

State University System Market Tuition Proposals

University:	University of	Proposal 1	Proposal 2	Proposal 3	Proposal 4
1	Degree Program	Master of Science in Family, Youth and Community Sciences	Master of Science Forest Resources and Conservation Concentration Natural Resource Policy and Administration	MAMC Public Relations and Communication Management	Master of Science in Sport Management
2	CIP Code	19.0707	3.0501	9.0102	31.0504
3	Has the program been approved pursuant to Regulation 8.011?	Yes	Yes	Yes	Yes
4	Does the program lead to initial licensing or certification?	No	No	No	No
5	Is the program identified as a state critical workforce need?	No	No	No	No
6	Are the program's admission & graduation requirements the same as	Yes	Yes	Yes	Yes
7	Current Tuition Rate (enter the per credit hour rate)	\$525	\$565	\$550	\$550
8	Proposed Market Tuition Rate (enter the per credit hour rate)	\$550	\$622	\$550	\$550
9	Different Market Tuition Rate for Resident vs. Non-Resident Student?	No	No	No	No
10	5 Other Public/Private Rates for Similar Program (per credit hour):				
11	University name and rate:	North Carolina State University - \$870	Virginia Tech - \$1,452	Kent State Univ - \$627	Drexel Univ - \$868
12	University name and rate:	Penn State University - \$784	University of Idaho - \$1,235	New York Univ - \$1700	Texas A&M - \$377 in state \$774 out of state
13	University name and rate:	University of Nebraska - \$515	Oregon State Univ - \$521	Univ of Missouri - \$347	Univ of Illinois - \$622 (in state and out of state)
14	University name and rate:	University of Missouri - \$500	Utah State University - \$2,071	Southern New Hampshire University - \$627	Univ of South FL - \$431 (in state) \$877 (out of state)
15	University name and rate:	Arizona State University - \$500	University of Denver - \$685	University of Denver - \$571	Univ of Miami - \$1850
16	Length of Program (Student Credit Hours)	30	30	33	36
17	Current E&G Student Enrollment (Headcount):				
18	Resident	21	4	Yet to launch	37
19	Non-Resident	7	4	Yet to launch	22
20	Total	28	8	Yet to launch	59
21	Similar Program at other SUS	Yes	No	Yes	Yes
22	University and program name:	FSU- Family & Child Sciences		UWF- MA Communication Arts	USF- MBA Sport and Entertainment
23	University and program name:	UCF- Master of Social Work		FIU- MS Mass Communication Global Strategic Communications	UCF - MS Sport Business Management
24	University and program name:	USF- Master of Social Work		FAU- MA Communications	FAU - MBA Sport Management
25	University and program name:	FAMU- Master of Social Work		USF- MA Mass Communications	FSU - MS Sport Management

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

University: University of Florida

Proposed Market Tuition Program: Master of Science in Family, Youth and Community Sciences (FYCS)

Date	
University Board of Trustees approval date:	TBD
Proposed Implementation Date (month/year):	8/2016
Graduate online or Graduate Continuing Ed. Course:	Graduate online
CIP Code:	19.0707

Description of the Program and the Market Tuition Rate Process

Describe the program and explain the process used to determine market tuition.

According to the Bureau of Labor Statistics, employment in community and social science occupations is expected to grow by 17.2% in the next decade. The online Master of Science in Family, Youth and Community Sciences is designed to address this need by offering an interdisciplinary applied social science degree that prepares students for careers in such areas as family and youth services, extension and community-based education, and community development and nonprofit leadership. A number of similar degrees are offered online across the U.S., and to be competitive, we request market tuition rates for the program.

Our on-campus M.S. in FYCS began in 2001, with the addition of the online program in 2012. Both on-campus and online courses are taught by faculty within the department and admission requirements are the same. Our online program has grown 89% over the last two years, and we anticipate a sustained rate of growth in the future as well, due to marketplace needs, demographic trends and increased local and national visibility of our academic program, including the anticipated implementation of a new Ph.D. degree program. In comparison to other land-grant institutions across the U.S., our existing tuition rates are about average, but do not generate the revenue to grow and expand the program to meet the rising occupational demand. The market tuition rate will be determined by programmatic needs and market forces and may result in increases in tuition, but consistent with BOG expectations, the increases will not be more than 15% per year.

Mission Alignment

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

Offering the M.S. in FYCS at market tuition aligns with the university's mission to enable students to be leaders in the community, promoting the health and well-being of individuals,

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families, and communities. It also aligns with the Board's strategic goals to provide high quality academic programs in high demand disciplines. As noted, demand for community and social science occupations will grow significantly over the next decade and market tuition rates will allow the M.S. FYCS to achieve a standard of excellence that will make it one of the top online programs in the country.

Declaratory Statement

Provide a declaratory statement that the policy will not increase the state's fiscal liability or obligation and that the Market Tuition Rate program cohorts will not supplant an existing E&G funded degree program in the same discipline:

The Master of Science in Family, Youth and Community Sciences market-rate policy will not result in an increase in the state's fiscal liability or obligation. The program will not supplant an existing E& G funded degree program because most students are primarily out-of-state or international.

Restrictions / Limitations

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

Market tuition rate will be determined by market forces that may result in increases in tuition rate but, pursuant to BOG requirement, 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 market rate policy will be evaluated using the following metrics:

Application rates: The number of applicants to the program both Fall and Spring semester will be tracked from before to after policy implementation. It is anticipated that market rate will not affect applications and that the number of applicants will either remain stable or increase.

Student evaluations: Student evaluations will track students' perceptions of satisfaction and return on investment. Students will be surveyed annually and asked to respond to questions about their level of satisfaction with the program and courses offered, as well as the quality of instruction and advising. Students will also be asked if they believe they are receiving a quality education for the price (ROI). Placement rates will be tracked via a follow up survey of program alumni on an annual basis. Results will be examined yearly by the FYCS Graduate Program Committee who will determine if there are needed changes to the policy.

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Instructional excellence: The policy will enable the FYCS program to invest in highly qualified faculty, staff, and graduate assistants who will work together to ensure that the online education meets the University's standards of excellence in teaching and learning. For example, faculty, staff and graduate assistants may work with the University's Center for Instructional Technology and Training to ensure that existing courses remain up-to-date and that new courses are created using best practices in online education.

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. Will any similar E&G courses be eliminated or scaled back if this program is implemented?

The online M.S. in FYCS was implemented in 2012 and is fully functioning, offering all required and elective courses needed for completion of the degree. Currently, faculty who teach the course on-campus also teach the course online, and in most cases, in the same semester. This ensures that both our on-campus and online students a) can take the needed courses in a timely manner; and b) will be held to equivalent course standards. No E&G courses were or will be eliminated or scaled back as a result of 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 proposed increase in tuition that is accompanying this request (approximately 5%) will have little financial impact on students on a semester basis. Most of the online students are professionals and take no more than 6 credits per semester. The increase would amount to an additional \$150 per semester.

The 5% increase in additional revenue will be shared with a private higher education enrollment and marketing firm that is used to promote the program nationally through web and social media, at a 64%/36% revenue share. The program will operate through Distance and Continuing Education per BOG Rule 8.002. Any additional revenue generated will be used to support instruction, program staff, and teaching assistance.

Other Information

Provide any additional information if necessary, and complete the attached supplemental form. Indicate additional degrees that may be produced by going to market tuition and how the university will assist the students with employment or career advancement.

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Prior to transitioning to Market Rate, a thorough research analysis is conducted to ensure favorable job prospects and promotions in the field. The Market Rate tuition ensures students are paying a competitive tuition with an expected ROI in the career marketplace.

Assistance with career development is accomplished by providing references for students; facilitate networking with potential employers through social media, and posting selected job opportunities to the program's website. When contacted by employers with specific personnel needs, the program serves as a liaison between the employer and an alum/student to meet mutual needs. In addition to the support provided directly by the program in making employment connections and supporting career advancement, students enrolled in this program will also have full access to the services of the UF's Career Resource Center.

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University: University of Florida

Proposed Market Tuition Program: Master of Science in Forest Resources and Conservation with Concentration in Natural Resource Policy and Administration

Date	
University Board of Trustees approval date:	TBD
Proposed Implementation Date (month/year):	8/2016
Graduate online or Graduate Continuing Ed. Course:	Graduate Online
CIP Code:	03.0501

Description of the Program and the Market Tuition Rate Process

Describe the program and explain the process used to determine market tuition.

The online Master of Science in Natural Resource Policy and Administration is offered by the College of Agriculture and Life Sciences (CALs) in the School of Forest Resources and Conservation (SFRC). Graduates of natural resource degree programs are well-equipped for careers focused in biology, statistics, ecology, geology, and other sciences,

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% per year. Prices will be based on competition, reputation, brand identity and delivery format.

Mission Alignment

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

The CALs mission is to provide “lifelong learning in the areas of food, agriculture, natural resources and life sciences as they relate to human resources, the environment, individual communities and a global society.” This program supports the SFRC mission to deliver integrated graduate programs with an aim at achieving social, economic and environmental sustainability by educating professionals, scientists, leaders, and citizens. Given that our two other concentrations within the MS FRC have been granted market rate status, we would like to consolidate the tuition rates and revenue collection by unifying the fiscal structure with market rate for the remaining concentration. This will help to expand the number of students educated by the SFRC, broaden the diversity of students served, generate income to support development and teaching of online and E&G courses, and respond to needs expressed by working professionals nationally and in Florida.

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Declaratory Statement

Provide a declaratory statement that the policy will not increase the state's fiscal liability or obligation and that the Market Tuition Rate program cohorts will not supplant an existing E&G funded degree program in the same discipline:

The Master of Science in Forest Resources and Conservation Market Rate policy will not result in an increase in the state's fiscal liability or obligation. The program will not supplant an existing E& G funded degree program because most students are primarily out-of-state or international.

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 requirement, 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 School of Forest Resources and Conservation will use a number of different measures to ensure program quality and accountability for our students and the University. These measures will provide feedback regarding the appropriateness of the proposed tuition rates for each program. Individual program accountability will be measured in the following ways:

- Admissions criteria: Applicants to the online MS in FRC with Natural Resource Policy and Administration are held to the same standards as other graduate students in the SFRC, including acceptable GRE scores, minimum GPA requirements, letters of reference, and a vouching faculty member to serve as major advisor for each student.
- Enrollment numbers: Program growth is a metric that will be used to determine the success of our tuition rate. The number of professionals in the fields of restoration and surveying and mapping is increasing, and market research has suggested that enrollment in these nearly-unique programs will rise for the foreseeable future.
- Student evaluations of programs and instructors: Students will be polled and surveyed at regular intervals during the course of their studies in each program, as well as after completion, to ensure that they are satisfied with their experiences within the program.

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- Student Learning Outcomes assessments: Program quality will be closely monitored via SLO assessments conducted at regular intervals. Data will be used to make modifications to program administration or courses as needed.

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. Will any similar E&G courses be eliminated or scaled back if this program is implemented?

Courses for the Natural Resource Policy and Administration concentration are established offerings taught primarily by full-time faculty in the School of Forest Resources and Conservation. We have courses taught by prominent professionals, as well, who are able to provide unique perspectives to students seeking real-world knowledge, and these individuals are paid by the revenues generated in the programs. As enrollment grows, we will continue to utilize professionals and adjuncts as needed for our offerings, funding their efforts through program revenues and without incurring resource costs to the University.

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.

While a rebound in the state and national economy is evident, it becomes more and more important for the university to find alternative sources of funding. The ability to charge market rate allows the university to be competitive in the market place and generate much needed additional revenue. It is anticipated that the impact to the student will be neutral as the tuition will be based on marketplace comparisons. The minimum projected revenue for the first year of this program at market rate is \$39,750. The revenue will be utilized to support the program and any residual revenue will be utilized to support departmental teaching activities (such as faculty, staff, technology upgrades, and other indirect costs). The program will operate under the auxiliary budget entity through Distance and Continuing Education per BOG Rule 8.002. Existing flex code (143 account) for self-funded program: 52POLICY

Other Information

Provide any additional information if necessary, and complete the attached supplemental form. Indicate additional degrees that may be produced by going to market tuition and how the university will assist the students with employment or career advancement.

Our master's level graduate students in the MS Forest Resources & Conservation are almost exclusively employed in their fields of study prior to admission. Thus, we do not currently

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provide dedicated career placement support at the departmental level, though the connections between our faculty, agency stakeholders, and industry facilitate job placement and advancement. The development of this program in particular was begun as a response to recommendations of the SFRC Advisory Board, which consists of state leaders in natural resources industry and agencies. The Advisory Board felt strongly that education for mid-level managers in natural resources is both necessary and lacking.

Connections made between professional instructors/adjuncts, guest lecturers, and networking between students has anecdotally proved beneficial to our students. We are actively pursuing alumni information relative to changes in job status, salary, or other career effects subsequent to the completion of this program and will continue to do so in order to identify career-related outcomes of the program.

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University: University of Florida

Proposed Market Tuition Program: Master of Arts in Mass Communication (MAMC) with a specialization in Public Relations Communication Management

Date	
University Board of Trustees approval date:	TBD
Proposed Implementation Date (month/year):	8/2016
Graduate online or Graduate Continuing Ed. Course:	Graduate Online
CIP Code:	09.0102

Description of the Program and the Market Tuition Rate Process

Describe the program and explain the process used to determine market tuition.

The program offers advanced education in public relations communications management. It is the first program approved by the Graduate Council to be offered in both English and Spanish. The Spanish-language version will establish a leading role for the university in professionalizing public relations practice in Latin and South America. The program will have a parallel set of courses, same content, but different sections. Teachers may be bilingual. The Spanish-language program will presume some English proficiency for course materials.

Market rate tuition is proposed at \$550 per credit hour, exclusive of any fees required by the university. The tuition will permit quality classes, provide for a marketing budget, and enable partnerships with leading public relations firms. This tuition is considerably lower than the leading peer competitor, Syracuse University. The online Syracuse equivalent charges a tuition of \$1,818 per credit (see <http://communications.syr.edu/admissions/tuition-financial-aid/>)

Mission Alignment

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

The University of Florida is a public, land-grant, sea-grant and space-grant research university, one of the most comprehensive in the United States, encompassing virtually all academic and professional disciplines. The university's mission emphasizes its "commitment to serve the citizens of Florida and educate students so they are prepared to make significant contributions within an increasingly global community." The current program has a special emphasis on serving the global community by offering identical content in both Spanish and English. This unique combination furthers the university's role as a global leader with a

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special emphasis on Latin and South America.

Declaratory Statement

Provide a declaratory statement that the policy will not increase the state's fiscal liability or obligation and that the Market Tuition Rate program cohorts will not supplant an existing E&G funded degree program in the same discipline:

The policy will not increase the state's fiscal liability or obligation and the Market Tuition Rate program cohorts will not supplant an existing E&G funded degree program in the same discipline. The program targets professionals unlikely to relocate to Gainesville, especially in markets in Latin and South America. Our current E&G programs do not have the professional focus of this degree. Rather they focus on traditional research and theoretical pedagogy.

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 requirement, 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 program will be monitored in several ways. First, we will track enrollment growth, especially in Latin America, South America, sections of the United States with large Spanish-language speaking populations, and Spain. Second, we will monitor the quality of our matriculating students and student outputs, including employment, job prestige, and starting salary. Third, we will monitor the leadership role the program assumes in higher education as the first-of-its-kind.

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. Will any similar E&G courses be eliminated or scaled back if this program is implemented?

No existing courses will be scaled back. All current faculty who teach in the new program will do so in an overload capacity. Adjunct faculty will come from professionals in the field of public relations from the U.S., Latin and South America, and Spain. During initial matriculations core and elective courses will be offered every other semester. With sufficient

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enrollments, courses will be offered summer, fall and spring.

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.

Once the program gains sufficient enrollments its impact on the university will be substantial. The University of Florida already has one of the world's most respected academic public relations programs. This new program will extend the influence of this program around the world. Market rate tuition will permit several desirable outcomes. First, it will allow us to partner with a global public relations firm in ensuring the quality of our offerings, the relevance of our learning outcomes, and a connection to prospective students. The college is currently exploring such a relationship with some of the world's most respected public relations agencies. Second, monies from the program will be used to support academic research in public relations, even for faculty who do not offer classes in the online degree program. Third, the program will add to a growing list of 21st century communication graduate specializations the college offers, which in combination, exceed offerings of any other institution of higher education. Finally, monies from the program will support graduate students, staff, and technology that is of vital importance to the operations of the college.

Other Information

Provide any additional information if necessary, and complete the attached supplemental form. Indicate additional degrees that may be produced by going to market tuition and how the university will assist the students with employment or career advancement.

Prior to transitioning to Market Rate, a thorough research analysis is conducted to ensure favorable job prospects and promotions in the field. The Market Rate tuition ensures students are paying a competitive tuition with an expected ROI in the career marketplace.

Assistance with career development is accomplished by providing references for students; facilitate networking with potential employers through social media, and posting selected job opportunities to the program's website. When contacted by employers with specific personnel needs, the program serves as a liaison between the employer and an alum/student to meet mutual needs. In addition to the support provided directly by the program in making employment connections and supporting career advancement, students enrolled in this program will also have full access to the services of the UF's Career Resource Center.

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University: University of Florida

Proposed Market Tuition Program: Master of Science in Sport Management

Date	
University Board of Trustees approval date:	TBD
Proposed Implementation Date (month/year):	08/2016
Graduate online or Graduate Continuing Ed. Course:	Graduate Online
CIP Code:	31.0504

Description of the Program and the Market Tuition Rate Process

Describe the program and explain the process used to determine market tuition.

The program offers advanced education in sport management with a comprehensive curriculum applying business fundamentals to the field of sport, including management, marketing, finance and legal aspects. The required curriculum and elective course options are offered completely online. The program also provides students the option to earn credit for practical experience in the field by earning practicum and/or internship credit.

Market rate tuition is proposed at \$550 per credit hour, exclusive of any fees required by the university. The tuition will permit quality classes, support recruitment and marketing efforts and enable research and community outreach efforts. The tuition is lower than many competitors with a similar program as provided in the Market Tuition Proposal Summary.

Mission Alignment

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

The University of Florida is a comprehensive learning institution built on a land-grant foundation. A diverse community dedicated to excellence in teaching, research and scholarship and service with the mission to enable our students to lead and influence the next generation and beyond for economic, cultural and societal benefit. The College of Health and Human Performance (HHP) and the Department of Tourism, Recreation and Sport Management has a strong commitment to research and teaching. The research and teaching in HHP has an impact on almost every aspect of the human condition. The college supports three centers: the Center for Digital Health and Wellness, Center for Exercise Science, and the Eric Freidhiem Tourism Institute, as well as three departments: Applied Physiology and Kinesiology, Health Education and Behavior, and Tourism, Recreation and Sport Management.

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The objectives of the Sport Management program align directly with the mission for the university, the Board and our college by influencing and improving an array of societal problems and challenges. The department is committed to national and international excellence in the generation, dissemination, and communication of knowledge in tourism, recreation and sport management.

Declaratory Statement

Provide a declaratory statement that the policy will not increase the state's fiscal liability or obligation and that the Market Tuition Rate program cohorts will not supplant an existing E&G funded degree program in the same discipline:

The policy will not increase the state's fiscal liability or obligation and the Market Tuition Rate program cohorts will not supplant an existing E&G funded degree program in the same discipline. The program targets professionals unlikely to relocate to Gainesville. They may be currently working for community, high school, collegiate, professional sports organizations, sport associations or with sport affiliated companies and seeking an opportunity to earn an advanced degree to further their knowledge and advance their career. This degree is offered online by a limited number of institutions across the country. UF has a distinct advantage as a nationally recognized brand in regards to sports management research and education, as well as excellence in athletics.

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 requirement, 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 program will be monitored in several ways. First, we will track enrollment growth. The program commenced in fall of 2014 with an enrollment of 5 students. Enrollment has grown by 900% for fall of 2015 with an enrollment of 50 students.

Second, the program actively monitors the semester retention rates of students. The retention rate over the first year of the program was 92.6%.

Third, the program will monitor the quality of matriculating students through student learning outcomes as well as additional outputs, including employment, job prestige, and starting salaries.

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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. Will any similar E&G courses be eliminated or scaled back if this program is implemented?

No existing courses will be scaled back. The faculty that teach in the program typically does so in an overload capacity, or are hired to teach and advise full-time for the program. Adjunct faculty are occasionally utilized and come from professionals in the field of sport management. During initial matriculations, core and elective courses will be offered every other semester. With sufficient enrollments, courses will be offered summer, fall and spring.

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.

With a growth rate of 900% the first year, the program anticipates a strong enrollment that will have a considerable economic impact on the university, college and department. Market rate tuition will permit several desirable outcomes. First, the tuition revenue is shared with a private higher education enrollment and marketing firm that is used to promote the program nationally through web and social media (at a 39% out of state/29% in-state revenue share). Second, revenue from the program will be used to support academic research in sport management and sport and athlete development. This research will be beneficial to the college, department, and programs that utilize this knowledge in their courses. Third, it will allow the department to form additional partnerships with external agencies and to expand its outreach efforts in communities in the state of Florida.

Gross revenue generated thus far from this program after four semesters:

Fall 2014: \$18,150
Spring 2015: \$56,100
Summer 2015: \$67,650
Fall 2015: \$189,750

The program will operate under the auxiliary budget entity through Distance and Continuing Education per BOG Rule 8.002.

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Other Information

Provide any additional information if necessary, and complete the attached supplemental form. Indicate additional degrees that may be produced by going to market tuition and how the university will assist the students with employment or career advancement.

Prior to transitioning to Market Rate, a thorough research analysis was conducted to ensure favorable job prospects and promotions in the field. The Market Rate tuition ensures students are paying a competitive tuition with an expected ROI in the career marketplace.

The transitioning to Market Rate will also allow the programs in the college and department to be extended and expanded. Concentrations for the current degree have been discussed with the UF College of Law (sport business law) and the Department of Applied Physiology and Kinesiology (athlete performance and development). A potential collaboration with the College of Journalism and Mass Communications will also be pursued, pending this transition, in the area of sport media and communications. Further programs in the College of Health and Human Performance will also be enabled to move forward for expansion in areas such as digital health and wellness as well as fitness and wellness management.

Assistance with career development is accomplished by providing references for students; facilitate networking with potential employers through social media, and sharing selected job opportunities with students via email, and the program's LinkedIn account (which all students are required to become a member of prior to graduation). All students in this program area required to complete a capstone project in their final semester prior to graduation. This assignment facilitates a career entry and transition plan, and equips graduates with a portfolio to use in their job search activities.

When contacted by employers with specific personnel needs, the program serves as a liaison between the employer and an alum/student to meet mutual needs. In addition to the support provided directly by the program in making employment connections and supporting career advancement, students enrolled in this program will also have full access to the services of the UF's Career Resource Center. Engaging with the Career Resource Center is a requirement of the capstone project referenced previously.