



*The Foundation for The Gator Nation*

***Board of Trustees***

***AGENDA***

***November 3, 2011***

***Telephone Conference Call at 11:00 AM ET***

The University of Florida Board of Trustees will hold a meeting by conference call on November 3, 2011 at 11:00.

**University of Florida Board of Trustees Meeting**

- 1.0 Call to Order and Welcome ..... Carlos Alfonso, Chair
- 2.0 Verification of Quorum .....Assistant Secretary
- 3.0 Action Items (Consent Agenda) ..... Carlos Alfonso, Chair  
Market Rate Tuition Proposals
- 4.0 Adjourn

**UNIVERSITY OF FLORIDA BOARD OF TRUSTEES**

November 3, 2011

SUBJECT: Approval of Market Rate Tuition Proposals

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**BACKGROUND INFORMATION**

Under BOG Regulation 7.001(15), the University of Florida Board of Trustees may submit proposals for market tuition for graduate courses offered online or through the Division of Continuing Education when the courses constitute an approved degree program. The proposals will be considered by the Board of Governors budget committee in November.

**PROPOSED BOARD ACTION**

Approve proposals for market rate tuition for three new on-line programs: Master of Arts in Mass Communication (College of Journalism); Master of Science in Soil and Water Science (College of Agriculture and Life Sciences); and Master of Arts in Urban and Regional Planning (College of Design, Construction and Planning) as described in the attached proposals. Pricing will be determined by market forces that may result in increases or decreases in price but, pursuant to BOG requirement, will not be increased by more than 15% each year.

**SIGNIFICANT POLICY ISSUES FOR BOARD TO CONSIDER**

BOG final approval required.

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Supporting Documentation Included: See attached.

Submitted by: Joseph Glover, Provost and Senior Vice President

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

**University: University of Florida (UF) - Master of Arts in Mass Communication**

<b>Date</b>	
University Board of Trustees approval date:	
Proposed Implementation Date (month/year):	May 2012

<b>Market Tuition Rate Process</b>
<p><b>Explain the process used to determine market tuition:</b></p> <p>The market tuition rate for the on-line Master of Arts in Mass Communication (MAMC) will be based on factors such as: competition, reputation, brand identity, and delivery format. The College of Journalism and Communications (CJC) and the UF preferred provider of distance learning support services, Embanet Compass Knowledge Group (ECKG), have conducted a detailed market analysis to determine both market place viability and an appropriate competitive tuition rate. Pursuant to the BOG requirement, the tuition rate will not be increased by more than 15% per year.</p>

<b>Mission Alignment</b>
<p><b>Describe how offering the proposed program at market tuition aligns with the mission of the university and the Board strategic plan:</b></p> <p>The on-line MAMC program supports UF’s and the CJC’s missions by preparing exemplary professional practitioners and scholars; generating, translating, and disseminating new knowledge; and advancing the understanding of communications for a diverse and global community.</p> <ul style="list-style-type: none"> <li>▪ <b>Teaching:</b> This program enables the university to fulfill one of its fundamental purposes, teaching, by educating exemplary professional practitioners for various journalism and communications fields. The on-line based format provides an opportunity to obtain a MAMC degree to professionals who wouldn’t otherwise be able to participate due to work constraints. The CJC utilizes many of our top faculty to teach in this program. This ensures that program quality, assurance of learning, and overall reputation all remain at optimal levels.</li> <li>▪ <b>Research and Scholarship:</b> Enrollment in the program provides resources for faculty, research, graduate student support, and future growth plans. It serves to increase the CJC’s ability to support and strengthen research advancements and scholarly activity now and in the future.</li> <li>▪ <b>Service:</b> The program fulfills the university’s obligation to share the benefits of its research and knowledge for the public good. MAMC students and graduates are better equipped to serve the state’s needs while increasing the state’s capabilities and economic potential.</li> </ul>

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Request to Establish Market Tuition Rates - Regulation 7.001(15)**

The on-line MAMC program aligns with the Board of Governors system goals as follows:

***Goal 1 - Access to and production of degrees:***

The program is delivered fully on-line for working professionals who are unable to commute to campus. It also offers a specialization in Global Strategic Communication. The on-line program will provide greater access to this advanced degree for working professionals.

***Goal 2 - Meeting statewide professional and workforce needs:***

A search of several databases revealed that positions in global strategic communication for people with Masters Degree levels of education are strong and growing. For example, the *U.S. Bureau of Labor Statistics* reported 275,200 positions for public relations specialists nationally and this figure is projected to increase over 20% by 2018.

***Goal 3 - Building world-class academic programs and research capacity:***

The UF MAMC program is consistently ranked in the top ten nationally according to US News and World Report. Market rate tuition will result in financial resources which will allow the College of Journalism and Communications to expand and strengthen research and educational capacity.

***Goal 4 - Meeting community needs and fulfilling unique institutional responsibilities:***

The program provides the University of Florida's College of Journalism and Communications access to every community within the state of Florida and other regions across the United States. As one of the nation's top journalism and communication programs, UF successfully fulfills an important institutional responsibility as it relates to enabling access to this degree throughout the nation. This access serves to meet statewide professional and workforce needs, as described above.

**Declaratory Statement**

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

The on-line MAMC program within the College of Journalism and Communications is 100% self-supported. Market rate policy will therefore not result in an increase in the state's fiscal liability or obligation.

**Restrictions / Limitations**

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

Tuition increases will be limited to no more than 15% per year, depending on market conditions.

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Request to Establish Market Tuition Rates - Regulation 7.001(15)**

**Accountability Measures**

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

The success of the on-line MAMC program enables our ability to deliver an outstanding experience to all students. In assessing success within the on-line program, the following metrics will be used:

*Student Enrollment*

The on-line MAMC market rate program is expected to recruit an initial cohort of at least 50 students in the first year and, over time, reach a steady state of more than 200 enrollments per year. Achievement of student recruitment and enrollment described above will indicate a successful pricing structure.

*Student Quality*

Students admitted into the on-line MAMC market priced program will be expected to meet the existing rigorous standards for admission to the resident program.

*Faculty Excellence*

Market rate tuition will allow the on-line MAMC program to generate additional revenue necessary to continue to support faculty excellence and investment in faculty support and innovative technology. Teaching evaluations are utilized to ensure faculty quality is maintained.

**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 courses associated with the on-line MAMC market rate program are courses that are regularly scheduled and are utilized in several degree options within the department/college. These courses will continue to be offered as long as the college is offering the program.

**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 increasingly important for the university to find alternative sources of funding. The ability to charge market rates for the on-line MAMC program offers one such avenue while simultaneously providing a service that is clearly in demand. This is evidenced by the increasing demand and positive employment projections for working professionals with specialization in global strategic communication.

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The on-line MAMC program is offered in a partnership with Embanet Compass Knowledge Group (ECKG), an integrated, full service provider of on-line program design, development, marketing, enrollment and technology support services for postsecondary educational institutions. ECKG will receive fifty percent (50%) of revenue for students recruited by ECKG, and twenty five percent (25%) for existing students, subject to discounts described in Schedule 4 of the UF Master Agreement. ECKG will provide marketing, recruitment, and retention for the on-line MAMC program. ECKG will create a brand positioning strategy unique to the on-line MAMC program including innovative media assets, search engine optimization, and paid internet advertising. The marketing strategy will be reinforced by a prospect communication plan, a lead conversion strategy, and ongoing performance analysis.

During the fifth year, it is projected that \$3.8 M in revenue will be generated from the on-line MAMC program. Approximately 15% will be used to cover faculty, administrative staff and program overhead expenses. Additionally, around 50% will be allocated to the ECKG partnership agreement. The remaining amount will be used to support other college activities, such as scholarships for students enrolling in the traditional program, research support to faculty, and university overhead.

**Other Information**

Please see the following two attachments:

- Attachment A: Enrollment projections for the on-line MAMC program
- Attachment B: On-line MAMC Program Structure

## Attachment A: Enrollment projections for the on-line MAMC program

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### New Students

	WS A	SP B	SU A	SU B	FA A	FA B
2011						
2012			12		39	
2013	51		37		59	
2014	51		37		59	
2015	51		37		59	
2016	51		37		59	
2017	51		37		59	
2018	51		37		59	
2019	51		37		49	
2020	26		6			
2021						

### Enrollments (*Unduplicated Headcounts*)

	WS A	SP B	SU A	SU B	FA A	FA B
2011						
2012			12		50	
2013	98		127		183	
2014	223		236		260	
2015	259		251		260	
2016	259		251		260	
2017	259		251		260	
2018	259		251		260	
2019	259		251		250	
2020	224		189		141	
2021	96		63		25	

## Attachment B: On-line MAMC Program Structure

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The table and figure below describe the on-line delivery model for the MAMC with specialization in Global Strategic Communication degree program (GSC).

### Program Structure

- 33 semester credit hour degree program
- Courses are 12 weeks long
- Students can complete the program in six semesters (2 years)

### *On-line MAMC program with specialization in Global Strategic Communication*

Core Courses: 18 hours	Global Strategic Communication  Specialization Courses: 12 credit hours	Capstone Course: 3 Credit Hours
ADV 5405: International Advertising	PUR 6934: Digital Message Campaigns	MMC 6905: Strategic Communication Capstone
MMC 5708: Intercultural Communication	PUR 6936: PR in the Digital Age	
PUR 6608: International Public Relations	RTV 6508: Audience Analysis	
MMC 5306: Strategic Communication Ethics and Concepts	MMC 6936: Brand Management	
MMC 6421: Applied Strategic Communication Research Methods		
MMC 6936: Various Topics in Strategic Communication		



		<b>Proposal</b>
1	<b>Degree Program</b>	Master of Arts in Mass Communication
2	<b>Has the program been approved pursuant to Regulation 8.011?</b>	Yes
3	<b>Does the program lead to initial licensing or certification?</b>	No
4	<b>Is the program identified as a state critical workforce need?</b>	No
5	<b>Are the program's admission &amp; graduation requirements the same as other programs?</b>	Yes
*6	<b>Current Tuition Rate</b>	\$14,103
7	<b>Proposed Market Tuition Rate</b>	\$28,050
8	<b>5 Other Public/Private Rates for Similar Program:</b>	
9	University name and rate:	Clarion University - \$19,838.52
10	University name and rate:	Lasell College - \$20,700
11	University name and rate:	Montana State University - \$27,688.5
12	University name and rate:	University of Nebraska (Lincoln) - \$20,880
13	University name and rate:	University of North Carolina at Chapel Hill - \$35,130
14	<b>Length of Program (SCH)</b>	33
**15	<b>Student Enrollment (Headcount): (Forecast)</b>	
16	<b>Resident</b>	40
17	<b>Non-Resident</b>	22
18	<b>Total</b>	62
19	<b>Similar Program at other SUS Institutions</b> (if yes, provide university and program name)	Yes
20	University and program name:	Florida Atlantic University - Master of Arts in Communication Studies
21	University and program name:	<b>Florida International University - Master of Science in Mass Communication</b>
22	University and program name:	<b>Florida State University - Master in Media and Communication Studies</b>
23	University and program name:	<b>University of Central Florida - Master of Arts in Communication</b>
24	<b>Different Rate for Resident vs. Non-Resident (NR)?</b>	No

\* Current tuition rate is the cost for in-residence program. The first offering of the online program will be at the proposed market rate.

\*\* Program will begin May 2012.

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

**University: University of Florida (UF) - Master of Arts in Urban and Regional Planning**

Date	
University Board of Trustees approval date:	
Proposed Implementation Date (month/year):	May 2012
Market Tuition Rate Process	
<b>Explain the process used to determine market tuition:</b>	
<p>The market tuition rate for the on-line Master of Arts in Urban and Regional Planning (MAURP) will be based on factors such as: competition, reputation, brand identity, and delivery format. The College of Design, Construction and Planning and the UF preferred provider of distance learning support services, Embanet Compass Knowledge Group (ECKG), have conducted a detailed market analysis to determine both market place viability and an appropriate competitive tuition rate. Pursuant to the BOG requirement, the tuition rate will not be increased by more than 15% per year.</p>	
Mission Alignment	
<b>Describe how offering the proposed program at market tuition aligns with the mission of the university and the Board strategic plan:</b>	
<p>The College of Design, Construction and Planning is dedicated to demonstrating sustainable solutions in the built environment. We seek ways to meet the needs of the present without compromising the ability of future generations to meet theirs. Our commitment to sustainability and the built environment focuses on understanding the interrelatedness of the social, cultural, and environmental contexts in which we build to ensure that our designs address the idea of “Sense of Place.” We believe that design must seek harmony with the environment by balancing human needs and wants with a minimal environmental impact. It is therefore essential to conserve, protect, and restore natural systems and biodiversity in all design schemes. With the assistance and guidance of our faculty and staff, our students are getting a first hand experience of what it truly means to “go green”.</p> <p>As state revenues continue to decline, it becomes increasingly important for the university to find alternative sources of funding. The ability to charge market rates for the on-line MAURP program offers one such avenue while simultaneously providing a service that is clearly in demand. This is evidenced by the increasing demand for working professionals with knowledge in spatial technology and sustainability, in the government, urban planning and conservation, and industry. The on-line MAURP program supports the university’s overreaching goals of teaching, research and service as defined in its mission statement. It creates greater access for working professionals seeking to earn their degree in a non-traditional format. The program aligns with the mission of the University of Florida as follows:</p> <ul style="list-style-type: none"> <li>▪ <i>Teaching:</i> The program utilizes many of our top faculty to teach in this program. This ensures that program quality, assurance of learning, and overall reputation all remain at optimal levels.</li> </ul>	

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- **Research and Scholarship:** Enrollment in the on-line MAURP program provides resources for faculty, research, graduate student support, and future growth plans. It serves to increase the college's ability to support and strengthen research advancements and scholarly activity now and in the future.
- **Service:** The program fulfills the university's obligation to share the benefits of its research and knowledge for the public good. MAURP students and graduates are better equipped to serve the state's needs while increasing the state's capabilities and economic potential.

The on-line MAURP program aligns with the Board of Governors system goals as follows:

***Goal 1 - Access to and production of degrees:***

The program is delivered fully on-line for working professionals who are unable to commute to campus. It also offers specializations in Geographic Information Systems and Sustainability. The on-line program will provide greater access to this advanced degree for working professionals.

***Goal 2 - Meeting statewide professional and workforce needs:***

The program is designed to educate working professionals on how to apply systematic thinking, knowledge, ethical principles and innovative technologies, to the challenges of the natural environment and urban systems. Florida is one of the most rapidly growing states in the United States. The residents of this state and our legislature recognize the need for planning and have supported landmark growth management legislation. MAURP graduates consequently enter a strong job market and find that their services are in considerable demand.

***Goal 3 - Building world-class academic programs and research capacity:***

The University of Florida's Urban and Regional Planning (UF URP) is one of the nation's strongest graduate planning programs. UF URP is known for its creative use of planning information systems, technologies and interdisciplinary research, education in sustainability and growth management, planning information and analysis, transportation and land use planning, urban design, housing, historic preservation, crime prevention through environmental design (CPTED), and international planning.

- The UF MAURP has been accredited by the Planning Accreditation Board (PAB) of the American Institute of Certified Planners and the Association of Collegiate Schools of Planning since 1978.
- Planetizen (Planning, Design & Development) ranked the program seventeenth in the nation and fourth in the Southeast in their 2011 list of top planning schools.
- Faculty members received the "Best Use of Technology by a University" award from the American Planning Association in 2007.
- The GeoPlan Center's "Efficient Transportation Decision-Making" process received Exemplary Human Environment Initiative and Exemplary Ecosystem Initiative status from the Federal Highway Administration

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***Goal 4 - Meeting community needs and fulfilling unique institutional responsibilities:***

The on-line MAURP program provides the University of Florida's Urban and Regional Planning degree access to every community within the state of Florida and other regions across the United States. As one of the nation's strongest graduate planning programs, UF successfully fulfills an important institutional responsibility as it relates to enabling access to this degree throughout the nation. This access serves to meet statewide professional and workforce needs, as described above.

**Declaratory Statement**

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

UF MAURP's market rate policy will not result in an increase in the state's fiscal liability or obligation.

**Restrictions / Limitations**

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

Pricing will be determined by market forces that may result in an increase or decrease in price. According to the BOG requirement, it will not be increased by more than 15% per year.

**Accountability Measures**

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

The success of the on-line MAURP program enables our ability to deliver an outstanding experience to all students. In assessing success within the on-line program, the following metrics will be used:

**Student Enrollment**

The on-line MAURP market rate program is expected to recruit an initial cohort of at least 50 students in the first year and, over time, reach a steady state of more than 200 enrollments per year. Achievement of student recruitment and enrollment described above will indicate a successful pricing structure.

**Student Quality**

Students admitted into the on-line MAURP market rate program will be expected to meet the existing rigorous standards for admission to the program. Admission to the Department of Urban and Regional Planning is highly competitive. Decisions of our Admissions Committee are based on the student's statement of purpose or letter of intent, professional experiences and background, 3.0 undergraduate grade point average, and Graduate Record Examination (GRE) score of 1,000.

**Faculty Excellence**

Market rate tuition will allow the on-line MAURP program to generate additional revenue necessary to continue to support faculty excellence and investment in faculty support which will strengthen the overall value proposition of the department and college. As with all programs teaching evaluations will be utilized to ensure faculty excellence is maintained.

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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 courses associated with the on-line MAURP market rate program are courses that are regularly scheduled and are utilized in several degree options within the department/college. These courses have been routinely offered since 1978 and will continue to be offered as long as the college is offering the program.

**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:**

The on-line MAURP program is offered in a partnership with Embanet Compass Knowledge Group (ECKG), an integrated, full service provider of on-line program design, development, marketing, enrollment and technology support services for postsecondary educational institutions. This model meets UF academic standards and is designed for working professional students. ECKG will receive sixty percent (60%) of revenue for students recruited by ECKG and thirty per cent (30%) of revenue for existing students, subject to discounts described in Schedule 4 of the UF Master Agreement. ECKG will provide marketing, recruitment, retention and instructional design services for the MAURP program. ECKG will create a brand positioning strategy unique to UF's MAURP program including innovative media assets, search engine optimization and paid internet advertising. The marketing strategy will be reinforced by a prospect communication plan, a lead conversion strategy, and ongoing performance analysis.

During the fifth year, it is estimated that \$5.6 M in revenue will be generated from the on-line MAURP program. Approximately 22% will be used to cover faculty, administrative staff and program overhead expenses. Additionally, around 55% will be allocated to the ECKG partnership agreement. The remaining amount will be used to support other college activities, such as scholarships for students enrolling in the traditional program, research support to faculty, and university overhead.

**Other Information**

Please see the following two attachments:

- Attachment A: Enrollment projections for the on-line MAURP program
- Attachment B: On-line MAURP program structure

**Attachment A: Enrollment projections for the on-line MAURP program**

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**New Students**

	<b>WS A</b>	<b>SP B</b>	<b>SU A</b>	<b>SU B</b>	<b>FA A</b>	<b>FA B</b>
<b>2011</b>						
<b>2012</b>			11		39	
<b>2013</b>	51		36		58	
<b>2014</b>	51		36		58	
<b>2015</b>	51		36		58	
<b>2016</b>	51		36		58	
<b>2017</b>	51		36		58	
<b>2018</b>	51		36		58	
<b>2019</b>	51		36		53	
<b>2020</b>	29		9			
<b>2021</b>						

**Enrollments** (*Unduplicated Headcounts*)

	<b>WS A</b>	<b>SP B</b>	<b>SU A</b>	<b>SU B</b>	<b>FA A</b>	<b>FA B</b>
<b>2011</b>						
<b>2012</b>			11		49	
<b>2013</b>	97		125		180	
<b>2014</b>	220		241		293	
<b>2015</b>	328		336		361	
<b>2016</b>	359		348		361	
<b>2017</b>	359		348		361	
<b>2018</b>	359		348		361	
<b>2019</b>	359		348		356	
<b>2020</b>	332		297		253	
<b>2021</b>	207		172		130	

## Attachment B: On-line MAURP program structure

This section depicts the program carousel model that ECKG and UF's URP faculty co-created. The table and figure below describe the on-line delivery models for the MAURP with specializations in Sustainability and Geographic Information Systems (GIS) degree programs.

- 52 semester credit hour degree program
- 16 week semester with 8 week courses except for the Capstone exit term
- Students can complete the program in 9 terms (3 years)

### *On-line MAURP program with specializations in Sustainability and GIS*

<b>Foundation Courses</b> (12 hours)	<b>Core Courses</b> (18 credit hours)	<b>Specialization Courses</b> (12 credit hours)	<b>Capstone Courses</b> (10 credit hours)
URP 6100 – Planning Theory and History	URP 6270 – Survey of Planning Information Systems	LAA 5331 Site Design Methodology	URP 6341B – Urban Planning Project
URP 6231 – Quantitative Data Analysis for Planners	URP 6542 – Urban Land Economics	URP 6421 – Environmental Land Use Planning and Management	URP 6979 – Terminal Project
URP 6042 – Urban Economy	URP 6203 – Planning Research Design	URP 6610 – International Development Planning	URP 6941 – Urban Planning Internship
URP 6131 – Growth Management Powers	URP 6716 – Transportation Policy and Planning	URP 6931- Sustainable Community Development	
	URP 6061 – Planning Administration and Ethics	URP 6271 – Customizing Planning Information Systems	
	URP 6341A – Urban Planning Project	URP 6272 – Spatial Analysis for Urban Planners	
		URP 6905 – 3D Geospatial Urban Modeling and Visualization	
		URP 6276 – Internet Geographic Information Systems	

		<b>Proposal</b>
1	<b>Degree Program</b>	Master in Urban and Regional Planning
2	<b>Has the program been approved pursuant to Regulation 8.011?</b>	Yes
3	<b>Does the program lead to initial licensing or certification?</b>	No
4	<b>Is the program identified as a state critical workforce need?</b>	No
5	<b>Are the program's admission &amp; graduation requirements the same as other programs?</b>	Yes
*6	<b>Current Tuition Rate</b>	\$23,233
7	<b>Proposed Market Tuition Rate</b>	\$44,878
8	<b>5 Other Public/Private Rates for Similar Program:</b>	
9	University name and rate:	Boston University - \$47,360
10	University name and rate:	Clark University - \$55,500
11	University name and rate:	Northeastern University - \$36,320
12	University name and rate:	University of Illinois (Chicago) - 49,980
13	University name and rate:	University of Wisconsin (Milwaukee) - 68,557
14	<b>Length of Program (SCH)</b>	52
**15	<b>Student Enrollment (Headcount): (Forecast)</b>	
16	<b>Resident</b>	40
17	<b>Non-Resident</b>	20
18	<b>Total</b>	60
19	<b>Similar Program at other SUS Institutions</b> (if yes, provide university and program name)	Yes
20	University and program name:	Florida Atlantic University – Master of Urban and Regional Planning
21	University and program name:	Florida State University - Master of Science in Planning
22	University and program name:	University of Central Florida – Master of Science in Urban and Regional Planning
23	University and program name:	University of South Florida – Master of Urban and Regional Planning
24	<b>Different Rate for Resident vs. Non-Resident (NR)?</b>	No

\* Current tuition rate is the cost for in-residence program. The first offering of the online option will be at the proposed market rate.

\*\* Program will begin May 2012



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

**University: University of Florida - Master of Science Soil and Water Science - Environmental Science Program**

Date	
University Board of Trustees approval date:	
Proposed Implementation Date (month/year):	August 2012
Market Tuition Rate Process	
<b>Explain the process used to determine market tuition:</b>	
<p>The market tuition rate for the on-line Master of Science in Soil and Water (Environmental Science) is based on factors such as: competition, reputation, brand identity, and delivery format. The College of Agriculture and Life Sciences has conducted a detailed market analysis to determine both market place viability and an appropriate competitive tuition rate. Pursuant to the BOG requirement, the tuition rate will not be increased by more than 15% per year.</p>	
Mission Alignment	
<b>Describe how offering the proposed program at market tuition aligns with the mission of the university and the Board strategic plan:</b>	
<p>Soil and water are vital resources in urban, agricultural, and natural ecosystems. Recent events such as the Deepwater Horizon oil spill have served to highlight the importance of protecting such resources. This environmental and economic disaster may affect the state of Florida for decades to come. Our wetlands and sea grass beds, our marine life, our seafood production, our beach towns, the coastal way of life for so many in Florida - all are threatened, and the full extent of the damage may not be known for years.</p> <p>The Soil and Water Science Department provides highly visible leadership in teaching, research, and extension/outreach programs as related to improving the productivity of agriculture with environmentally sound management practices, improving water quality, and protection and conservation of natural resources. Our department is one of the few in the nation that offers a comprehensive research and educational programs (molecular to landscape level) involving terrestrial, wetlands and aquatic ecosystems of the landscape.</p> <p>The on-line SW-Environmental Science program is well aligned with both the mission of the University of Florida and the Board of Governors. The program supports the university's overarching goals of teaching, research and service as defined in its mission statement. This alignment is outlined below.</p>	

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- **Teaching:** The degree program enables the university to fulfill one of its fundamental purposes, teaching, on a far greater scale to a wide range of clientele. As a part of UF's land grant mission, UF is the only state university that offers this kind of program that supports sustainable agricultural productivity and protection of natural resources and the environment. The variety of formats provides an opportunity to obtain a University of Florida master's degree to citizens who wouldn't otherwise be able to attend due to work and/or location constraints. The College utilizes many of our top faculty to teach in this program. This ensures that program quality, assurance of learning, and overall reputation all remain at optimal levels.
- **Research and Scholarships:** Enrollment in this degree program provides resources for faculty, research, graduate student support and future growth plans. It serves to increase the College's ability to support and strengthen research advancements and scholarly activity now and in the future.
- **Service:** The degree program fulfills the university's obligation to *share the benefits of its research and knowledge for the public good*. SW-Environmental Science students and graduates are better equipped to serve the state's needs and increase the state's capabilities and economic potential.

**Declaratory Statement**

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

The SW-Environmental Science market rate policy will not result in an increase in the state's fiscal liability or obligation.

**Restrictions / Limitations**

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

Pricing will be determined by market forces that may result in increases or decreases in price but, pursuant to BOG requirements, will not be increased by more than 15% per year.

**Accountability Measures**

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

The success of the SW- Environmental Science Program depends on our ability to deliver an outstanding experience to all students. In assessing success within the professional degree program, the following accountability measures have been established.

**Student Enrollment:** The program is expected to reach a steady state of more than 100 enrollments per year. Achievement of student recruitment and enrollment described above will indicate a successful pricing structure.

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**Student Quality.** Student quality is an uncompromising component of overall program quality. Program pricing will be set to ensure that the students recruited into these cohorts will excel inside and outside of the classroom, and will serve to strengthen the brand of the University of Florida and the UF SW-Environmental Science Program. Admission criteria will be the equal to the criteria for students who are admitted into the on-campus program.

**Faculty Excellence.** Market rate tuition will allow the program to generate additional revenue necessary to continue to support faculty excellence and investment in faculty support which will strengthen the overall value proposition of the department and college. As with all programs teaching evaluations will be utilized to ensure faculty excellence is maintained.

**Student Satisfaction.** Students and graduates of the program are very satisfied with the experience, and in turn, recommend the program to their colleagues and friends. For this reason, it is vital that we produce students who obtain experience of the highest quality in all areas. The program will continue to monitor exit interview survey data to track student satisfaction. Proactive measures will be taken to improve and innovate when warranted to continue to produce a highly valuable and successful program.

#### **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 courses associated with the on-line SW- Environmental Science market rate program are courses that are regularly scheduled and are utilized in several degree options within the department/college. These courses have been routinely offered since the beginning of the program and will continue to be offered as long as the college is offering the program.

#### **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. The ability to charge market rates for the UF SW-Environmental Science professional degree program offers one such avenue while simultaneously providing a service that is clearly in demand.

It is estimated that \$900,000 in revenue will be generated each year from the SW-Environmental Science program. Approximately 35% will be used for marketing and recruitment and 40% will be used for faculty salaries. The remaining amount will be used to support other college activities, such as scholarships for students enrolling in the traditional program, research support to faculty, and university

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overhead.

This program does not utilize the services of a private vendor but may opt to consider such use in the future as the needs of the program change. Revenue will be budgeted through the university's Division of Continuing Education auxiliary.

**Other Information**

**See Attached Supplemental Form**

**State University System  
Market Tuition Proposals**

1	<b>Degree Program</b>	Master of Science in Soil and Water (Environmental Science)
2	<b>Has the program been approved pursuant to Regulation 8.011?</b>	Yes
3	<b>Does the program lead to initial licensing or certification?</b>	No
4	<b>Is the program identified as a state critical workforce need?</b>	No
5	<b>Are the program's admission &amp; graduation requirements the same as other programs?</b>	Yes
6	<b>Current Tuition Rate</b>	\$17,433
7	<b>Proposed Market Tuition Rate</b>	\$20,000
8	<b>5 Other Public/Private Rates for Similar Program:</b>	
9	North Carolina State University	\$20,440
10	Penn State University	\$25,060
11	Purdue University	\$36,120
12	Iowa State University	\$16,275
13		
14	<b>Length of Program (SCH)</b>	35
15	<b>Student Enrollment (Headcount):</b>	
16	<b>Resident</b>	48
17	<b>Non-Resident</b>	23
18	<b>Total</b>	71
19	<b>Similar Program at other SUS Institutions (if yes, provide university and program name)</b>	No
20	University and program name:	
21	University and program name:	
22	University and program name:	
23	University and program name:	
24	<b>Different Rate for Resident vs. Non-Resident (NR)?</b>	No