

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

**University: University of South Florida**

Date	
University Board of Trustees approval date:	September 2, 2011
Proposed Implementation Date (month/year):	August 2012

**Market Tuition Rate Process**

Explain the process used to determine market tuition.

The USF College of Nursing (CON) requests a market rate of \$57,600 for the Master of Science in Nurse Anesthesia (NA), amounting to \$800/credit hour for both resident and non-resident students. The proposed market tuition and current E&G-funded programs are not available online.

As shown in the chart below, the current cost of the USF CON NA has the lowest tuition and fees at \$26,331; the average cost of such programs is \$49,549. Program costs at other institutions range from \$36,588 – \$63,340; USF's CON program is, at minimum, more than \$10,000 less than any other program in the State of Florida. Florida Gulf Coast, Florida International and the University of North Florida have increased their tuition and/or have added fees to tuition to support the high expense, and increasing costs, of their NA programs.

**NA Program  
Spring 2011**

University	Credit Hours	Per SCH	Program Fees	Total
Barry University	51	\$875.00	\$2000.00	<b>\$46,625.00</b>
Florida Gulf Coast University	81	\$322.08	\$10,500.00	<b>\$36,588.48</b>
Florida Hospital	78			<b>\$51,665.00</b>
Florida International	71	\$371.66	\$14,924.00	<b>\$41,311.86</b>
Gooding Institute/ Bay Medical	94			<b>\$63,340.00</b>
University of Miami	100			<b>\$61,999.98</b>
University of North Florida	92	\$336.90	\$17,005.20	<b>\$48,000.00</b>
Wolford College	72			<b>\$46,256.00</b>
University of South Florida	72	\$365.71		<b>\$26,331.12</b>
USF Market Based	72	\$800.00		<b>\$57,600.00</b>

References: University websites, April 2011

**Mission Alignment**

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

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The proposed market tuition Nursing Anesthesia (NA) program is well aligned with both the mission of USF and the Board of Governors.

By creating a strong and sustainable economic base in support of USF's growth, the proposed market tuition NA program supports an expanded and improved teaching and research mission, one of four goals outlined in USF's Strategic Plan, 2007-2012.

Further alignment of the NA program with the University of South Florida mission is described below.

The University of South Florida's Mission Statement:

*As Florida's leading metropolitan research university, USF is dedicated to excellence in:*

- *Student access and success in an engaged, and interdisciplinary, learner-centered environment,*
- *Research and scientific discovery, including the generation, dissemination, and translation of new knowledge across disciplines; to strengthen the economy; to promote civic culture and the arts; and to design and build sustainable, healthy communities, and*
- *Embracing innovation, and supporting scholarly and artistic engagement to build a community of learners together with significant and sustainable university-community partnerships and collaborations.*

1. Student Access – This program enables the university to fulfill one of its fundamental purposes. The college utilizes top faculty who are actively engaged practitioners in the Tampa Bay area to teach and train future Nurse Anesthetists. This helps to insure that students receive learning experiences relevant to today's health care technology and up-to-the-minute practice methods.
2. Research and Scholarship – The research component of the program incorporates several core courses including biostatistics, nursing research and evidence-based research. Students are required to complete an evidence-based project and submit the project for publication. NA faculty are also active in research, grant writing, and scholarship, having received the 2008 HRSA advanced nursing education grant; the director is conducting a human subject randomized control trial to investigate the effect of tight glycemic control on surgical site infections in open heart patients funded by the AANA Foundation; the Assistant Director is a chapter editor in Dr. Mark Greenburg's (Editor) *Handbook of Neurosurgery*; and all NA faculty are collaborating with other disciplines to provide inter-disciplinary learning experiences using high fidelity simulation and AHRQ learning modules to improve teamwork and collaboration, reduce errors, and improve patient outcomes/quality.
3. Service – USF graduate professional nurse anesthetists are specialists who perform a vital service for the Tampa Bay community. The nature of the work is critical and the highest standards are expected and met by faculty and students. In order to practice anesthesia independently, safely and prudently, a solid foundation in the basic sciences along with sound judgment in the clinical setting is required. The profession of nurse anesthesia is a life-long learning process. Students and graduates recognize their responsibility to the profession and their individual patients and pursue further knowledge and challenging clinical experiences. In this way, USF alumni continue to enrich and enhance the Nurse Anesthesia profession, and are of valuable service to the Tampa Bay community throughout their careers. In the Nurse Anesthesia program, service is also evidenced by participation of the nurse anesthesia faculty on various college committees and local and national organizations.

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With the opportunity to establish a market-based tuition structure for the USF Nurse Anesthesia program, the College of Nursing (CON) will be in a position to support more fully the Board of Governors system goals established for 2012-2013:

Goal 1: Access to and production of degrees. The Nurse Anesthesia program, a 72 credit-hour Master of Science program, is an entry-to-practice program for baccalaureate nurses who want to become advanced practice nurses in anesthesia. The program annually admits 15-20 students in the fall and currently has 38 students enrolled (summer 2011), with 15 admitted to start in fall 2011. With market-rate tuition, enrollment will increase.

Goal 2: Meeting Statewide professional and workforce needs. There is a steady unmet demand for anesthesia providers throughout the state and the nation. According to the RAND health research in 2007, there was a nationwide need for 3,800 anesthesiologists and 1,282 CRNA's or 9.6% and 3.8%, respectively, of the total anesthesia provider workforce. Currently there is a 5.2% shortage of anesthesia providers in the southern region, including Florida (Daugherty, Fonseca, Kumar KB, and Michaud, 2010). The USF Nurse Anesthesia Program is an important provider of CRNAs to meet this demand and provide anesthesia services in rural areas and to under-served populations.

Goal 3: Building world-class academic programs and research capacity. USF is ranked 27th among "America's Top Research Universities," a ranking of 600 universities. The CON achieved its highest ranking as 28<sup>th</sup> among its peers in NIH funding. The proposed market-tuition NA program is designed to provide additional resources for realizing the College's world-class academic programs and research capacity.

Goal 4: Meeting community needs and fulfilling unique institutional responsibilities. The NA program has been an overwhelming success within the Tampa Bay community. This is evidenced by the growth in clinical sites interested in and willing to train our students. In 2006, the program was affiliated with three clinical sites: James A. Haley Veteran's Hospital, Bayfront Medical Center and Tampa General Hospital. Currently the program has 14 clinical site affiliations, all in the Tampa Bay region. Since the NA program inception, the CON has graduated 40 students with 100% national certification pass rate and 100% employment rate/placement into practice. Over 90% of the graduates are filling practice roles in the State of Florida.

**Declaratory Statement**

Provide a declaratory statement that the policy will not increase the state's fiscal liability or obligation:

The proposed market tuition NA program will not increase any fiscal liability to the State of Florida.

**Restrictions / Limitations**

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

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Pursuant to BOG Regulation 7.001, any annual increase in the approved market tuition rate shall be no more than 15% over the preceding year.

**Accountability Measures**

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

USF continuously reviews all of its academic programs with respect to student learning outcomes and other quality indicators. Annual assessment plans with expected learning outcomes are maintained for all degree programs and in-depth reviews are conducted at least once every seven years.

The success of this proposed program relies on the ability to deliver a superior learning experience to all students and insure their successful entry into practice. The following accountability measures have been established to monitor the success of the program:

- Student Quality, indicated by exams and employer and clinical evaluations - All graduates of the nurse anesthesia program have passed the National Certifying Exam (NCE) and are engaged in productive anesthesia practice. Students take a national Self Evaluation Exam while in the program and scores for this exam and the NCE are above the national average. Employer evaluations were solicited for all graduates of the nurse anesthesia program in fall 2010 with a response rate of 83%. Results of the employer evaluations of graduates were positive, indicating all graduates exhibit sound clinical judgment, have an understanding of hemodynamics, demonstrate technical proficiency in regional anesthesia, exhibited a broad knowledge base upon graduation of anesthesia principles, pharmacology, anatomy, physiology, and pathophysiology. Evaluations indicated graduates function in a manner to promote patient safety, preserve patients' rights, and exhibit professional behavior. Clinical site evaluations and a recent accreditation visit by the Council on Accreditation revealed a high level of satisfaction with student performance and professionalism. All of the above criteria will be used to ensure student quality in the NA market-based tuition program.
- Student Satisfaction, indicated by alumni evaluations – The College of Nursing (CON) uses the EBI alumni survey. Alumni evaluations are sent one to two years after graduation to each graduate. These evaluations are designed to identify areas of anesthesia knowledge and skill preparation that are either rated deficient or excellent in a graduate's education. Evaluative data gained from this input are used to examine the curriculum for possible changes. Evaluations of students and alumni reveal that >95% are satisfied with the education provided by the CON. The EBI alumni survey will be employed with graduates from the NA market-based tuition program.
- Faculty and Clinical Excellence, as indicated by licensure and clinical practice – All College of Nursing faculty members who are both Advance Registered Nurse Practitioners and supervisors of clinical students maintain a clinical practice to ensure competency in practice. The nurse anesthesia faculty bring a wide range of practice experience and expertise to the program with current clinical practice positions at the James A. Haley Veteran's Hospital, Bayfront Medical Center and in private practice. These faculty will deliver the NA market-based tuition program.

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**Course Availability**

Explain how the university will ensure that sufficient courses are available to meet student demand and facilitate completion of each program submitted for consideration.

The College of Nursing (CON) has been offering a complete curriculum without fail since the program began in Fall 2006. The course schedule and faculty assigned to these courses are determined well in advance of students being admitted into a cohort and the CON has always insured sufficient availability of courses for degree completion.

**Economic Impact**

Provide economic impact that this proposal will have on the university and the student, anticipated revenue collection, how the revenue will be spent, whether any private vendors will be used, and which budget entity the funds will be budgeted.

As state revenues continue to decline, it becomes more and more important for the university to find alternative sources of funding, where appropriate, to cover the costs of unusual or high-impact degrees. The ability to charge market-based tuition for the Master of Science in Nurse Anesthesia offers such an opportunity while offering a degree option that is clearly a need in the State of Florida.

The cost of educating a nurse anesthetist far exceeds that incurred by a standard graduate program. For example, Nurse Anesthesia students require a quality, simulation learning environment which is extremely costly. The use of simulation allows learners to experience highly complex scenarios and tasks without placing the patient at risk. Through a full education simulation program, learners may become "seasoned" without having to risk patient safety. Anesthesia simulation is even more costly than normal high fidelity simulation, with the average human patient simulator for anesthesia costing \$250,000, compared to \$80,000 for others; maintaining just one such simulator costs \$50,000 per year in maintenance, supplies and technician costs.

Additionally, in order to retain quality faculty, salaries must be competitive with outside clinical practice salaries. The median compensation for full-time CRNAs in practice in 2008 was \$166,000. According to Merritt Hawkins & Associates (2009), the average salary for CRNAs in 2009 was \$189,000. The reported average annual salary for anesthesiologists in 2010 was \$331,000 (Hawkins & Associates, 2010). Currently the faculty of the USF Nurse Anesthesia program includes three CRNAs and two anesthesiologists. Salaries of Directors of Nurse Anesthesia programs average \$146,990, but are as high as \$247,000 (Merwin, Stern & Jordan, 2008; Jordan, 2010). Also, salaries of academic faculty for Nurse Anesthesia programs average \$133,473 (Merwin, Stern & Jordan, 2008). The ability for the College of Nursing at USF to recruit and maintain the best practitioners relies on its ability to offer a competitive salary and compensation package.

Additionally, the demand for advance practice specialties, including nurse anesthetists, is expected to see some of the strongest growth throughout the country as they are seen as a cost-effective alternative to physicians while maintaining the same high-quality standard of patient care. CRNAs practice in every setting in which anesthesia is delivered: traditional hospital surgical suites and obstetrical delivery rooms; critical access hospitals; ambulatory surgical centers; the offices of dentists, podiatrists, ophthalmologists, plastic surgeons, and pain management specialists; and U.S. military,

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Public Health Services, and Department of Veterans Affairs healthcare facilities. There are approximately 44,000 CRNAs nationally and 3,500 in Florida (AANA & FANA Website). The USF Nurse Anesthesia program is an important provider of CRNAs who deliver 80% of anesthesia services in rural areas and to under-served populations.

Estimated annual revenue for the market tuition NA program is \$864,000. A portion of the revenue will be used for the delivery of instruction (approximately \$637,161). Residual revenue would be used to enhance equipment in the nursing skills and simulation labs, enhance student learning opportunities and provide other means of direct support to the NA program (approximately \$226,839). In addition, the college would increase the number of students admitted into the program.

No outside vendors will be used, and funds for this activity will be budgeted through a designated USF continuing education auxiliary.

**Other Information**

See Attached Letter to Frank T. Brogan, Chancellor, State University System of Florida

CIP code: 51.1601

Currently the MSNA is not offered online and is not offered on a cost recovery basis through continuing education. There are no plans to convert this program to an online program. Enrollments reported in the USF Market Tuition Proposal Summary Spreadsheet are E&G enrollments.

If approved, the market tuition MSNA will provide an opportunity for USF to create student access to the program as it will generate funding to cover delivery cost as well as generate revenue for reinvestment in the ongoing development and delivery of the market tuition and E&G NA programs.

The market tuition program will be offered in addition to the E&G-funded program that is currently offered and does not supplant existing university offerings funded by State appropriations.

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August 18, 2011

Frank T. Brogan, Chancellor  
State University System of Florida  
325 W. Gaines Street, # 1614  
Tallahassee, FL 32399

Dear Chancellor Brogan:

In accordance with BOG Regulation 7.001 (15)(a)2, the University of South Florida (USF) is requesting a special exception to implement market tuition for a graduate program leading to certification in a State critical workforce need area on the basis that implementation of market tuition will increase the number of graduates in the State of Florida.

The Master's Program in the College of Nursing (CON) at the University of South Florida (USF) in Tampa was approved by the Florida Board of Regents in 1979. Nurse Anesthesia is one of eight concentrations within the MS in Nursing approved by the USF Graduate Council. The first class of students was accepted into the highly selective Nurse Anesthesia concentration in Fall 2006. Among other criteria, students admitted into this concentration must possess the initial Registered Nurse (RN) license.

The Master of Science concentration in Nurse Anesthesia is unlike any other field of study in the USF CON and is unique in two ways:

1. It is a challenging, full-time, 28-month, 72-credit academic and clinical endeavor that starts annually in August and continues independent of the academic calendar. The first twelve months (didactic phase) are spent at the USF main campus in Tampa, Florida. The following sixteen months (clinical phase) are spent among a variety of excellent hospital settings in the Tampa Bay area. Students must maintain full-time enrollment status and are not permitted to hold any regular employment during their enrollment in the program. Upon satisfactory completion of all didactic and clinical work, candidates are awarded the Master of Science degree and are eligible for licensure as an Advanced Registered Nurse Practitioner (ARNP). Graduates are eligible to take the national certification exam to become a Certified Registered Nurse Anesthetist (CRNA).
2. The cost to operate the Nurse Anesthesia concentration hovers around \$1.2M per year, minus equipment. This is more than five times the operating cost of any other concentration in the USF CON Master's program. The primary reason is that faculty salaries must be competitive with clinical practice salaries where the median compensation is \$189,000 per year. In order for the College of Nursing to recruit and retain the best faculty, it must be able to offer competitive salary and compensation packages. In addition, students must have access to a high-quality simulation environment, which is extremely costly. For example, the average human patient

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simulator for anesthesia, required to insure patient safety risk reduction, costs \$250,000 plus maintenance. Given these extremely high operating costs, the College will not be able to continue offering the Nurse Anesthesia concentration under the existing funding model much beyond the cohort admitted in Fall 2011, unless student tuition and fee revenue can be increased significantly.

If the USF CON is permitted to establish market tuition rates for the Nurse Anesthesia program, the number of students admitted, and thus the number of graduates, will increase. Within its current resources, the CON can admit only 15 students per year. In Fall 2011, there were 49 additional qualified applicants in the application pool who were denied admission based on insufficient resources. The table below shows the history of applicants, admits, and graduates since the Nurse Anesthesia concentration was implemented in 2006:


<u>Cohort</u>	<u>Applicants</u>	<u>Admits</u>	<u>Graduates</u>
2006	29	13	12
2007	63	13	12
2008	31	13	10
2009	53	16	13
2010	77	20	TBD
2011	64	15	TBD

If market tuition is approved at the rate requested, the College will immediately (Fall 2012) increase the number of students admitted, with the intent of eventually doubling the current cohort size to 30 students once additional clinical placement sites are identified.

We look forward to your favorable consideration of this request for a special exception. In anticipation, the completed Request to Establish Market Tuition Rates has been transmitted to your office.

Please contact me if additional information is needed.

Sincerely,

  
Judy Genshaft  
President