

**Market Tuition Rate
2016 Pilot Program Review Survey
University of Central Florida**

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?

Executive and Professional Master in Business Administration Degree Programs (EMBA/PMBA)	390			
Professional Master of Science in Management Degree Program	84			
Professional Master of Science in Real Estate Degree Program	59			
Master of Science in Health Care Informatics Degree Program (Online Program)	101			
Master of Science in Engineering Management Degree Program	Cohort	Dates	Participating Companies	# of Graduates
	Orlando IV	• May 2016-May 2018	• KSC, LM, Siemens, WDW, Raytheon	• 36 (expected)
	Orlando III	• May 2014-May 2016	• KSC, LM, Siemens, WDW, Raytheon, Northrup Grumman	• 31
	Orlando II	• Jan 2012-Aug 2013	• KSC, LM, Siemens, WDW	• 30
	Harris II Cohort	• Nov 2010-Dec 2011	• Harris	• 16
	KSC I Cohort	• June 2010-Aug 2011	• KSC	• 13
	Harris I Cohort	• May 2009-July 2010	• Harris	• 16
Orlando 1 Cohort	• Jan 2009-May 2010	• Boeing, KSC, LM, Siemens, WDW	• 15	
Graduate Health Information Administration Certificate	No students have completed the certificate and we only have one student that has been admitted.			
Master of Social Work	New cohort program started January 2016			
Masters of Science in Management (Business Analytics)	New cohort program started January 2016			

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?

Executive and Professional Master in Business Administration Degree Programs (EMBA/PMBA)	The Masters in Business Administration is the similar E&G program related to this program and has graduated 689 students since 2011, 299 more students than this market tuition rate program.									
Professional Master of Science in Management Degree Program	There are no other programs with a related CIP code.									
Professional Master of Science in Real Estate Degree Program	There are no other programs with a related CIP code.									
Master of Science in Health Care Informatics Degree Program (Online Program)	There are no other programs with a related CIP code.									
Master of Science in Engineering Management Degree Program	On-Campus Graduates	2010	2011	2012	2013	2014	2015	2016 SPR (ITG)	Total	
	MSEM	0	16	0	8	16	21	8	69	
	MS (EM)	64	39	26	12	4	2	0	147	
Graduate Health Information Administration Certificate	There are no other programs with a related CIP code.									
Master of Social Work	This is the first cohort that started January 2016.									

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Masters of Science in Management (Business Analytics)	There are no other programs with a related CIP code.
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b. How many additional students have enrolled as a direct result of approval of market tuition rate?

Executive and Professional Master in Business Administration Degree Programs (EMBA/PMBA)	The Executive MBA is largely schedule driven with classes on weekends vs. weeknights as with the E&G program, so the EMBA program largely attracts a different profile of student. Therefore, it is highly likely that the EMBA students enrolled would not have pursued their degree with us without the weekend schedule option- this has led to an additional 96 students/degrees for that particular track since 2011.
Professional Master of Science in Management Degree Program	Since there is no equivalent E&G program offering all students enrolled and graduated were a result of this approved program.
Professional Master of Science in Real Estate Degree Program	Since there is no equivalent E&G program offering all students enrolled and graduated were a result of this approved program.
Master of Science in Health Care Informatics Degree Program (Online Program)	Enrollment has not increased or decreased after the approval of market tuition rate.
Master of Science in Engineering Management Degree Program	121 through April 2016; 157 total with new cohort starting in May 2016.
Graduate Health Information Administration Certificate	Only one student has been admitted.
Master of Social Work	33 students enrolled in the first cohort Spring 2016.
Masters of Science in Management (Business Analytics)	Since there is no equivalent E&G program offering all students enrolled are a result of this approved program.

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

Executive and Professional Master in Business Administration Degree Programs (EMBA/PMBA)	This program has met or exceeded enrollment and graduation rates. The original plan was to enroll students in a cohort, graduate the cohort, and start the next cohort as the current one ended. Due to demand, the MBA programs now run overlapping cohorts – that is, we start a new cohort midway through the current cohort.
Professional Master of Science in Management Degree Program	This program has met or exceeded enrollment and graduation rates. The original plan was to enroll students in a cohort, graduate the cohort, and start the next cohort as the current one ended.
Professional Master of Science in Real Estate Degree Program	This program has met or exceeded enrollment and graduation rates. The original plan was to enroll students in a cohort, graduate the cohort, and start the next cohort as the current one ended.
Master of Science in Health Care Informatics Degree Program (Online Program)	Outcome measures in the original Health Care Informatics program proposal included number of students enrolled, compliance with SACS standards for accreditation, program revenues relative to program costs, student satisfaction, employer satisfaction with the program, and number of degrees conferred. • The program has been able to maintain two cohorts of students with approximately 20 students in each cohort for the respective admissions cycle. The program also started admitting students in the 2016 spring term with 13 admitted students. • The program produces an annual institutional effectiveness (IE) report that reports on the effectiveness of the program. The University uses IE reports to ensure programs are in compliance with SACS standards for accreditation. The program itself is seeking accreditation from CAHIIM as well, the accrediting body for health information technology programs. • Data was gathered from the Graduating Graduate Student Program Specific Survey and from 2012 – 2015, 74.07% of students reported either “very good” or “excellent” with the overall education they received in the Health Care Informatics program. • Survey data from the first three cohorts indicate that overall 100 percent of employers feel that HCI graduates had the requisite knowledge to successfully perform in their position. Further, 87.5 percent said they would hire an HCI graduate in the future. In addition, 87.5 percent stated that they were satisfied with the educational preparedness of their employee upon completion of the HCI degree.
Master of Science in Engineering Management Degree Program	An impact assessment completed by 57 of the 90 graduates of the first five cohorts indicated the following: our alumni report over \$1 Billion in business impact; organizations see enhanced leaders as path to overall organization performance; organizations are asking for project leaders to be solution providers; over 75% of the alumni had significant increases in their job responsibilities (i.e., job change/promotion) since their involvement in the program; organizations use the MSEM to drive important business outcomes; and our alumni and sponsors find value in the program.
Graduate Health Information Administration Certificate	There is no equivalent E&G program offering; however, it is an alternative and complementary to the Master of Science in Health Care Informatics Degree Program (Online Program).

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Master of Social Work	This program exceeded its enrollment goals for the initial cohort for Spring 2016.
Masters of Science in Management (Business Analytics)	This program has met or exceeded enrollment projections. The plan is to enroll students in a cohort, graduate the cohort, and start the next cohort as the current one ended.

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?

Executive and Professional Master in Business Administration Degree Programs (EMBA/PMBA)	Attrition in this program with a similar E&G program averages 6.19%. The equivalent E&G programs average an attrition rate of 20.2% since 2011. This is consistent with the 6 year period from 2008-2014 where MBA overall retention rate was 80% (showing attrition at 20%). Therefore, our program had no effect on the attrition on campus and in fact we have a higher rate of retention than the on campus programs.
Professional Master of Science in Management Degree Program	Attrition for this program is averaging less than 10%.
Professional Master of Science in Real Estate Degree Program	Attrition for this program is averaging less than 10%.
Master of Science in Health Care Informatics Degree Program (Online Program)	There are no other programs with a related CIP code.
Master of Science in Engineering Management Degree Program	The attrition rate is lower. The program removed 1 person due to academic ethics challenges. One participant removed herself from the program due to getting married and moving with her military husband to Africa.
Graduate Health Information Administration Certificate	The program began Fall 2015 with no attrition thus far.
Master of Social Work	The program began Spring 2016 with no attrition thus far.
Masters of Science in Management (Business Analytics)	The program began Spring 2016 with no attrition thus far.

e. Provide other indicators of success

Executive and Professional Master in Business Administration Degree Programs (EMBA/PMBA)	Since starting the MRT programs, we have found demand increasing enough to necessitate opening additional sections each academic year. In the case of the Professional MBA we were originally at one cohort, now we are at three cohorts running simultaneously. The format of the programs led to the development and launch of the Business Analytics track. Further, the College of Medicine asked the College of Business to partner with them to market a joint MBA/MD program that will provide MD students with an accelerated MBA option (begins August, 2016). This offering should strengthen the national ranking of the College of Medicine's programs and enhance their recruitment.
Professional Master of Science in Management Degree Program	No additional information.
Professional Master of Science in Real Estate Degree Program	No additional information.
Master of Science in Health Care Informatics Degree Program (Online Program)	No additional information.
Master of Science in Engineering Management Degree Program	No additional information.
Graduate Health Information Administration Certificate	No additional information.
Master of Social Work	We will be assessing CSWE competencies in year two of the online program, thus far no other indicators can be measured.
Masters of Science in Management (Business Analytics)	No additional information.

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?

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Executive and Professional Master in Business Administration Degree Programs (EMBA/PMBA)	This program was not identified as a state critical workforce need program.
Professional Master of Science in Management Degree Program	This program was not identified as a state critical workforce need program.
Professional Master of Science in Real Estate Degree Program	This program was not identified as a state critical workforce need program.
Master of Science in Health Care Informatics Degree Program (Online Program)	This program was not identified as a state critical workforce need program.
Master of Science in Engineering Management Degree Program	This program was not identified as a state critical workforce need program.
Graduate Health Information Administration Certificate	This program was not identified as a state critical workforce need program.
Master of Social Work	This program was not identified as a state critical workforce need program.
Masters of Science in Management (Business Analytics)	This program was not identified as a state critical workforce need program.

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?

Executive and Professional Master in Business Administration Degree Programs (EMBA/PMBA)	For the Executive MBA program, there has been no impact on the E&G programs due to the schedule driven format difference which attracts a different profile of student. As shown by the consistent, if not growing, enrollment for the E&G funded MBA on campus, we can conclude that there has been no impact from the Professional MBA either.
Professional Master of Science in Management Degree Program	There are no other similar E&G program offerings in the same or related CIP Code.
Professional Master of Science in Real Estate Degree Program	There are no other similar E&G program offerings in the same or related CIP Code.
Master of Science in Health Care Informatics Degree Program (Online Program)	There are no other similar E&G program offerings in the same or related CIP Code at the same degree level.
Master of Science in Engineering Management Degree Program	No additional information.
Graduate Health Information Administration Certificate	There are no other similar E&G program offerings in the same or related CIP Code.
Master of Social Work	There are no other similar E&G program offerings in the same or related CIP Code with this type of format and modality.
Masters of Science in Management (Business Analytics)	There are no other similar E&G program offerings in the same or related CIP Code.

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.

Executive and Professional Master in Business Administration Degree Programs (EMBA/PMBA)	No E&G funded program offerings in the same or related CIP code at the same level have been eliminated since the approval of this program.
Professional Master of Science in Management Degree Program	No E&G funded program offerings in the same or related CIP code at the same level have been eliminated since the approval of this program.
Professional Master of Science in Real Estate Degree Program	No E&G funded program offerings in the same or related CIP code at the same level have been eliminated since the approval of this program.
Master of Science in Health Care Informatics Degree Program (Online Program)	No E&G funded program offerings in the same or related CIP code at the same level have been eliminated since the approval of this program.

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Master of Science in Engineering Management Degree Program	No E&G funded program offerings in the same or related CIP code at the same level have been eliminated since the approval of this program.
Graduate Health Information Administration Certificate	No E&G funded program offerings in the same or related CIP code at the same level have been eliminated since the approval of this program.
Master of Social Work	No E&G funded program offerings in the same or related CIP code at the same level have been eliminated since the approval of this program.
Masters of Science in Management (Business Analytics)	No E&G funded program offerings in the same or related CIP code at the same level have been eliminated since the approval of this program.

5. How do program revenues compare to program costs?

Executive and Professional Master in Business Administration Degree Programs (EMBA/PMBA)	Revenues for market rate programs typically exceed program costs by ten to 15 percent.
Professional Master of Science in Management Degree Program	Revenues for market rate programs typically exceed program costs by ten to 15 percent.
Professional Master of Science in Real Estate Degree Program	Revenues for market rate programs typically exceed program costs by ten to 15 percent.
Master of Science in Health Care Informatics Degree Program (Online Program)	The revenues align to the program costs. The revenue has been used to cover program costs.
Master of Science in Engineering Management Degree Program	The revenues align to the program costs. The revenue has been used to cover program costs.
Graduate Health Information Administration Certificate	The revenues align to the program costs. The revenue has been used to cover program costs.
Master of Social Work	The revenues align to the program costs. The revenue has been used to cover program costs.
Masters of Science in Management (Business Analytics)	Revenues for market rate programs typically exceed program costs by ten to 15 percent.

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

*Executive and Professional Master in Business Administration Degree Programs (EMBA/PMBA)	The revenue for College of Business market rate programs is projected to be \$4 million for 2015-2016. Approximately \$16 million in revenue has been generated during this pilot review period. Excess Revenue is passed back to the College of Business to fund faculty lines and summer research grants, thereby reducing the effective load on the budget.
Professional Master of Science in Management Degree Program	*A general response to this question is noted above in the EMBA/PMBA section.
Professional Master of Science in Real Estate Degree Program	*A general response to this question is noted above in the EMBA/PMBA section.
Master of Science in Health Care Informatics Degree Program (Online Program)	The program has generated \$1,867,779 since its inception in 2009. Those funds have been used to support faculty and staff salaries, continuing education for faculty including travel, and marketing.
Master of Science in Engineering Management Degree Program	The revenue has been used to execute the program first. The residual revenue has been used to evaluate the program, continue to build relationships with the graduates (e.g., run a Reunion with Content working session), and support activities within the Engineering Leadership & Innovation Institute (eli ²). These funds are being used to support the undergraduate leadership development activities.
Graduate Health Information Administration Certificate	The revenue is used to support the cohort, program operations, including recruitment of students, faculty, and staff and ongoing academic and student support.
Master of Social Work	The revenue is used to support the cohort, program operations, including recruitment of students, faculty, and staff and ongoing academic and student support.

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Masters of Science in Management (Business Analytics)	*A general response to this question is noted above in the EMBA/PMBA section.
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7. Describe the positive aspects of the market tuition rate initiative.

**Executive and Professional Master in Business Administration Degree Programs (EMBA/PMBA)	The market tuition rate initiative has increased overall graduate enrollment at the College of Business because all students enrolled would likely not be enrolled, particularly in the programs without a similar E&G funded program. These programs are offered at a variety of regional campuses where business graduate programs were not previously offered in entirety; therefore increasing the opportunity for education. This locational variety also allows companies to attract, retain, and develop talent in the entire central Florida area, not just those geographically close to the main campus. We've also seen an increased level of industry partnerships with the College of Business due to strengthened alumni relationships across a variety of industries.
Professional Master of Science in Management Degree Program	**A general response to this question is noted above in the EMBA/PMBA section.
Professional Master of Science in Real Estate Degree Program	**A general response to this question is noted above in the EMBA/PMBA section.
Master of Science in Health Care Informatics Degree Program (Online Program)	The market rate initiative has many position aspects including allowing the program to grow and reinvest in itself when other programs were facing financial hardships. It has also allowed the department to invest funds in a strong base of excellent faculty to provide quality education to our students, which in turn, generates employable graduates
Master of Science in Engineering Management Degree Program	Positive aspects include an impact assessment completed by 57 of the 90 graduates of the first five cohorts indicating our alumni reported over \$1 Billion in business impacts; organizations see enhanced leaders as path to overall organizational performance; organizations are asking for project leaders to be solution providers; over 75% of the alumni had significant increases in their job responsibilities (i.e., job change/promotion) since their involvement in the program; organizations use the MSEM to drive important business outcomes; our alumni and sponsors find value in the program; and the program builds strong relationships with Florida's leading organizations (Kennedy Space Center, Harris, Lockheed Martin, Siemens, Walt Disney World, Raytheon, Northrup Grumman). The program builds the technical leadership bench of these organizations.
Graduate Health Information Administration Certificate	The program is reaching graduate students who would previously not be able to qualify for this certification.
Master of Social Work	The program is reaching students in areas that are underserved in terms of offering a graduate social work program
Masters of Science in Management (Business Analytics)	**A general response to this question is noted above in the EMBA/PMBA section.

a. Describe the negative aspects

***Executive and Professional Master in Business Administration Degree Programs (EMBA/PMBA)	Demand for market rate programs continues to increase due to the success of our graduates. A significant portion of the College of Business graduates stay in the central Florida area. As they experience career success/promotions this stimulates local business economic development which in turn increases both the demand for more graduates in our current programs, and requests for new programs. We have demand for two more programs but the time to gain approval for the programs (minimum of two years) proves frustrating for the business who would want their employees to seek higher education.
Professional Master of Science in Management Degree Program	***A general response to this question is noted above in the EMBA/PMBA section.
Professional Master of Science in Real Estate Degree Program	***A general response to this question is noted above in the EMBA/PMBA section.
Master of Science in Health Care Informatics Degree Program (Online Program)	Despite the good that the market rate initiative has created, some negative aspects do exist. The lack of financial support for students can present a burden on self-pay students.
Master of Science in Engineering Management Degree Program	While extremely positive, the negative aspects of the program include adjusting to a changing policy environment.
Graduate Health Information Administration Certificate	None thus far.

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Master of Social Work	None thus far.
Masters of Science in Management (Business Analytics)	***A general response to this question is noted above in the EMBA/PMBA section.

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

The market tuition rate programs offered at UCF focus on very different degree offerings than the offerings of Continuing Education.

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 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. For-credit graduate degree programs currently offered as market rate programs are typically offered by their associated colleges and not administered through or associated with continuing education. This connection to the college provides a key signal to the market regarding the long-term nature and rigor of the program. Continuing education programs are needed and are of high quality, but they are typically perceived as non-degree programs with shorter term investments designed to focus on more narrowly defined education needs. If for-credit graduate degree market rate programs are shifted under continuing education this may have a negative effect on the perceived value of the graduate degree that is developed, staffed, and run by their respective colleges.

One challenge regarding market rate programs in general, regardless of the controlling entity, is the time it takes to gain approval for new programs. One key area for future programs would be to streamline the approval process to provide a faster way to gain approval for new market rate programs. The rigor and standards for approval should not be reduced, but perhaps the timeline can be compressed with more frequent opportunities to review proposals for new programs.