

**Responses to Analyst Questions
Submitted by Javier Miyares, President
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1. Now that fiscal 2015 actual enrollment numbers are available, the President should comment on whether enrollment actually increased in fiscal 2015 after backing out what used to be European- and Asian-based students.

Stateside total enrollments increased by 4.7% in an apples-to-apples comparison. New students (also apples-to-apples) increased by 19%.

2. The President should comment on why tuition revenue is only growing by 0.4% in fiscal 2017 if credit hour tuition is growing by 1.7%, and the budgeted enrollment is flat.

In-state undergraduate tuition increased 1.7%, from \$279 per credit hour to \$284 per credit hour; all other tuition categories remained flat (as their pricing is at market) resulting in a 0.4% increase in total tuition revenue.

3. The President should comment on how UMUC ensures the quality of its internal course materials (texts, videos, etc.) and whether the lack of physical textbooks prevents UMUC from offering some types of courses. For example, teaching a modern literature course would seem to be very difficult. The President should comment on whether learning outcomes are comparable in the new courses.

We have an extensive process in place of locating, vetting, and aligning no-cost digital resources to our learning outcomes. In the vast majority of cases, digital, open resources are of the same or higher quality than textbooks. In a very few cases—such as modern literature—students may have to purchase novels that are still under copyright. However, UMUC does not offer a large number of such courses and so, for most students, the no-cost model holds. All courses have the same learning outcomes now as they did with textbooks—there has been no diminution in learning. An evaluation of the move to no-cost digital resources demonstrated that students learned the same amount with no-cost resources as they did with textbooks.

Materials—whether texts or OERs—do not determine the learning outcomes. Those are set and have always been set by faculty subject-matter experts, in line with established outcomes in each field. Materials—including OERs—are carefully curated to support achieving those outcomes. As the change of the materials did not change the learning outcomes, there is no issue of “comparability.”

4. The President should comment on the demographics of participants in two-year programs and what has led to the rapid growth in two-year degrees awarded over the past decade.

Our two-year degrees are generally offered to overseas military students and their families. Some of these individuals earn their degrees while overseas and some complete the AA when they return to the U.S. Our overseas programs have promoted the AA degree over the years, and those efforts have been met with success.

5. The President should comment on whether there are any legal or programmatic barriers preventing UMUC from serving the State as a centralized hub for near completers or reverse transfer.

UMUC is willing to serve as the centralized hub for near completers and reverse transfers. A regulatory obstacle is the requirement that at least 30 credit hours be taken at the institution awarding the bachelor's degree or 15 credit hours for associate's degrees. We have brought the topic to the Maryland Higher Education Commission (MHEC) and proposed an exception for a UMUC pilot project that MHEC can assess.

6. The President of UMUC, on behalf of HelioCampus, should comment on what the new business is doing and whether it has secured any clients outside of Maryland.

- After two months in full operation, and transfer of UMUC staff, HelioCampus has two customers (UMUC and Frostburg State University) with revenues exceeding \$2 million annually.
- Another USM school is expected to sign soon, as a result of the enhancement funds proposals through USM.
- More than 20 schools are in active discussion with HelioCampus for possible service.

7. The President should comment on the need for any legislation to alter UMUC's governance structure and what steps UMUC will take in fiscal 2017 to make its business practices more competitive.

UMUC continues to pursue all avenues to address the component parts of the "new business model" as adopted by the USM Board of Regents in February 2015. This is a multifaceted endeavor requiring support from a host of our state partners.