Board of Trustees
Educational Programs Committee
September 25, 2014
10:00 – 10:30 a.m.
Live Oak Center
Conference call-in phone #800-442-5794, passcode 463796

AGENDA

I.	**CALL TO ORDER**	**Robert Garvy** Chair, Educational Programs Committee
II.	**ROLL CALL**	**Dania Suarez** Executive Assistant to the Provost and Vice President for Academic Affairs
III.	**MEETING MINUTES**	**Chair Garvy**

- Approval of May 22, 2014, and July 23, 2004, Educational Programs Committee meetings minutes

IV.	**NEW BUSINESS**	**Chair Garvy**

- Tenure With Hire (EPC-1)　　　　**A. Dale Whittaker**
  Provost and Vice President for Academic Affairs

- Equity Accountability Program (EPC-2)　　　　**A. Dale Whittaker**

- State University System Annual Status Report on Market Tuition (INFO-1)　　　　**A. Dale Whittaker**

- Provost's update　　　　**A. Dale Whittaker**

V.　**OTHER BUSINESS**

University of
Central
Florida

Board of Trustees
Educational Programs Committee
May 22, 2014
Live Oak Center
Conference call-in #: 800-442-5792, passcode 463796
MINUTES

CALL TO ORDER
Trustee Robert Garvy, chair of the Educational Programs Committee, called the meeting to order at 9:47 a.m. Committee members Richard Crotty, Weston Bayes, and Reid Oetjen were present. Committee member Ray Gilley attended via teleconference. Board of Trustees Chair Olga Calvet was present.

MINUTES
The minutes from the March 27, 2014, meeting were approved as written.

NEW BUSINESS
Tenure Recommendations (EPC-1)
Diane Z. Chase, Interim Provost and Vice President for Academic Affairs, reviewed the promotion and tenure process. During this year's process, President Hitt and Provost Waldrop reviewed tenure applications and recommended that 20 candidates be approved for tenure. Trustee Oetjen abstained from voting on tenure involving a faculty member in his department for whom he had previously submitted a vote. A motion to recommend the 2014 tenure recommendations was approved.

UCF 2014-15 Work Plan (EPC-2)
Paige Borden, Assistant Vice President for Institutional Knowledge Management, reviewed an update of UCF's multi-year Work Plan that will be presented in June to the Florida Board of Governors. Diane Chase, Interim Provost for Academic Affairs, acknowledged the efforts of Borden in preparing the work plan. With the understanding that additional minor updates or modifications may be made to the plan, a motion to recommend the 2014-15 University Work Plan to the Board of Trustees was approved.

2012-13 Academic Program Review Recommendation Implementation Status
Bahaa Saleh, Dean of the College of Optics and Photonics; Elliot Vittes, Interim Dean of the Office of Undergraduate Studies; and Ross Hinkle, Dean of the College of Graduate Studies, reported on the status of the recommendations made for the optics and photonics, applied science, and interdisciplinary programs that underwent review in 2012-13. External consultants offered suggestions for improvement. Recommendations are not complete at this time.
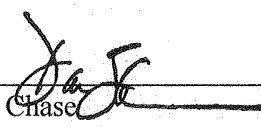Provost's Update:
Chase updated the committee about student matriculation within the Global Achievement Academy during the Summer 2014 term.

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Chase reported on performance funding and advised that academic affairs and college deans are working on faculty hiring plans to support UCF's teaching and research mission. Hires will be across disciplines.

Chair Garvy adjourned the Educational Programs Committee at 10:44 a.m.

Respectfully submitted: _____   9-11-14

Diane Z. Chase   Date

Interim Provost and Vice President for Academic Affairs

University of Central Florida

MINUTES
Educational Programs Committee

University of Central Florida
Board of Trustees
July 23, 2014
President's Boardroom, Millican Hall, 3rd floor
Conference call-in #800-442-5794, passcode 463796

CALL TO ORDER

Trustee Robert Garvy, chair of the Educational Programs Committee, called the meeting to order via teleconference at 1:00 p.m. Committee members Reid Oetjen and Weston Bayes attended via teleconference.
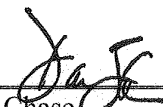
NEW BUSINESS

Conferral of Degrees (EPC-1)
Diane Z. Chase, Interim Provost and Vice President for Academic Affairs, requested approval for the Summer 2014 conferral of degrees. A motion to recommend the conferral of degrees was approved.

Trustee Garvy adjourned the meeting at 1:10 a.m.

Respectfully submitted: _____   9-11-14
                        Diane Z. Chase   Date
                        Executive Vice Provost

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ITEM: <u>EPC-1</u>

EDUCATIONAL PROGRAMS COMMITTEE
University of Central Florida

SUBJECT: Tenure With Hire

DATE: September 25, 2014

<u>**PROPOSED BOARD ACTION**</u>

Approval of tenure with hire.

<u>**BACKGROUND INFORMATION**</u>

New faculty members are hired each year with tenure. Normally, such faculty members have earned tenure at their previous institution and meet UCF's requirements for tenure. For others, tenure is part of the hiring package when senior faculty members are hired for administrative positions. Department faculty members and the university's administrative officers have approved granting tenure to these faculty members.

Supporting documentation: 2014-15 Tenure With Hire Justifications

Prepared by: Diane Z. Chase, Executive Vice Provost for Academic Affairs

Submitted by: A. Dale Whittaker, Provost and Vice President for Academic Affairs

2014-15 Tenure With Hire Justifications
Board of Trustees
September 25, 2014

College of Engineering and Computer Science

Dr. A. Dale Whittaker, professor
Department of Civil, Environmental, and Construction Engineering

Dr. Whittaker received his Ph.D. degree in agricultural engineering from Purdue University. His academic leadership experience includes serving as vice provost for undergraduate academic affairs at Purdue University, acting vice president for student affairs at Purdue University, associate dean and director of academic programs at Purdue University, and associate head for research and graduate education for the Department of Engineering at Texas A&M University. His publication record includes peer-reviewed articles in international journals including *Applied Engineering in Agriculture* and the *Transactions of the American Society of Agricultural Engineers.* He has also authored a book and several book chapters. Dr. Whittaker's demonstrated performance record in grant acquisition and his leadership experiences make him an invaluable asset to the department and the university. The Department of Civil, Environmental, and Construction Engineering and the College of Engineering and Computer Science support his tenure with hire.

Dr. Nicos Makris, professor
Department of Civil, Environmental, and Construction Engineering

Dr. Nicos Makris received his Ph.D. degree in civil engineering from the State University of New York. His academic experience includes teaching at the University of Patras in Greece, the University of California at Berkley, and Notre Dame University. He has 93 peer-reviewed journal publications, he has authored five book chapters, and he has 98 papers in conference proceedings. His citation index is above 3,200 with an h-index of 33. He has an extensive funding record and strong international recognition. The Department of Civil, Environmental, and Construction Engineering and the College of Engineering and Computer Science support his tenure with hire.

Dr. Yoav Peles, professor
Department of Mechanical and Aerospace Engineering

Dr. Yoav Peles received his doctor of science degree in mechanical engineering from Technion-Israel Institute of Technology in Haifa, Israel. Before coming to UCF, he was professor and director of the Mechanical Engineering Program and associate department head for graduate studies in the Department of Mechanical, Aerospace, and Nuclear Engineering at Rensselaer Polytechnic Institute. Prior to joining Rensselaer Polytechnic Institute, he was a research engineer in the Gas Turbine Laboratory and a post-doctoral associate at Massachusetts Institute of Technology. His world-renowned research in thermal sciences has led to more than 130 refereed publications, proceedings, and book chapters. He has more than 1,800 citations of his research work and an h-index of 26. In addition, he is currently serving as the dissertation adviser for six Ph.D. degree students. He is an elected fellow of the American Society of Mechanical Engineers where he received an award for outstanding leadership and support for an international

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conference. In addition, he has received the Defense Advanced Research Projects Agency - Microsystems Technology Office's Young Faculty Award and the Office of Naval Research's Young Investigator Program Award. He is an associate editor of *Nanoscale and Microscale Thermophysical Engineering* and an editorial board member for the *Journal of Thermophysics*. The Department of Mechanical and Aerospace Engineering and the College of Engineering and Computer Science support his tenure with hire.

Dr. Reza Abdolvand, associate professor
Department of Electrical and Computer Science

Dr. Reza Abdolvand received his Ph.D. degree in electrical engineering from the Georgia Institute of Technology. His academic experience includes teaching at Oklahoma State University. He has an international reputation in the research area of nano-electro-mechanical systems and holds nine patents. Since 2007, he has had nine peer-reviewed publications and presented 34 conference papers. In addition, he has received the National Science Foundation's Goal 1 and Small Business Technology Transfer Phase 1, 2, and 3 awards. He is the recipient of several awards including the National Aeronautics and Space Administration's Patent Application Award. The Department of Electrical and Computer Science and the College of Engineering and Computer Science support his tenure with hire.

Dr. Nazanin Rahnavard, associate professor
Department of Electrical and Computer Science

Dr. Nazanin Rahnavard received her Ph.D. degree in electrical and computer engineering from the Georgia Institute of Technology. Her academic experience includes teaching at Oklahoma State University. She has received several individual and collaborative grants from the National Science Foundation and from the Department of Defense. She has served as reviewer for the Institute of Electrical and Electronics Engineers' *Transactions on Computer,* as associate editor of *Computer Network Journal,* and on National Science Foundation panels. The Department of Electrical and Computer Science and the College of Engineering and Computer Science support her tenure with hire.

College of Health and Public Affairs

Dr. Richard Zraick, professor
Department of Communicative Disorders

Dr. Richard Zraick received his Ph.D. degree in speech and hearing science from Arizona State University. His academic experience includes teaching at the University of Arkansas at Little Rock. He has 38 peer-reviewed journal publications, and he is the co-author of the most used textbook in the area of voice therapy. He is the recipient of several awards including the Annual Contributions in Research Award from the Arkansas Speech, Language and Hearing Association, and Faculty Excellence in Scholarship, Faculty Excellence in Research, and Faculty Excellence in Teaching awards from the University of Arkansas at Little Rock. The Department of Communicative Disorders and the College of Health and Public Affairs support his tenure with hire.

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College of Medicine

Dr. Griffith Parks, professor of medicine
Burnet School of Biomedical Sciences

Dr. Griffith Parks received his Ph.D. degree in biochemistry from the University of Wisconsin-Madison. His academic experience includes teaching at Wake Forest School of Medicine, where he also served as the chair of the Department of Microbiology and Immunology. He has 65 peer-reviewed publications, and he has had continuous research funding since 1993. Currently, he is the principle investigator on a National Institute of Health R01 grant. Dr. Parks will lead the Burnett School of Biomedical Sciences as director and serve as program director for the interdisciplinary biomedical sciences Ph.D. degree program. The Burnett School of Biomedical Sciences and the College of Medicine support his tenure with hire.

Dr. Edward Ross, professor of medicine
Department of Internal Medicine

Dr. Edward Ross received his medical doctorate from Boston University. He has taught at the University of Florida for several years with increasing levels of responsibility in clinical areas. He has maintained a solid publication and funding record consistent with his many responsibilities, and he has been active in graduate medical education at the local, state, and national level, particularly in mentoring young clinical investigators. Dr. Ross has delivered many invited presentations on nephrology at national and international meetings and institutions. Currently, he is the associate editor of the highly respected *American Journal of Nephrology.* In addition, he has served as reviewer for several peer-reviewed journals including the *New England Journal of Medicine*. The Department of Internal Medicine and the College of Medicine support his tenure with hire.

College of Nursing

Dr. Josie A. Weiss, associate professor
College of Nursing

Dr. Josie A. Weiss received her Ph.D. degree in nursing from the University of Florida. Her academic experience includes teaching at the undergraduate and graduate levels at the Christine E. Lynn College of Nursing at Florida Atlantic University. She has 23 peer-reviewed journal publications, has authored four book chapters, and has presented at national and international conferences. Dr. Weiss' research in preventing teen pregnancy will be a valuable resource for graduate students who have similar interests. The College of Nursing supports her tenure with hire.

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Dr. Gregory Welch, professor
College of Nursing

Dr. Gregory Welch received his Ph.D. degree in computer science from the University of North Carolina at Chapel Hill. His academic experience includes serving as a research professor at the University of Central Florida's Institute for Simulation and Training and as a visiting professor at University College Dublin in Ireland and at Keio University in Japan. He is a highly requested keynote speaker for national and international conferences in the area of virtual environments and sensing. He serves on a variety of planning committees and journal editorial boards including *Presence: Teleoperators and Virtual Environments* and *Virtual Reality.* He has 61 peer-reviewed journal, conference, and symposium publications. He has received $1.6 million in funding as principal or co-principal investigator, and he has been involved in contract and grant projects totaling over $22 million. In addition, he holds five patents. The College of Nursing supports his tenure with hire.

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ITEM: EPC-2

EDUCATIONAL PROGRAMS COMMITTEE
University of Central Florida

SUBJECT: Equity Accountability Program

DATE: September 25, 2014

PROPOSED BOARD ACTION
Approval of Florida Equity Reports 2014.

BACKGROUND INFORMATION
Florida Board of Governors regulation 2.003 (5) and (7), Equity and Access, requires the following:

(5) Reporting and Monitoring. Each university shall prepare an annual Florida Equity Report in accordance with this regulation and reporting guidelines established by the Board of Governors Office.

    (a) At a minimum, the university's equity report must include information on the institution's progress in implementing strategic initiatives and performance related to equity and access as they pertain to academic services, programs, and student enrollment; equity in athletics; and employment.

    (b) Each university's equity report shall assess sex equity in athletics, as well as representation by race and sex in student enrollment, senior-level administrative positions, and by faculty rank and/or tenure status.

    1. Annual goals shall be developed and included in the equity report to address each area of under-utilization. For each year in which prior year goals were not achieved, each university shall provide a narrative explanation and a plan for achievement of equity.

    (c) Each equity report shall include a Web citation of the university's non-discrimination policy adopted by its university board of trustees.

    (d) Such reports are to be submitted to the Board of Governors Office by July 1 of each year pursuant to the requirements of this regulation and guidelines distributed by the Board Office for each reporting period.

    (e) Each university board of trustees or designee shall approve the annual Florida Equity Report for its institution prior to submission to the Board of Governors Office

    (f) The Board of Governors Office shall annually assess the progress of each university's plan and advise the Board of Governors and the Legislature regarding compliance.

(7) Each university shall develop a budget plan to support attainment of the university's goals as outlined in its equity plan in accordance with state and federal law.

The Office of Equal Opportunity and Affirmative Action Programs will report on progress towards achieving goals established in the 2013 Florida Equity Report, equity goals established in the 2014 Florida Equity Report and actions planned to achieve these goals.

Supporting documentation: Florida Equity Report 2014: Executive Summary

Prepared by: Maria Beckman, Director, Equal Opportunity and Affirmative Action Programs

Submitted by: Dale Whittaker, Provost and Executive Vice President for Academic Affairs

EXECUTIVE SUMMARY AND DESCRIPTION OF PLAN DEVELOPMENT
University of Central Florida
Executive Summary: Florida Equity Report 2014
Enrollment, Gender Equity in Athletics, and Employment
Prepared by UCF Equal Opportunity and Affirmative Action Programs

UCF Equal Opportunity and Affirmative Action (EO and AA) prepares the Florida Equity Reports annually to fulfill numerous state requirements. These include provisions within the Florida Educational Equity Act and the Florida Board of Governors' Equity Regulation. The reports indicate the effectiveness of selected programs fostering equity in enrollment, athletics, and employment.

UCF EO and AA obtained data included in this report from officials in the university's Faculty Relations, Academic Affairs, Student Development and Enrollment Services, Human Resources, and Institutional Knowledge Management offices.

Enrollment and Graduation

UCF EO and AA analyzed the seven required indicators of equity by race, ethnicity, and sex. This assessment uses "annual maintenance or increase in enrollment levels" as the indicator of equity achievement represented by a check mark in the table below. EO and AA accepts representation of at least 80 percent of the maintenance level as acceptable to account for annual fluctuations in representation. Representation between 80 and 100 percent of the maintenance level is indicated by "≈". Representation below 80 percent of the maintenance level indicates an area for improvement and is indicated by "X" in Table 1.

Table 1 Achievement of Equity in Enrollment and Graduation							
Indicators	Black	American Indian/Alaska Native	Asian	Hispanic	Native Hawaiian and other Pacific Islander	Two or more races	Female
first time in college (FTICs), fall	☑	☑	☑	☑	X	☑	☑
FCS[1] transfers, fall	☑	X	≈	☑	X	≈	≈
retention of full-time FTICs after one year	≈	≈	≈	≈	☑	☑	≈
graduation, full-time FTICs after six years[2]	☑	☑	☑	≈	N/A	N/A	☑
bachelor's degrees awarded, 2012-2013	☑	X	≈	☑	☑	≈	☑
master's degrees awarded, 2012-2013	☑	X	X	☑	X	☑	☑
doctoral[3] degrees awarded, 2012-2013	≈	N/A	☑	X	N/A	☑	☑

Goal for 2013-14: Maintain or increase protected class member[4] degree achievement at all levels. Goal achieved for women, for black and Hispanic students at bachelor's and master's degree levels, for Asian students at the doctoral degree level, and for native, Hawaiian, and other Pacific Islander students at the bachelor's degree level.

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[1] FCS means Florida College System.
[2] The *Native Hawaiian and other Pacific Islander* and *two or more races* categories were not used until 2010.
[3] No degrees were awarded in the *American Indian and Alaska Native* or *Native Hawaiian and other Pacific Islander* group in 2012 or 2013.
[4] *Protected class members* include women and members of minority racial and ethnic groups.

Goal for 2014-15: Maintain or increase protected class member degree achievement at all levels. Particularly monitor the progress of American Indian and Alaska Native students.

Additional sections in the full narrative report and attachments describe the broad range of programs and services for protected-class students. An EO and AA review of the services indicated no areas in which these protected-class students have expressed a need for enhanced services or filed discrimination grievances regarding the administration of services.

EO and AA also analyzed graduate and undergraduate fall admissions data for Fall 2011 to Fall 2013. The fluctuation in number of admissions in all but one protected class is within acceptable limits. However, in Fall 2012, significantly fewer students in the American Indian and Alaskan Native classification were admitted to the undergraduate program than in Fall 2011. Fall 2013 admissions were nearly equal to Fall 2012. EO and AA will monitor this indicator for Fall 2014.

Gender Equity in Athletics

This section involves review of 11 elements of gender equity, including comparisons of facilities, training, coaching, competition levels and frequency, and equivalencies in practice times.

Goal for 2013-14: Address slight decline in proportion of female athletes. Goal Achieved. The disparity in athletic participation by sex declined from 2.3 to 2 percent which is within acceptable levels.

Goal for 2014-15: Address the sex-based inequity in publicity and promotion for athletic teams by increasing the attention that the communications and marketing department pay to all Olympic sports teams, including the women's rowing team (the most populated women's sport).

Employment

UCF EO and AA analyzed the four required indicators of equity for protected classes. This assessment uses "annual maintenance or increase in employment" as the indicator of equity achievement represented by a check mark in the table below. EO and AA accepts representation of at least 80 percent of the maintenance level as acceptable to account for annual fluctuations in representation. Representation between 80 and 100 percent of the maintenance level is indicated by "≈". Representation below 80 percent of the maintenance level indicates an area for improvement and is indicated by "X" in Table 1. The definitions used within the categories below include full-time faculty and administrators on regular and visiting appointments.

Table 2: Equity in Employment							
Indicators		Black	American Indian and Alaska Native	Asian	Hispanic	Two or more races	Female
tenured faculty	one-year	☑	☑	☑	≈	☑	☑
	five-year	☑	☑	N/A	☑	☑	☑
tenure-track faculty	one-year	X	N/A	≈	≈	≈	≈
	five-year	X	X	N/A	☑	X	X
non-tenure-track faculty	one-year	X	☑	☑	≈	≈	≈
	five-year	≈	☑	N/A	☑	≈	≈
executive, administrative, and managerial employees	one-year	☑	X	X	☑	☑	☑
	five-year	☑	☑	N/A	☑	☑	☑

Goals for 2013-14: Correct the decline in black tenure-earning faculty members after one year and five years. Goal not achieved: While the overall population of tenure-earning faculty members declined, black faculty representation continues to decline at a higher rate.

Increase tenure-track women faculty. This goal was nearly met. The number of women in the tenure track decreased by only one member. The number of tenured women faculty members increased more last year than in the previous year.

Goal for 2014-15: Increase the number of tenured and tenure-earning black faculty members in the next academic year. The university plans a concentrated review of the causes for the decline of black faculty members in the tenure-track to achieve this goal.

The number of tenured Hispanic faculty members decreased by two (34 to 36) last year- a substantially greater percentage of decrease than of tenured white faculty members. EO and AA sets a goal of increasing the number of tenured and tenure-earning Hispanic faculty members in the next academic year.

EO and AA retain its goal to increase women tenure-track faculty members.

UCF EO and AA August 22, 2014

ITEM: **INFO-1**

EDUCATIONAL PROGRAMS COMMITTEE
University of Central Florida

SUBJECT: State University System Annual Status Report on Market Tuition

DATE: September 25, 2014

PROPOSED BOARD ACTION

Information only.

BACKGROUND INFORMATION

Pursuant to Regulation 7.001(15)(c)(i), each university approved to offer market tuition rates shall provide an annual status report on the implementation of market tuition rates. Market tuition rates were first approved by the Board of Governors in February 2011. This annual status report will be provided to the Board of Governors in November 2014.

Supporting documentation: State University System Annual Status Report on Market Tuition

Prepared by: Diane Z. Chase, Executive Vice Provost for Academic Affairs

Submitted by: A. Dale Whittaker, Provost and Vice President for Academic Affairs

State University System
Annual Status Report on Market Tuition

UNIVERSITY: University of Central Florida	Proposal 1	Proposal 2	Proposal 3	Proposal 4	Proposal 5
Degree Program	Executive and Professional Master in Business Administration Degree Programs (EMBA/PMBA)	Professional Master of Science in Management Degree Program	Professional Master of Science in Real Estate Degree Program	Master of Science in Health Care Informatics Degree Program (Online Program)	Master of Science in Engineering Management Degree Program
CIP Code	52.0101	52.0101	52.1501	51.0706	15.1501
Date the program was approved to charge market tuition.	March 2011	March 2011	March 2011	January 2012	November 2012
Tuition prior to market tuition rate approval.	$44,000, $35,000	$24,500	$29,500	$29,484	$29,490
Current tuition.	$47,000, $39,000	$27,000	$29,500	$29,988	$29,490
Changes in tuition planned for the coming year.	No changes proposed	changing to $29,500	No changes proposed.	Addition of 2 credit hours.	No changes proposed
Student enrollment in similar state funded (E&G) programs prior to implementing market tuition (Headcount): Fall 2010					
Resident	363	N/A	N/A	N/A	N/A
Non-Resident	19	N/A	N/A	N/A	N/A
Total	382	N/A	N/A	N/A	N/A
Student enrollment in similar state funded (E&G) programs after implementing market tuition (Headcount): Fall 2014					
Resident	247	N/A	N/A	N/A	N/A
Non-Resident	6	N/A	N/A	N/A	N/A
Total	253	N/A	N/A	N/A	N/A
Have any similar state funded (E&G) programs been eliminated since market tuition was approved? Yes or No. If Yes, explain.	Yes*	No	No	No	No
Student Enrollment in market tuition cohort(s) (Headcount): Fall 2014					
Resident	135**	30**	18**	77	31
Non-Resident	0	0	0	4	0
Total	135	30	18	81	31
In a separate document, using the metrics in the initial proposal, assess the results of the market tuition implementation, including the impact to student enrollments and degree production. Provide any programmatic/student feedback related to the implementation.	See attached.	See attached.	See attached.	See attached.	See attached.

* The UCF College of Business Administration (CBA) made sweeping revisions to the equivalent E&G programs available at CBA during the last academic year. Changes included limiting credit hour enrollment, eliminating the full-time track, requiring a minimum of two-years of work experience before enrollment, and dropping the GMAT requirement. These changes resulted in a lower than normal admission rate and enrollment for Fall 2014 and a dramatic decline in overall headcount in the E&G programs. Therefore, the lower enrollment in E&G programs is not directly related to market rate programs.

** There is no tuition differential for resident and non-residents for Market Tuition Rate programs, therefore all students are listed as resident.

University of Central Florida
State University System
Annual Status Report on Market Tuition
September 25, 2014

Proposal 1: Executive and Professional Master in Business Administration Degree
Programs (EMBA and PMBA)
CIP Code: 52.0101

Accountability Measures
Number of cohort EMBA and PMBA degree programs offered

Year Started	EMBA	PMBA
2014**	2	2
2013	1	2
2012	1	2
2011*	1	2
2010	1	1
2009	1	2

*market tuition rate implemented in Fall 2011
**delayed intake of new cohort from Fall 2013 to Spring 2014

Number of students enrolled

Term	EMBA	PMBA
Fall 2014	41	94
Fall 2013	17**	112
Fall 2012	37	113
Fall 2011*	36	83
Fall 2010	46	85
Fall 2009	47	79

*market tuition rate implemented in Fall 2011
**delayed intake of new cohort from Fall 2013 to Spring 2014

Credit hours generated

Term	EMBA	PMBA
Fall 2013, Spring 2014, Summer 2014	504**	2,013
Fall 2012, Spring 2013, Summer 2013	675	2,250
Fall 2011, Spring 2012, Summer 2012*	654	1,818
Fall 2010, Spring 2011, Summer 2011	825	1,582
Fall 2009, Spring 2010, Summer 2010	912	1,521

*Market tuition rate implemented in Fall 2011.
**Delayed intake of new cohort from Fall 2013 to Spring 2014, resulting in less overall credit
hours.

Program revenues relative to program costs

Fiscal Year	Revenues	Costs
2013-14	$2,442,736	$1,107,464
2012-13	$2,584,383	$1,299,310
2011-12	$2,590,063	$1,068,080
2010-11*	$2,178,080	$1,454,363
2009-10	$2,339,146	$1,569,971

*Market tuition rate implemented in Fall 2011.

Student satisfaction with the degree program
EMBA 2014 exit survey: Overall satisfaction with degree program 4.3 of 5
EMBA 2013 exit survey: Overall satisfaction with degree program 8.8 of 10
EMBA 2012 exit survey: Overall satisfaction with degree program 8.1 of 10
EMBA 2010 exit survey: Overall satisfaction with degree program 8.9 of 10
PMBA 2014 exit survey: Overall satisfaction with degree program 3.1 of 5
PMBA 2012 exit survey: Overall satisfaction with degree program 7.8 of 10
PMBA 2010 exit survey: Overall satisfaction with degree program 7.9 of 10

Note: Surveys conducted by Perception Research (EMBA Council)

Employer satisfaction with the degree program
Referrals and repeat business from employers are primary indicators of employer satisfaction with UCF's degree programs. Since 2009, the following major central Florida employers have sponsored multiple employees to the EMBA and PMBA degree programs: Lockheed Martin, Walt Disney World, Harris Corporation, Pershing, LLC, Oracle, Siemens, and ABB, Inc. Others employment partners include Darden, Florida Hospital, and Duke Energy (formerly Progress Energy).

Number of degrees conferred

Term	EMBA	PMBA
Fall 2013, Spring 2014, Summer 2014	17	60
Fall 2012, Spring 2013, Summer 2013	17	53
Fall 2011, Spring 2012, Summer 2012*	16	29
Fall 2010, Spring 2011, Summer 2011	22	50
Fall 2009, Spring 2010, Summer 2010	24	21

*Market tuition rate implemented in Fall 2011.

Summary
A review of our performance on the above eight accountability measures shows that achievements since the programs began charging market tuition rate are similar to those outcomes prior to the initiation of market tuition rate. In an effort to ensure the quality of the cohort, in Fall 2013 we delayed the year's EMBA intake to Spring 2014 and the cohort size has been purposely limited where needed. We also modified the EMBA meeting schedule to accommodate market demands for less time away from regular work hours which we believe has been beneficial to the program as demonstrated in an oversubscribed Fall 2014 EMBA cohort. The College of Business Administration plans to maintain the same number of degree programs that they have had in the past, as well as increase and standardize enrollment numbers across cohorts.

Proposal 2: Professional Master of Science in Management Degree Program (PMSM)
CIP Code: 52.0201

Accountability Measures
Number of PMSM degree programs offered

Year Started	PMSM
2014	1
2013	0
2012	1
2011*	0
2010	1
2009	0

*Market tuition rate implemented in Fall 2011.

Number of students enrolled

Term	PMSM
Fall 2014	30
Fall 2013	28
Fall 2012	30
Fall 2011*	0
Fall 2010	28
Fall 2009	20

*Market tuition rate implemented in Fall 2011.

Credit hours generated

Term	PMSM
Fall 2013, Spring 2014, Summer 2014	552
Fall 2012, Spring 2013, Summer 2013	507
Fall 2011, Spring 2012, Summer 2012*	186
Fall 2010, Spring 2011, Summer 2011	636
Fall 2009, Spring 2010, Summer 2010	306

*Market tuition rate implemented in Fall 2011.

Program revenues relative to program costs

Fiscal Year	Revenues	Costs
2013-14	$477,422	$155,063
2012-13	$446,964	$178,860
2011-12	$271,874	$103,583
2010-11*	$476,436	$310,980
2009-10	$264,548	$251,120

*Market tuition rate implemented in Fall 2011.

Student satisfaction with the degree program
A compilation of end of semester surveys show an average overall program satisfaction level of 4.06 out of 5 for the first three graduated cohorts in the PMSM program.

Note: Surveys conducted by Executive Development Center

Employer satisfaction with the degree program
Referrals and repeat business from employers are primary indicators of employer satisfaction with UCF's degree programs. The following major Central Florida employers have sponsored multiple employees to the PMSM degree program: Darden Restaurants, Florida Hospital, Walt Disney World, Target, and Wyndham Vacation Hotels. In the most recent two cohorts, over 50 different area employers have been represented by UCF students.

Number of degrees conferred

Term	PMSM
Fall 2013, Spring 2014, Summer 2014	28
Fall 2012, Spring 2013, Summer 2013	0
Fall 2011, Spring 2012, Summer 2012*	0**
Fall 2010, Spring 2011, Summer 2011	26
Fall 2009, Spring 2010, Summer 2010	20

*Market tuition rate implemented in Fall 2011.
**Represents break in cohort enrollment.

Summary
The PMSM program has proven to be one of our most popular market tuition rate offerings. Interest in the program is consistent and high, giving us reason to consider increasing the frequency of cohort admissions. Our fourth cohort is currently underway, and it has attracted over 30 qualified students who are set to graduate in Summer 2015.

Proposal 3: Professional Master of Science in Real Estate Degree Program (PMRE)
CIP Code: 52.1501

Accountability Measures
Number of PMRE degree programs offered

Year Started	PMRE
2014	0
2013	1
2012	0
2011*	0
2010	1
2009	0

*Market tuition rate implemented in Fall 2011.

Number of students enrolled

Term	PMRE
Fall 2014	18
Fall 2013	20
Fall 2012	0**
Fall 2011*	20
Fall 2010	25
Fall 2009	0

*Market tuition rate implemented in Fall 2011.
**Represents break in cohort enrollment.

Credit hours generated

Term	PMRE
Fall 2013, Spring 2014, Summer 2014	330
Fall 2012, Spring 2013, Summer 2013	0
Fall 2011, Spring 2012, Summer 2012*	120
Fall 2010, Spring 2011, Summer 2011	570
Fall 2009, Spring 2010, Summer 2010	0

*Market tuition rate implemented in Fall 2011.

Program revenues relative to program costs

Fiscal Year	Revenues	Costs
2013-14	$299,524	$153,278
2012-13	$ 4,500**	$ 13,700**
2011-12	$210,627	$ 70,711
2010-11*	$355,244	$259,426
2009-10	$ 21,100**	$ 68,264**

*Market tuition rate implemented in Fall 2011.
**Program start in June 2010 and September 2013; revenues lag expenses.

Student satisfaction with the degree program
A compilation of end-of-semester surveys show an average overall satisfaction level of 3.93 out of 5 for the PMRE cohort that graduated in 2011. For the cohort currently underway and set to graduate in Spring 2015, there is an overall average satisfaction level of 4.33 out of 5 for the first three semesters completed to date.

Note: Surveys conducted by Executive Development Center

Employer satisfaction with the degree program
Referrals and repeat business from employers are primary indicators of employer satisfaction with UCF's degree programs. However, we have found that a number of PMRE students are self-employed or work for small firms without the need or ability to send multiple employees. In addition, only one cohort has graduated so the possibility of repeat employers is hard to project. Alumni from our first cohort have referred other peers in the industry to the PMRE program because they experienced a satisfactory result with their career after graduation. The following Central Florida employers have employees currently enrolled in our PMRE program: Wyndham Vacation Ownership, Keller Williams at the Parks, and KB Home of Orlando.

Number of degrees conferred

Term	PMRE
Fall 2013, Spring 2014, Summer 2014	0
Fall 2012, Spring 2013, Summer 2013	0**
Fall 2011, Spring 2012, Summer 2012*	21
Fall 2010, Spring 2011, Summer 2011	0
Fall 2009, Spring 2010, Summer 2010	0

*Market tuition rate implemented in Fall 2011.
**Represents break in cohort enrollment.

Summary
The PMRE program is filling a niche in higher education for those who are or desire to be involved in high-level real estate business functions. Enrollment across the two cohorts has been consistent despite a delayed start of the current cohort due to the challenging real estate market in Central Florida during the time of recruitment.

Proposal 4: Master of Science in Health Care Informatics Degree Program (HCI) (Online Program)
CIP Code: 51.0706

Accountability Measures

Year started and number of cohorts

Semester Started	Cohorts
Cohort 6 – Fall 2014	2
Cohort 5 – Fall 2013	4
Cohort 4 – Fall 2012	3
Cohort 3 – Fall 2011*	2
Cohort 2 – Fall 2010	1
Cohort 1 – Fall 2009	1

*Market tuition rate implemented in Spring 2012

Note: the cohort beginning in Fall 2011 ran one semester as "cost recovery" and then converted to market tuition rate in January 2012.

Headcount at program inception

Semester Started	Headcount
Cohort 6 – Fall 2014	51
Cohort 5 – Fall 2013	51
Cohort 4 – Fall 2012	53
Cohort 3 – Fall 2011*	54
Cohort 2 – Fall 2010	45
Cohort 1 – Fall 2009	26

*Market tuition rate implemented in Spring 2012. Headcount for each cohort is based on the number of students enrolled during the first term of the cohort. Program attrition is not computed into these data.

Students graduating from program by original cohort

Semester Started	Number of Graduates
Cohort 6 – Fall 2014	just began program
Cohort 5 – Fall 2013	not yet available
Cohort 4 – Fall 2012	37
Cohort 3 – Fall 2011*	32
Cohort 2 – Fall 2010	15
Cohort 1 – Fall 2009	0

**Market tuition rate implemented in Spring 2012. Cohort-five students are set to graduate in Spring 2015. Cohort-six students just began the program.

Percent of full-time faculty teaching program section offerings

Semester	Percent of Sections	Percent of SCHs
Cohort 6 – Fall 2014	100%	100%
Cohort 5 – Fall 2013	84.2%	85.4%
Cohort 4 – Fall 2012	77.8%	86.3%
Cohort 3 – Fall 2011*	75.0%	68.1%
Cohort 2 – Fall 2010	81.8%	85.7%
Cohort 1 – Fall 2009	88.9%	90.0%

*Market tuition rate implemented in Spring 2012. Cohorts four and five are in progress. Cohort five is in its first semester.

Student credit hours per cohort

Cohort	Cohort Duration	Total SCH Generated
Cohort 6 – Fall 2014	Fall 2014 through Spring 2016	404
Cohort 5 – Fall 2013	Fall 2013 through Spring 2015	1,052
Cohort 4 – Fall 2012	Fall 2012 through Spring 2014	1,342
Cohort 3 – Fall 2011*	Fall 2011 through Spring 2013	1,043
Cohort 2 – Fall 2010	Fall 2010 through Spring 2012	949
Cohort 1 – Fall 2009	Fall 2009 through Spring 2011	717

*Market tuition rate implemented in Spring 2012. Cohorts five and six are in progress.

Program revenues relative to program costs

Cohort	Revenues	Expenses
Cohort 6 – Fall 2014	$ 311,750	$ 1,731
Cohort 5 – Fall 2013	$ 797,193	$247,173
Cohort 4 – Fall 2012	$1,198,550	$683,410
Cohort 3 – Fall 2011*	$1,055,608	$640,785
Cohort 2 – Fall 2010	$ 630,802	$524,832
Cohort 1 – Fall 2009	$ 346,098	$291,674

*Market tuition rate implemented in Spring 2012. Cohorts five and six are ongoing and still accumulating revenue and incurring expenses. Data are current to August 21, 2014.

Student Satisfaction

At the conclusion of each cohort, all graduating participants are asked to complete a survey that inquires about their overall satisfaction with the program. Students were asked to rate their experience in the program on a scale of *excellent* to *poor*.

Surveys of the first three graduating classes yielded a total overall response rate of 80 percent.

Surveys from the first two cohorts, prior to the program adapting market tuition rate, indicated that 88.9 percent of the students were either *satisfied* or *very satisfied* with the overall education they received from the M.S. in health care informatics degree program.

The results from the third cohort indicate that 22.2 percent of the 27 graduates completing the survey rated their experience in the program as *excellent*, *very good*, or *good*. These results appear

to be anomalous; mid-year surveys from the most recent cohort show a 92 percent satisfaction rating in these same categories.

However, the results from the survey submitted by 95 percent of graduates from the fourth cohort, the most recent graduating class, indicate that 97 percent of those students rated their experience in the program as *excellent, very good,* or *good.* This shows a significant increase in satisfaction of students graduating from the HCI degree program.

Employer Satisfaction

At the conclusion of each cohort, an electronic survey is sent to students inquiring about their satisfaction with the program, their current place of employment, and their current supervisor's contact information. Using that information, an electronic survey is then distributed to each of the students' supervisors requesting that they assess the level of satisfaction they have with the HCI graduate.

The data for the employer satisfaction survey for cohort three (one that graduated in Spring 2013) is not available at this time due in part to a delay in student response to the survey, including providing their current supervisor information.

However, survey data from the first two cohorts indicate that overall 100 percent of employers feel that the 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.

Proposal 5: Master of Science in Engineering Management Degree Program (PEMP)
(Online Program)
CIP Code: 15.1501

Accountability Measures

Year Started and number of cohorts

Semester Started	Cohort
Summer 2014*	6*
Spring 2012	5
Fall 2010	4
Summer 2010	3
Summer 2009	2
Spring 2009	1

*Market tuition rate implemented in Summer 2014. Cohorts 1-5 have been run as "cost recovery."

Headcount at program inception

Semester Started	Headcount
Cohort 6 – Summer 2014*	31
Cohort 5 – Spring 2012	30
Cohort 4 – Fall 2010	16
Cohort 3 – Summer 2010	13
Cohort 2 – Summer 2009	16
Cohort 1 – Spring 2009	14

*Market tuition rate implemented in Summer 2014.

Students graduating from program by original cohort

Semester Started	Number of Graduates
Cohort 6 – Summer 2014*	TBD
Cohort 5 – Spring 2012	30
Cohort 4 – Fall 2010	16
Cohort 3 – Summer 2010	13
Cohort 2 – Summer 2009	16
Cohort 1 – Spring 2009	13

*Market tuition rate implemented in Summer 2014.

Percent of full-time faculty teaching program section offerings

Semester	Percent of Sections and SCH's
Cohort 6 – Summer 2014*	66.7%
Cohort 5 – Spring 2012	70%
Cohort 4 – Fall 2010	70%
Cohort 3 – Summer 2010	70%
Cohort 2 – Summer 2009	80%
Cohort 1 – Spring 2009	70%

*Market tuition rate implemented in Spring 2014.

Note: Since the program is offered in a lock-step format, the number of sections and percent of student credit hours are the same.

Student credit hours per cohort

Semester	Cohort Duration	Total SCH Generated
Cohort 6 – Summer 2014*	Summer 2014 through Spring 2016	204
Cohort 5 – Spring 2012	Spring 2012 through Summer 2013	900
Cohort 4 – Fall 2010	Fall 2010 through Fall 2011	480
Cohort 3 – Summer 2010	Summer 2010 through Summer 2011	390
Cohort 2 – Summer 2009	Summer 2009 through Summer 2010	480
Cohort 1 – Spring 2009	Spring 2009 through Spring 2010	381

*Market tuition rate implemented in Summer 2014.

Program revenues relative to program costs

Semester	Revenues	Expenses
Cohort 6 – Summer 2014*	$167,756	$126,745
Cohort 5 – Spring 2012	$782,550	$745,360
Cohort 4 – Fall 2010	$449,877	$415,115
Cohort 3 – Summer 2010	$388,350	$387,770
Cohort 2 – Summer 2009	$436,021	$350,591
Cohort 1 – Spring 2009	$242,240	$337,773

*Market tuition rate implemented in Summer 2014.