuition rate for future programs? Please explain.

If the Continuing Education Regulation 8.002 is modified to allow greater flexibility, the request for new market rate tuition programs could be instead applied through Continuing Education. The rationality to support this contention is the following:

- With the modification of the Regulation, flexibility should be provided to allow FIU to charge sufficient tuition to generate fund balances for future investment as well as to be able to cover the cost of offering the program.
- Funds balances should be allowed to be used to support significant educational initiatives and to offer innovative programming to meet our local and global

communities' needs. These needs may be in support of this degree program but not necessarily directly related to its costs.

Campus contact for any follow-up questions about this survey:

Name: Joyce Elam

Title of campus contact: Vice Provost, Analysis and Information Management

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Any questions about this survey should be directed to Board of Governors staff Richard Stevens (Richard.stevens@flbog.edu) or Jennifer Nabors (Jennifer.nabors@flbog.edu).

Market Tuition Rate 2016 Pilot Program Review Survey

Master of International Business (52.1101)
Approved 3/2011
Program Credit Hour Requirement: 36 hours

1. How has this market rate tuition program achieved “success?”
 - a. How many degrees have been awarded as a direct result of the approval of market tuition rate?
 - i. How does this number compare to the number of degrees awarded for E&G funded program offerings in the same or related CIP code?

	Degrees or Certificates	Degrees or Certificates
	Awarded Market Rate	Awarded E&G
Before Market Rate 2010-11		102
2011-12	70	25
2012-13	102	
2013-14	103	
2014-15	115	

Beginning in fall 2011, only a market rate program for this CIP was offered.

b. How many additional students have enrolled as a direct result of approval of market tuition rate?

	Enrollment (Fall) Headcount Market Rate			E&G Enrollment (Fall) Headcount		
	In-State	Out-of-State	Total	In-State	Out-of-State	Total
Before Market Rate Fall 2010				45	64	109
Fall 2011	39	63	102			0
Fall 2012	78	87	165			0
Fall 2013	82	94	176			0
Fall 2014	76	101	177			0
Fall 2015	52	72	124			0

An additional 744 students have enrolled in the market rate program.

c. How has each approved program achieved success in terms of outcome measures in original program proposal?

- Enrollment: The market rate program achieved an increase over the previous headcount in the E&G funded program in its second year. Student headcount increased through fall of 2014. The college is investigating the drop in student headcount for fall 2015.
- Student Satisfaction: Since program inception, the average score on the student satisfaction survey ranged from a low of 4.96 (2012) to a high of 6.24 (2015) on a seven-point scale. The median was 5.74. These survey results met the 5.0 criterion for success.

d. How does attrition for the market tuition rate program offering compare to attrition rates for E&G funded program offerings in the same or related CIP code?

CIP	CIP DESCRIPTION	COHORT YEAR	PROGRAM TYPE	YEARS	COHORT	RE-ENROLLED IN UNIVERSITY	GRADUATED IN UNIVERSITY CUMMULATIVE	RETAINED IN UNIVERSITY	GRADUATION RATE	RETENTION RATE		
521101	International Business Management	2011-2012	Market Rate	1	120	53	67	120	55.8%	100.0%		
				2	120	13	103	116	85.8%	96.7%		
				3	120	1	114	115	95.0%	95.8%		
				4	120	0	115	115	95.8%	95.8%		
				5	120	0	115	115	95.8%	95.8%		
		2012-2013	Market Rate	1	134	61	73	134	54.5%	100.0%		
				2	134	12	109	121	81.3%	90.3%		
				3	134	2	118	120	88.1%	89.6%		
				4	134	2	118	120	88.1%	89.6%		
		2013-2014	Market Rate	1	136	75	61	136	44.9%	100.0%		
				2	136	14	116	130	85.3%	95.6%		
				3	136	4	126	130	92.6%	95.6%		
		2014-2015	Market Rate	1	125	68	57	125	45.6%	100.0%		
				2	125	46	73	119	58.4%	95.2%		

Beginning in fall 2011, only a market rate program for this CIP was offered.

e. Provide other indicators of success:

In addition to the career services office housed as part of the College of Business (COB), the market rate programs provide for specialized services to assist students and alumni to be an active participant in the continuing development, evaluation, and implementation of personal career plans. The Career Management Services Office helps facilitate this through career fairs, resume critiquing, information sessions with employers, and other recruiting events. Additionally, these graduate students have access to career assessment tools such as Career Leader and electronic resume books.

2. If market tuition rate was approved for a program identified as a state critical workforce need, how has implementing market tuition rate increased the number of critical need graduates overall?

Not Applicable

3. What has been the impact on similar existing E&G funded program offerings in the same or related CIP code at the same degree level?

	Enrollment (Fall) Headcount Market Rate			E&G Enrollment (Fall) Headcount		
	In-State	Out-of-State	Total	In-State	Out-of-State	Total
Before Market Rate				45	64	109
Fall 2011	39	63	102			0
Fall 2012	78	87	165			0
Fall 2013	82	94	176			0
Fall 2014	76	101	177			0
Fall 2015	52	72	124			0

Beginning in fall 2011, only a market rate program for this CIP was offered.

4. Have any E&G funded program offerings in the same or related CIP code at the same level been eliminated since the approval of market tuition rate? If so, please explain.

In the initial years of market rate (2011-12 and 2012-13), FIU interpreted the regulation to mean that overall graduate enrollment should not be impacted by the introduction of market rate offerings. Therefore, we did not apply the regulation to individual CIP codes. Since 2013, FIU has strived to only implement the market rate cohort degree in a different venue/modality as to not impact the E&G program.

5. How do program revenues compare to program costs?

2012		2013		2014		2015		2016 Q3		Life to Date		
Revenues	Expenses	Revenues	Expenses	Revenues	Expenses	Revenues	Expenses	Revenues	Expenses	Revenues	Expenses	Net Income
2,418,341	2,396,237	3,301,733	2,786,433	3,776,558	4,622,066	3,672,388	2,860,179	2,151,841	1,414,303	15,320,861	14,079,218	1,241,643

Revenues have exceeded expenses in every year, except for 2014. From inception of program, until third quarter of 2016, net income has been \$1,241,643.

6. How much revenue has been generated by market tuition rate cohorts and how has the revenue been used?

From inception of program, until third quarter of 2016, total revenues of \$15,320,861 have been realized. These revenues were used mainly to support program expenditures, which have included faculty and program coordinator salaries, enhanced student career and academic services, materials and supplies for students, scholarships, facility rental, professional development for faculty and staff, marketing, recruitment, and general administrative costs.

7. Describe the positive aspects of the market tuition rate initiative.

The market rate programs have many positive aspects:

- The market rate funding model allows Schools/Colleges to offer high-demand degrees that would otherwise not be available due to limited financial resources. The market rate financial model allows the university to develop and implement strategic educational initiatives in support of critical investments.
- We are able to provide more support and services to the students in the programs. The level of service and resources we can provide the students is superior to regular programs since we have the funding to support such initiatives. These programs allow us to maintain strong connection to students in view of the level of personalized services offered. The students in these programs have greater professional development opportunities.
- The cohort format is efficient and beneficial to the students. These programs can be considered as accelerated programs. The flexibility of the dynamic courses and off-campus offerings gives us the opportunity to better serve the students, accommodate their busy schedules, and maximize progression towards degrees.
- The flexibility to increase tuition to align with competitors is a key aspect of these programs as well as being able to carry balances forward for future

spending. The market rate model allows us to remain competitive and keep up with inflation without pricing ourselves out of the market.

- The flexibility of the market rate model allows us to retain prestigious and highly qualified faculty, ultimately benefiting the student. The funds generated allow us to hire the best adjuncts and compensate top faculty to develop the strongest courses and program as a whole.

a. Describe the negative aspects

Although market rate allows for a great amount of flexibility, we have learned the necessity of monitoring the educational competitive market place to ensure relevance of degrees offered along with the correct price points.

8. How does the market tuition rate initiative compare to Continuing Education?

The market rate model provides the financial flexibility to support the deployment of high quality programs and the generation of income to fund a variety of college investments whereby Continuing Education does not. In addition, market rate programs allow for tuition increases up to 15% annually.

The Continuing Education guidelines for credit programs require the development and implementation of self-supporting programs, when there is a demonstrated justified need, based on a cost-recovery model. Thus, fund balances and/or carry forwards are not allowed. Long-term investments cannot be funded in a Continuing Education model. The self-supporting financial model does not allow the University to realize the full market value of a degree.

9. If the Board's Continuing Education Regulation 8.002 was modified to allow greater flexibility, could this take the place of market tuition rate for future programs? Please explain.

If the Continuing Education Regulation 8.002 is modified to allow greater flexibility, the request for new market rate tuition programs could be instead applied through Continuing Education. The rationality to support this contention is the following:

- With the modification of the Regulation, flexibility should be provided to allow FIU to charge sufficient tuition to generate fund balances for future investment as well as to be able to cover the cost of offering the program.
- Funds balances should be allowed to be used to support significant educational initiatives and to offer innovative programming to meet our local and global communities' needs. These needs may be in support of this degree program but not necessarily directly related to its costs.

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Market Tuition Rate 2016 Pilot Program Review Survey

Master of Science in International Real Estate (52.1502)

Approved 11/2013

Program Credit Hour Requirement: 30 hours

1. How has this market rate tuition program achieved “success?”

- a. How many degrees have been awarded as a direct result of the approval of market tuition rate?
 - i. How does this number compare to the number of degrees awarded for E&G funded program offerings in the same or related CIP code?

This program was launched as a market rate in fall 2014. There have been 68 graduates. There is no E&G equivalent program.

- b. How many additional students have enrolled as a direct result of approval of market tuition rate?

	Enrollment (Fall) Headcount Market Rate		Total
	In-State	Out-of-State	
Before Market Rate			
Fall 2014	40	32	72
Fall 2015	55	19	74

An additional 140 students have enrolled in this market rate program.

- c. How has each approved program achieved success in terms of outcome measures in original program proposal?

- Enrollment: Enrollment has increased since the start of the program.
- Student Satisfaction: Since program inception, the average score on the student satisfaction survey ranged from a low of 6.05 (2015) to a high of 6.14 (2014) on a seven-point scale. The median was 6.10. These survey results met the 5.0 criterion for success.
- Retention Rate: Please refer to question 1.d.
- Graduation Rate: Please refer to question 1.d.

d. How does attrition for the market tuition rate program offering compare to attrition rates for E&G funded program offerings in the same or related CIP code?

CIP	CIP DESCRIPTION	COHORT YEAR	PROGRAM TYPE	YEARS	COHORT	RE-ENROLLED IN UNIVERSITY	GRADUATED IN UNIVERSITY CUMMULATIVE	RETAINED IN UNIVERSITY	GRADUATION RATE	RETENTION RATE
521502	International Real Estate	2014-2015	Market Rate	1	83	33	50	83	60.2%	100.0%
				2	83	8	66	74	79.5%	89.2%

This program was launched as a market rate in fall 2014. There is no E&G equivalent program.

e. Provide other indicators of success:

In addition to the career services office housed as part of the College of Business (COB), the market rate programs provide for specialized services to assist students and alumni to be an active participant in the continuing development, evaluation, and implementation of personal career plans. The Career Management Services Office helps facilitate this through career fairs, resume critiquing, information sessions with employers, and other recruiting events. Additionally, these graduate students have access to career assessment tools such as Career Leader and electronic resume books.

2. If market tuition rate was approved for a program identified as a state critical workforce need, how has implementing market tuition rate increased the number of critical need graduates overall?

Not Applicable

3. What has been the impact on similar existing E&G funded program offerings in the same or related CIP code at the same degree level?

	Enrollment (Fall) Headcount Market Rate		Total
	In-State	Out-of-State	
Before Market Rate			
Fall 2014	40	32	72
Fall 2015	55	19	74

This program was launched as a market rate in fall 2014. There is no E&G equivalent program.

4. Have any E&G funded program offerings in the same or related CIP code at the same level been eliminated since the approval of market tuition rate? If so, please explain.

No.

5. How do program revenues compare to program costs?

2015		2016 Q3		Life to Date		
Revenues	Expenses	Revenues	Expenses	Revenues	Expenses	Net Income
2,071,805	2,065,175	1,661,573	1,688,176	3,733,378	3,753,351	(19,974)

Revenues exceed expenses in 2015. Revenues have not exceeded expenses through the third quarter of 2016.

6. How much revenue has been generated by market tuition rate cohorts and how has the revenue been used?

From inception of program, until third quarter of 2016, total revenues of \$3,733,378 have been realized. These revenues were used mainly to support program expenditures, which have included faculty and program coordinator salaries, enhanced student career and academic services, materials and supplies for students, scholarships, facility rental, professional development for faculty and staff, marketing, recruitment, and general administrative costs.

7. Describe the positive aspects of the market tuition rate initiative.

The market rate programs have many positive aspects:

- The market rate funding model allows Schools/Colleges to offer high-demand degrees that would otherwise not be available due to limited financial resources. The market rate financial model allows the university to develop and implement strategic educational initiatives in support of critical investments.
- We are able to provide more support and services to the students in the programs. The level of service and resources we can provide the students is superior to regular programs since we have the funding to support such initiatives. These programs allow us to maintain strong connection to students in view of the level of personalized services offered. The students in these programs have greater professional development opportunities.
- The cohort format is efficient and beneficial to the students. These programs can be considered as accelerated programs. The flexibility of the dynamic courses and off-campus offerings gives us the opportunity to better serve the students, accommodate their busy schedules, and maximize progression towards degrees.
- The flexibility to increase tuition to align with competitors is a key aspect of these programs as well as being able to carry balances forward for future spending. The market rate model allows us to remain competitive and keep up with inflation without pricing ourselves out of the market.
- The flexibility of the market rate model allows us to retain prestigious and highly qualified faculty, ultimately benefiting the student. The funds generated allow us to hire the best adjuncts and compensate top faculty to develop the strongest courses and program as a whole.

a. Describe the negative aspects

Although market rate allows for a great amount of flexibility, we have learned the necessity of monitoring the educational competitive market place to ensure relevance of degrees offered along with the correct price points.

8. How does the market tuition rate initiative compare to Continuing Education?

The market rate model provides the financial flexibility to support the deployment of high quality programs and the generation of income to fund a variety of college investments whereby Continuing Education does not. In addition, market rate programs allow for tuition increases up to 15% annually.

The Continuing Education guidelines for credit programs require the development and implementation of self-supporting programs, when there is a demonstrated justified need, based on a cost-recovery model. Thus, fund balances and/or carry forwards are not allowed. Long-term investments cannot be funded in a Continuing Education model. The self-supporting financial model does not allow the University to realize the full market value of a degree.

9. If the Board's Continuing Education Regulation 8.002 was modified to allow greater flexibility, could this take the place of market tuition rate for future programs? Please explain.

If the Continuing Education Regulation 8.002 is modified to allow greater flexibility, the request for new market rate tuition programs could be instead applied through Continuing Education. The rationality to support this contention is the following:

- With the modification of the Regulation, flexibility should be provided to allow FIU to charge sufficient tuition to generate fund balances for future investment as well as to be able to cover the cost of offering the program.
- Funds balances should be allowed to be used to support significant educational initiatives and to offer innovative programming to meet our local and global communities' needs. These needs may be in support of this degree program but not necessarily directly related to its costs.

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