

Memorandum

To: Florida Board of Governors

From: Joe Glover, Interim Provost and Executive Vice President for Academic Affairs

Date: March 12, 2026

Subject: Market Rate MBA Program Relocation and Tuition Adjustment – University of Florida
Warrington College of Business

The University of Florida submits this proposal to request approval for three actions related to the Warrington College of Business professional MBA programs.

1. Relocate the existing Weekend Part-Time MBA One-Year and Two-Year formats from Gainesville to the UF Jacksonville Graduate Campus Educational Site, which was approved by the UF Board of Trustees and the Board of Governors in March 2024.
2. Adjust the market tuition rate for the Weekend Part-Time MBA programs offered in Jacksonville.
3. Adjust the market tuition rate for the South Florida MBA program offered in Miami.

To document these actions, the University utilized the forms provided by the Board of Governors in accordance with Regulation 8.009 governing educational locations and Appendix F provided under Regulation 8.002 governing market-rate tuition policies. For administrative clarity, the information for these related professional MBA offerings has been presented within a single submission, as the programs operate within the same Master of Business Administration degree framework and share similar program structures.

Existing Degree Program to be Offered at New Location
In Accordance with Board of Governors Regulation 8.009, Educational Locations

Institution	University of Florida
Name of Degree	Master of Business Administration Professional One Year MBA Master of Business Administration Professional Two Year MBA Master of Business Administration South Florida MBA
Degree Level	Graduate – Master's
CIP Code	52.0201
Total Number of Credit Hours	One-Year: 32 Two-Year: 48
Funding Type	<input type="checkbox"/> E&G Program <input checked="" type="checkbox"/> Market Tuition Rate Program <input type="checkbox"/> Self-Supporting Program <input type="checkbox"/> Other
Current Tuition Rate	Resident Students: current/proposed One-year Track: \$49,205 / \$59,204 Two-year Track: \$59,808 / \$71,807 South Fl. Track: \$66,807 / \$79,807 Non-Resident Students: current/proposed One-year Track: \$49,205 / \$59,204 Two-year Track: \$59,808 / \$71,807 South Fl. Track: \$66,807 / \$79,807
Program Approval	<input checked="" type="checkbox"/> University Board of Trustees <input checked="" type="checkbox"/> Board of Governors
Date of Program Approval	The program was approved by the UF BOT at the December 2010 meeting as market rate. According to the annual UF self-supporting/market rate report (submitted to BOG annually), March 2011 was the most recent date that market rate tuition was approved at the BOG for these programs. The last tuition increase was in 2015 and was approved by the UF Provost and noticed to the UF Board of Trustees pursuant to policy at that time.

1. What is the current educational location where the existing program is offered?

The Master of Business Administration Professional One-Year MBA and Master of Business Administration Professional Two-Year MBA – marketed as, and henceforth referred to as, the Weekend Part-Time MBA, One- and Two-Year formats respectively – have historically been delivered in Gainesville under a market-rate model approved in March 2011. This proposal seeks to relocate these existing Weekend Part-Time MBA program formats from Gainesville to the new UF Jacksonville campus.

UF’s Warrington College of Business also offers a Weekend Part-Time Master of Business Administration program in South Florida, henceforth referred to as the South Florida MBA, which is delivered in Miami and operates under a similar professional MBA structure but at a different tuition price point reflecting its location and delivery model. In addition to these programs, Warrington offers MBA degrees in several other formats, including Online One- and Two-Year MBA formats, an Executive MBA, and a traditional E&G residential MBA delivered in Gainesville.

This proposal seeks approval for three actions:

1. Relocation of the Weekend Part-Time MBA One-Year and Two-Year program formats from Gainesville to the new UF Jacksonville campus.
2. Adjustment of the market-rate tuition for the Weekend Part-Time MBA One-Year and Two-Year formats offered in Jacksonville.
3. Adjustment of the market-rate tuition for the South Florida MBA program offered in Miami.

2. What is the new educational location where the program would like to be offered? What is the date the location was approved by the Board of Governors, if applicable?

Per the UF Educational Site in Jacksonville, which was approved by the UF Board of Trustees in March 2024 and by the Board of Governors later that same month, UF and Warrington College of Business proposed relocating the Weekend Part-Time MBA program (both One- and Two-Year formats) to the new UF Jacksonville campus. The South Florida MBA program will continue to operate in Miami, where it has been offered since the program’s inception in 2004.

3. Would the full degree program be offered at the new educational location or more than half of the total required credits?

Students pursuing the Weekend Part-Time MBA program in both the One- and Two-year formats would be expected to complete most of the coursework in Jacksonville. Exceptions to this would be experiential learning elective courses offered in locations more appropriate for the topic and teaching. Currently, both program formats require a single 3-credit experiential learning course.

4. What is the projected headcount for Year 1 through Year 5?

Cohort	Year 1 Enrollment	Year 5 Enrollment
Weekend Part-time MBA One-Year	20	35
Weekend Part-time MBA Two-Year	25	55
South Florida MBA	38	48

- 5. If the program duplicates another degree program at a state university in close proximity to the new educational location with substantially similar curriculum, provide evidence that the university has investigated the potential impact on the existing program, has discussed opportunities for collaboration with the president of the affected university, and can justify the need for duplication.**

The University of North Florida (UNF) offers an MBA program in Jacksonville; however, the proposed UF Weekend Part-Time MBA differs in structure, delivery model, and curricular emphasis. The UF program operates under a cohort-based, weekend-intensive format **designed for working professionals** seeking a lock-step schedule, whereas UNF's MBA primarily utilizes a weekday evening and flexible concentration-based structure. In addition, the UF curriculum will integrate artificial intelligence and analytics concepts across core business disciplines and leverage Warrington faculty expertise and institutional resources such as the HiPerGator supercomputing infrastructure.

The University has reviewed regional workforce demand data as part of the Jacksonville Site Approval process and determined that MBA demand in the Jacksonville market exceeds current regional degree production, indicating capacity for additional enrollment without materially impacting existing programs. The expansion is intended to serve a distinct student segment and delivery niche rather than replicate an existing format. Consistent with SUS expectations, and detailed in #6 below, the University of Florida communicated with UNF leadership regarding program plans and does not anticipate adverse impact on UNF's MBA enrollment, especially with tuition differences between the two programs.

- 6. Were there any concerns expressed by the university president or personnel at the affected university about offering the program? If so, how have these concerns been addressed?**

UF engaged in discussions with UNF President Moez Limayem, members of the UNF Board, and senior UNF leadership regarding the proposed programming for the Jacksonville campus, including the MBA. These discussions were conducted in advance of formal submission to ensure transparency and provide an opportunity for feedback. No formal objections or substantive concerns were raised regarding the program's structure, market positioning, or anticipated impact. UF has historically been attentive to regional coordination considerations and has, in prior instances, adjusted or withdrawn proposed Jacksonville program offerings to avoid unnecessary duplication. The University remains committed to maintaining a collaborative relationship with UNF and welcomes future opportunities for partnership, industry engagement, and complementary programming in support of Northeast Florida's workforce and economic development. For example, in February 2026, UF Warrington College hosted the Florida Business School Deans Summit in Gainesville which was attended by ex-Interim Dean (Dr. Albert Loh) and current dean (Dr. Gary Giamartino) from UNF Coggin School of Business, and several topics including program enrollment trends, collaboration opportunities and integrating AI across the curriculum were discussed.

**Appendix F
Self-Supporting or Market Tuition Rate Programs**

Proposed Program Type

- Market Tuition Rate Program
 - Online
 - Continuing Education
- Self-Supporting Program
- N/A

A. Provide supporting documentation in a separate attachment that serves as evidence that the new program will not supplant any existing similar or equivalent E&G degree offering. Describe the evidence in narrative form below. *Note that Board Regulation 8.002 considers a program similar if it is offered under the same CIP code as one funded under the E&G budget entity.*

The University of Florida has long operated both state-funded (E&G) and market-rate MBA tracks designed to serve distinct student populations with different professional backgrounds and scheduling needs. The traditional E&G MBA is a fully residential, full-time program that primarily serves earlier-career students. This residential cohort has historically enrolled approximately 60 students annually across three program formats and has remained stable despite the expansion of Online, Weekend Part-Time, and Executive MBA formats. The introduction and growth of market-rate MBA programs have therefore not supplanted enrollment in the E&G program but instead have served different segments of the graduate business market. Unlike the full residential E&G funded MBA program, the market rate MBA programs serve working professionals who do not have to leave their jobs to complete an MBA.

Academic Year	Full-Time MBA: 10-Mo+12-Mo+Two-Year	Weekend Part-Time MBA: One-Year	Weekend Part-Time MBA: Two-Year	Weekend Part-Time MBA: Two-Year in South Florida
20-21	50	26	31	38
21-22	40	20	18	41
22-23	39	17	25	35
23-24	35	23	26	40
24-25	51	20	21	46
Total	215	106	121	200

Notes:

Counts persisting and/or graduated new matriculants by academic year, does not include withdrawals - permanent or returned to future cohort

Compares face-to-face programs for early career projects

Does not include Executive MBA or Online MBA

Similarly, offering the Weekend Part-Time MBA in Jacksonville is not expected to supplant enrollment at the University of North Florida (UNF). The UF Weekend Part-Time MBA operates under a structured cohort model with concentrated weekend delivery, serving working professionals seeking an immersive, lock-step format. In contrast, UNF's MBA primarily utilizes a weekday evening and flexible concentration-based structure. In addition, the UF program will integrate artificial intelligence, data analytics, and emerging technology applications across the curriculum, leveraging Warrington faculty expertise and institutional resources such as HiPerGator to embed AI-enabled decision-making into core business disciplines. These structural and curricular distinctions differentiate the programs in format and academic emphasis. As a result, the UF Weekend Part-

Time MBA complements existing regional offerings by providing an alternative format and technology-integrated business curriculum within the Jacksonville market rather than duplicating or displacing existing programs.

B. If the proposed self-supporting or market tuition rate program will be a track under an existing E&G program or has a similar existing E&G program, provide a side-by-side tuition and fee comparison in the table below. Provide a link to the university's website that provides students with information about financial assistance and obligations for repayment of loans for these programs.

Not applicable because the program will not be a track under an existing E&G program or is not similar to an existing E&G program.

Tuition and Fee Comparison

E&G Track or Program	Proposed Program (current/proposed)
Full-time MBA, 1-year Business majors • \$16,982 FL/\$42,492 NON FL	Weekend Part-time MBA 1-Year • \$49,205 / \$59,204 All
Full-time MBA, 1-year All majors • \$25,473 FL/\$63,738 NON FL	Weekend Part-time MBA 2-Year • \$59,808 / \$71,807 All
Full-time MBA, 2-year • \$25,473 FL/\$63,738 NON FL	Weekend South Florida MBA • \$66,807 / \$79,807 All

C. Explain whether the program leads to initial licensing or certification in occupational areas identified as a state critical workforce need. If so, which licenses and certifications will graduates receive upon completion, and explain why implementing the program as self-supporting or market tuition rate is the best strategy to increase the number of graduates in the state.

The program does not lead to initial licensing or certification.

Note: Questions D – M pertain only to market tuition rate programs.

D. Explain the process used to determine the proposed market tuition rate and provide the tuition of similar programs offered by other SUS institutions and private institutions as appropriate so that the tuition of at least five similar programs is provided. If the proposed tuition rates differ for resident and non-resident students, explain why.

The proposed market tuition rate for the UF Weekend Part-Time MBA reflects the long-standing structure under which the program has operated since 1997. When originally established in Gainesville, the Weekend Part-Time MBA was designed to be competitively priced relative to peer professional MBA programs while covering the full cost of instruction and program delivery. Current tuition levels were last changed in 2015 and remain one of the lowest of any top 30 business programs in the nation. The Jacksonville relocation of this existing program maintains this existing tuition structure rather than introducing a new pricing model.

As documented in the UF Jacksonville Educational Site Approval, regional labor market data demonstrates strong and sustained demand for MBA-level credentials. The MBA is the most frequently requested graduate business credential in Jacksonville-area job postings, with thousands of annual postings in management, finance, logistics, healthcare administration, and technology-related roles seeking candidates with advanced business training. At the time of the 2022 market

analysis, nearly 14,000 job postings were associated with business management occupations in the region, of which more than 2,700 specifically sought candidates with graduate business education.

At the same time, regional MBA degree production remains comparatively limited relative to population growth and rising employer demand, indicating market capacity for additional enrollment. According to Lightcast Market Analysis Software (LMAS), only three institutions in the Jacksonville region currently offer graduate business degrees within CIP code 52.0201. Degree completions in this CIP code have declined by 54.3 percent since 2012, to 147 in this region (2024). LMAS labor market data further indicate that positions associated with this CIP code reflect a median salary of approximately \$120,000 in the Jacksonville region, compared to approximately \$89,000 for bachelor's-level positions, underscoring the earnings premium associated with graduate business credentials. The proposed tuition level is therefore supported by demonstrated workforce demand and aligns with the earning potential associated with management and professional roles in the Jacksonville metropolitan area.

Although the original benchmarking occurred many years ago, current market comparisons (see table below) demonstrate that the UF Weekend Part-Time MBA remains exceptionally well positioned in terms of value. Nationally ranked MBA programs frequently exceed \$75,000–\$85,000 per year in tuition. Peer public flagship institutions such as the University of Virginia, the University of North Carolina, and the University of Michigan charge substantially higher tuition for comparable MBA programs. In contrast, the UF Weekend Part-Time MBA remains priced significantly below these peers while maintaining strong national recognition. The program was ranked #2 globally for value by the Financial Times (2025 Global MBA Ranking), and Poets & Quants reported that graduates carry among the lowest debt levels among top MBA programs. U.S. News & World Report ranks the UF Weekend Part-Time MBA among the leading MBA programs nationally. These indicators demonstrate that the program delivers flagship-level outcomes at a materially lower price point than many peer institutions.

Given the above, UF is proposing a 20 percent increase in market-rate tuition for the Weekend Part-Time MBA One-Year and Two-Year formats offered in Jacksonville and for the South Florida MBA offered in Miami. As reflected in the tuition and fee table above and noted on page 1, this proposed increase remains below the cumulative inflation rate of approximately 35 percent since the last approved tuition adjustment in 2015. Even with this increase, UF's MBA programs will remain competitively priced relative to peer institutions (see table below) while reflecting the program's status as a flagship business school offering, its cohort-based weekend delivery model, and its integration of artificial intelligence and analytics across the curriculum.

Overall, the Jacksonville relocation and the proposed tuition adjustments for the Weekend Part-Time MBA and South Florida MBA programs preserve UF's long-established market-rate model while continuing to provide nationally recognized, flagship-quality business education at a cost that remains significantly below many comparable peer institutions.

Table 1. US New Part-Time MBA Program Ranking with Estimated Tuition

Part-time MBA rank	Public Part-time MBA Rank	Institution	Approximate Total Tuition
1		University of Chicago (Booth)	\$177,000.00
2	1	University of California, Berkeley (Haas)	\$167,000.00
3		Northwestern University (Kellogg)	\$172,000.00
4		New York University (Stern)	\$175,000.00
5	2	University of California--Los Angeles (Anderson)	\$151,000.00
6	3	University of Michigan--Ann Arbor (Ross)	\$148,000.00
7	4	University of Texas--Austin (McCombs)	\$135,000.00
8		University of Southern California (Marshall)	\$115,000.00
9		Georgetown University (McDonough)	\$156,000.00
10	5	Ohio State University (Fisher)	\$148,000.00
10	5	University of Washington (Foster)	\$69,000.00
10	5	University of Maryland--College Park (Smith)	\$94,000.00
13	8	The University of Texas at Dallas (Jindal)	\$87,000.00
13	8	Indiana University (Kelley)	\$83,000.00
15	10	University of Minnesota--Twin Cities (Carlson)	\$82,000.00
15		Rice University (Jones)	\$141,000.00
17	11	University of Utah (Eccles)	\$72,000.00
17	11	Georgia Institute of Technology (Scheller)	\$91,000.00
19	13	University of South Carolina (Moore)	\$40,000.00
20		Emory University (Goizueta)	\$86,000.00
23		Washington University in St. Louis (Olin)	\$89,000.00
23		Boston College (Carroll)	\$131,000.00
26	14	University of Wisconsin--Madison	\$75,000.00
27	15	University of Florida (Warrington)	\$59,807.52
28	16	Arizona State University (W.P. Carey)	\$89,000.00

Table 2. List of SUS Institution MBA Programs in Part-Time or Online Professional Formats

University	Format	In-State Tuition & Fees (Approx.)	Out-of-State Tuition & Fees (Approx.)
University of Florida (proposed)	Weekend Part-Time	\$59,204 / \$71,807	\$59,204 / \$71,807
University of Florida (proposed)	South Florida	\$66,807 / \$79,807	\$66,807 / \$79,807
Florida State University (FSU)	Online / Part-Time MBA	~\$30,400	~\$31,600+
University of South Florida (USF)	Professional / Online MBA	~\$15,400 – \$22,900	~\$31,600 – \$47,000
Florida International University (FIU)	Professional MBA Online	~\$42,000	~\$42,000

Florida Atlantic University (FAU)	Online MBA	~\$32,000 – \$36,800	~\$32,000 – \$36,800
University of Central Florida (UCF)	Professional MBA	~\$39,000	~\$39,000
University of North Florida (UNF)	MBA (Evening / Hybrid)	~\$18,000	~\$37,000

E. Explain how offering the proposed program at a market tuition rate is aligned with the university's mission. If the program qualifies as a Program of Strategic Emphasis, provide additional justification for charging higher tuition for the proposed program.

This program does not qualify as a program of strategic emphasis given the most recent guidelines provided by the BOG from November 2023. Offering the Weekend Part-Time MBA at a market rate in Jacksonville is closely aligned with the University of Florida's mission to extend access to high-quality graduate education across the state and to serve Florida's workforce and economy. The expansion into Jacksonville reflects the university's strategic effort to meet documented regional demand for advanced business credentials in one of the state's fastest growing innovation hubs, where industries such as healthcare, fintech, logistics, and defense actively seek MBA-level talent. Further, the move positions UF graduate programs closer to employers rather than concentrating all graduate education in Gainesville. As UF leadership has articulated in support of the Jacksonville graduate campus initiative, this expansion builds on the university's role as Florida's flagship institution by bringing programs to where companies and workforce demand are growing, creating stronger employer connections, expanding opportunities for working professionals, and supporting statewide economic development through talent pipeline growth. The use of market-rate tuition for the Weekend Part-Time MBA and the South Florida MBA ensures that these professionally focused programs operate on a cost-recovery basis while allowing the university to expand access to graduate education in high-demand regions of the state. By setting competitive market tuition that reflects both program value and local economic conditions, the university ensures the MBA remains accessible and mission-aligned while strengthening its impact on Florida's communities and industries.

F. Provide a declaratory statement that offering the proposed program at the market tuition rate does not increase the state's fiscal liability or obligation.

The Weekend Part-Time MBA and South Florida MBA have operated under a cost-recovery model for more than two decades, with tuition structured to cover the full cost of delivery rather than rely on state subsidies. The proposed 20 percent market-rate tuition adjustment maintains this long-standing model and ensures the continued financial sustainability of these programs while supporting the university's broader mission to expand access to graduate business education and meet workforce needs across the state of Florida.

G. Explain any proposed restrictions, limitations, or conditions to be placed on the program.

UF Jacksonville MBA students will be required to complete their coursework in Jacksonville except for potential off-site experiential learning courses. South Florida MBA students will similarly be expected to complete their coursework in Miami except for potential off-site experiential learning courses.

H. Explain how the university will ensure sufficient courses are available to meet student demand and facilitate program completion.

The University of Florida will ensure sufficient course availability through a phased faculty and staffing model that has been successfully implemented across Warrington’s existing professional MBA programs. The College utilizes an established overload compensation model for market-rate programs, enabling experienced Warrington faculty to deliver courses beyond standard teaching assignments while maintaining academic quality and consistency. This model provides immediate instructional capacity during program launch without requiring permanent faculty hires prior to enrollment stabilization. The Weekend Part-Time MBA program has been operational in Gainesville for many years, and its relocation to Jacksonville should have no impact on staffing needs. The South Florida MBA has been active in Miami using this same model since 2004 and has not reported any staffing shortages.

During the initial implementation phase in Jacksonville, courses will be delivered primarily by Warrington faculty based in Gainesville to ensure curricular consistency and adherence to existing program standards. The program follows a structured cohort model with predetermined course sequencing, which allows for advance scheduling of all required courses and ensures students can complete the degree within the published one- or two-year timelines.

Dedicated professional staff will be hired in Jacksonville to support academic operations, student services, and career engagement. As enrollment reaches projected thresholds, permanent faculty positions may be added in Jacksonville to support expanded instructional capacity and additional elective offerings. Faculty hiring will be aligned with enrollment growth and revenue performance to ensure long-term sustainability.

This phased model provides immediate instructional coverage at launch, scalable capacity as enrollment grows, and advance course planning to guarantee timely degree completion.

I. If applicable, provide a baseline of current enrollments, including a breakout of resident and non- resident enrollment in similar courses funded by the E&G budget entity.

Academic Year	Full-Time MBA: 10-Mo+12-Mo+Two-Year		Weekend Part-Time MBA: One-Year		Weekend Part-Time MBA: Two-Year		Weekend Part-Time MBA: Two-Year in South Florida	
	Florida	Out-of-State	Florida	Out-of-State	Florida	Out-of-State	Florida	Out-of-State
20-21	39	11	25	1	29	2	33	5
21-22	31	9	18	2	17	1	40	1
22-23	36	3	17	0	22	3	34	1
23-24	32	3	22	1	25	1	38	2
24-25	44	7	19	1	20	1	46	0
Total	182	33	101	5	113	8	191	9

J. Describe any outcome measures that will be used to determine the program's success.

1. Weekend Part-Time MBA Enrollment Growth and Program Sustainability. The program hopes to grow to 35 1-year students and 55 2-year students by year five (90 students total). Achieving these benchmarks will demonstrate sustained demand and financial viability under the program's cost-recovery model.
2. Industry Partnership and Employer Integration. Success will be measured by the strength of employer engagement in the Jacksonville region, including the number of corporate partnerships, employer-sponsored students, advisory board participation from companies in the Jacksonville area, executive guest speakers, and applied project opportunities embedded in the curriculum. These indicators will demonstrate alignment with regional workforce needs.
3. Expansion of Professional and Continuing Education. The program's impact will also be reflected in the growth of not-for-credit executive and continuing education offerings in Jacksonville that support workforce upskilling in areas such as AI, analytics, finance, and leadership. Growth in these offerings will demonstrate broader economic and professional impact beyond degree enrollment.

K. List the campuses and/or sites at which the proposed program will be offered. If the program is only offered online, indicate that, and provide the location from which the program will be managed.

The Weekend Part-Time MBA One-Year and Two-Year formats will be offered at the UF Jacksonville Campus Educational Site. These programs will be managed academically by the Warrington College of Business in Gainesville, with operational staff located in Jacksonville to oversee day-to-day program delivery and student support. The South Florida MBA will continue to be offered in Miami, where the program has operated since 2004. The staffing and operational model for the Jacksonville program will mirror the successful approach used for the South Florida MBA, leveraging best practices and lessons learned from operating that program to support effective program delivery.

L. Provide an estimate of the total and net annual revenue the university anticipates collecting for Years 1 and 5 if the proposal is approved. This information should be consistent with the data provided in Appendix A – Table 3B, which is required as a part of this proposal.

Weekend Part-Time MBA in Jacksonville

In Year 1 (FY 2027; Academic Year 2026–27), the program projects an initial cohort of 25 students in the two-year format and 20 students in the one-year format. These estimates reflect current trends with some initial growth in the two-year program because it is open to any qualified prospect and sustained numbers in the one-year with the previous degree in business required. Losses in population from Tampa / Southwest Florida that may prefer Gainesville are offset or hedged by the larger Jacksonville metro population who can attend weekend classes and still be home in the evening. One-year students enroll in approximately 26 credit hours in academic year 1 and 6 in year two. The Two-year program splits the credits equally at 24 per academic year. Year 1 students, having already enrolled, will be charged at the original market tuition rate (approximately 1,538 per credit for the two-year cohort and 1,246 per credit for the one-year cohort). The program projects total gross revenue of approximately \$1.547 million during the first full year of operation.

By Year 5 (FY 2032; Academic Year 2031–32), with expanded awareness, new facilities, and corporate and civic connections projected enrollment is expected to reach 55 students in the two-year format and 35 students in the one-year format. Based on the new proposed per-credit tuition rates (approximately \$1,496 per credit for the two-year cohort and \$1,850 per credit for the one-year cohort), the program projects total gross annual revenue of approximately \$6.022 million.

Please see the attached budget spreadsheet for more information.

South Florida MBA in Miami

In Year 1 (FY 2027; Academic Year 2026–27), the program projects an initial enrollment of approximately 38 students in the South Florida MBA program. This estimate reflects post-COVID enrollment averages for the Weekend Professional MBA in South Florida, which has historically enrolled approximately 38 students per cohort at the Miramar instructional site. The Year 5 projection assumes modest growth to 48 students, reflecting the anticipated benefits of expanded access and visibility associated with the new downtown Miami instructional location. Students enroll in a structured, cohort-based curriculum in which courses and credits are delivered in lockstep across the program. The program requires 48 credit hours to complete. Based on the established per-credit tuition rates (approximately \$1,392 per credit in Year 1 and \$1,663 per credit in Year 5), the program projects total gross tuition revenue of approximately \$2.539 million during the first full year of operation.

By Year 5 (FY 2032; Academic Year 2031–32), with expanded awareness, improved facilities, and stronger corporate and civic connections associated with the new UF Miami Center, projected enrollment is expected to reach 48 students. Applying the same credit load and tuition assumptions, the program projects total gross annual revenue of approximately \$3.791 million.

Please see the attached budget spreadsheet for additional details.

M. Describe how revenues will be spent, including whether private vendors will be utilized and for what purpose. Additionally, identify all budget entities used for the program.

Weekend Part-Time MBA in Jacksonville

In Year 1, total projected expenses are \$1.398 million. Faculty overload compensation and 0.30 FTE of the Warrington MBA Director's salary (to support program oversight) are projected at \$322,104. Three Jacksonville-based staff positions will be hired to support program operations, including a staff director, student recruiter, and career readiness expert. Student assistants will also support classroom instruction. Total staffing costs in Year 1 are projected at \$369,481. Programmatic and operational expenses, including travel, office and computer supplies, software, food, events, instructional design, printing, furniture, orientation and graduation expenses, marketing, and advertising, are projected at \$381,600. College overhead assessment (10%) and RCM assessments are estimated at \$325,234.

By Year 5, total projected expenses are \$4.154 million. Faculty-related costs are projected at approximately \$1.331 million, reflecting increased faculty overload compensation, the addition of three permanent faculty lines to support program growth, and 0.30 FTE of the Warrington MBA Director's salary. Jacksonville-based staffing will continue with the same three positions, with total staffing costs projected at \$461,117, inclusive of assumed 3% annual increases over five years.

Programmatic and operational expenses are projected to increase to approximately \$1.403 million in Year 5 to support expanded enrollment and programming. College overhead assessment (10%) and RCM assessments are projected at approximately \$965,194.

Please see the attached budget spreadsheet for more information.

South Florida MBA in Miami

In Year 1, total projected expenses are \$1.858 million. Faculty salaries and benefits are projected at approximately \$538,297, including faculty compensation for course delivery and 0.15 FTE of the Warrington MBA Director's salary to support program oversight. Staffing support for the Miami program includes three positions: a program director, student recruiter, and career readiness support staff, with total staffing costs projected at \$327,000 in Year 1. These roles support day-to-day program operations, student recruitment, corporate partnerships, and career services for working professionals in the Miami market. Programmatic and operational expenses are projected at \$548,855 in Year 1. These expenses include faculty travel between Gainesville and Miami, recruiting and professional development travel, office and computer supplies, software licensing, food and event costs for student and recruiting activities, instructional design support, printing, and marketing and advertising. College overhead assessment and university overhead allocations are projected at \$443,462 in Year 1. The college overhead assessment represents centrally provided administrative and academic services required to support graduate programs, including finance and accounting, IT infrastructure, instructional design, academic services, compliance oversight, and shared technology platforms.

By Year 5, total projected expenses are expected to increase to approximately \$3.029 million. Faculty-related costs are projected at \$569,309, reflecting modest compensation increases over time. Staffing costs are projected to increase to approximately \$379,081, assuming annual salary growth of approximately 3 percent. Programmatic expenses are projected to grow to approximately \$1.446 million by Year 5 to support expanded enrollment, marketing efforts, and enhanced corporate engagement and applied learning activities in the Miami market. These investments include partnerships with local organizations, speaker programming, employer engagement initiatives, and corporate networking and recruiting events designed to strengthen the program's integration with the regional business community. College overhead assessment and university overhead allocations are projected at \$643,555 in Year 5.

Please see the attached budget spreadsheet for additional details regarding revenue and expense projections.

Attestations for Self-Supporting or Market Tuition Rate Programs

Instructions: *Please attest to the items below for the proposed self-supporting or market tuition rate programs.*

Please check one of the options below.

- The proposed program will be similar to or a track under an existing E&G program.
- The proposed program is not intended to be a track under an existing E&G program or similar to an existing E&G program.

For a program that will be a track under an existing E&G program or similar to an existing E&G program, the institution attests to the following:

- The institution will provide students with a side-by-side tuition and fee comparison and publicize this information on the institution's public-facing website and any non-public websites or applications that provide information about the program.
- The institution will provide students with information about financial assistance and obligations for repayment of loans for these programs.
- Admissions, graduation criteria, and academic standards for the proposed self-supporting or market tuition rate program align with the criteria and standards for similar or equivalent existing E&G programs.
- Similar or equivalent existing E&G programs will not be closed as a result of the new program unless prior approval is obtained from the Board of Governors.

For a proposed self-supporting program, the institution attests to the following:

- Tuition and fees charged for the proposed self-supporting program will be sufficient to offset the full instructional cost of serving the student and shall not exceed the existing approved tuition and out-of-state fees for similar-level courses.

For a proposed market tuition rate program, the institution attests to the following:

- Offering the proposed program at a market tuition rate will not increase the state's fiscal liability or obligation.



Relevant UF BOT Meeting Minutes

COMMITTEE ON ACADEMIC, FACULTY AND STUDENT SUCCESS, PUBLIC RELATIONS AND STRATEGIC COMMUNICATIONS

<https://trustees.ufl.edu/media/trusteesufledu/minutes/2024/ALL-FINAL-March-7-8-Minutes.pdf>

March 7, 2024,

President's Room 215B, Emerson Alumni Hall

University of Florida, Gainesville, FL

Time Convened: 9:16 a.m.

Time Adjourned: 11:58 a.m.

AFSSPRSC4 Instruction Site: Jacksonville Site

Starting on the webcast at 25:49 on Day 1 webcast

Committee Chair Patel stated a new Instructional Site in Jacksonville will provide clearly defined programs and services that will lead to graduate degrees which reflects a commitment by the university for the foreseeable future.

Committee Chair Patel asked for any questions or further discussion. He then asked for a motion to approve Action Item AFSSPRSC4 for recommendation to the Board for its approval on the Consent Agenda, which was made by Trustee Zucker, and second which was made by Trustee 3 Cole.

Committee Chair Patel asked for further discussion, and then asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

**APPENDIX A
TABLE 3B
CONTINUING EDUCATION, SELF-SUPPORTING
AND MARKET RATE PROGRAM BUDGET
JACKSONVILLE**

Institutions may edit the table below as applicable to their specific program and circumstances. The general headings (in bold) should serve as a guide, but institutions may edit the information below the headings as needed or desired. Detailed definitions are located at the bottom of the table. The Description or Explanation column is optional and should not replace the narratives required in the new degree program proposal.

Category	Year 1	Year 5	Description or Explanation - If Needed
Tuition			
Program Tuition (Full Cost to the Student - 1-year option)	\$49,205.00	\$59,204.16	1 year students pay approximately 1850/cr and take 4 semesters to graduate, and take 26 credits in 1 academic year
Program Tuition (Full Cost to the Student - 2-year option)	\$59,808.00	\$71,807.04	2 year students pay approximately 1496/cr and take 8 semesters to graduate, courses and credits are lockstep except for an experiential elective with ~ 24
Program Tuition (Per Credit Hour - 1-year option)	\$1,537.66	\$1,850.13	
Program Tuition (Per Credit Hour - 2-year option)	\$1,246.00	\$1,495.98	
Headcount - 1-year option	20	35	Post-Covid Averages in WP1 in GNV = 20 - assumes .75% growth given business major requirement
Headcount - 2-year option	25	55	Post-Covid Averages in WP2 in GNV = 22 - assumes 120% growth given larger population and no prior experience or major
Total Tuition Revenue	\$1,547,181.25	\$6,021,532.80	In year five a year 1 and year 2 cohort in both program formats will be running thus the program effectively receives full program tuition from the enrolled population. This differs from year 1 when there are only partial cohorts enrolled.
Faculty Salaries and Benefits			
Faculty Salaries	\$247,104.00	\$1,244,208.00	Paid \$9,000 per credit plus 5.6% fringe, with twice as many sections by year 5 includes 3 full time faculty added to program in year 5
Program Director/Department Chair	\$75,000.00	\$86,945.25	.30 FTE of Adam Herman- UF Warrington MBA Director factoring in 3% raise per year
Total Faculty Salaries	\$322,104.00	\$1,331,153.25	
Staff and Administrative Support			
Program Director	\$137,700.00	\$159,631.48	Salary + Fringe + 3% raise per year
Student Recruiter	\$89,505.00	\$103,760.46	Salary + Fringe + 3% raise per year
Career Readiness Support Staff	\$103,276.00	\$119,724.77	Salary + Fringe + 3% raise per year
Assistantships and Fellowships	\$39,000.00	\$78,000.00	Paid 750 per credit plus 4.2% fringe, with twice as many sections by year 5
Total Staff and Administrative Support Costs	\$369,481.00	\$461,116.71	
Programmatic Expenses			
Travel for faculty from GNV to JAX	\$13,500.00	\$27,000.00	
Travel other (recruiting, PD, etc.)	\$3,000.00	\$6,000.00	
Office and Computer Supplies	\$2,500.00	\$5,000.00	
Software needs	\$10,000.00	\$20,000.00	
Food (business, student events, recruiting, etc.)	\$35,100.00	\$117,020.60	
Events (space rental, non-food related costs)	\$4,000.00	\$16,000.00	
Instructional Design	\$20,000.00	\$60,000.00	
Printing	\$1,000.00	\$2,000.00	

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JACKSONVILLE**

Furniture	\$20,000.00	\$25,000.00	
Other (Graduation, orientation, etc.)	\$22,500.00	\$75,000.00	
Marketing and Advertising	\$250,000.00	\$450,000.00	
MBA Speaker Series at new UF Jacksonville Flagship building	\$0.00	\$400,000.00	\$250,000 for honorium and travel for speakers estimated @ \$55K / \$7500 quarterly as well \$150k for executive in residence to teach 1 specialized course
Funding for partnerships with Jacksonville based incubators, MBA venture lab	\$0.00	\$200,000.00	\$50k quarterly could include partnerships with incubators, project funding to attract local experiential learning opportunities, etc...
Total Programmatic Expenses	\$381,600.00	\$1,403,020.60	
Overhead Costs			
<i>College overhead assessment</i>	\$ 154,718.13	\$ 602,153.28	The college overhead assessment represents the allocation of centrally provided administrative and academic support services required to operate graduate programs, including finance and accounting, IT infrastructure, instructional design, academic services, compliance oversight, and shared technology platforms. These costs are centrally administered at the college level and are not reflected as direct program-level operating line items in the budget. The assessment ensures that the program appropriately supports the shared infrastructure necessary for delivery under the cost-recovery model.
UF Overhead (RCM estimate)	\$ 170,516.44	\$ 363,040.30	
Total Overhead Costs	\$ 325,234.57	\$ 965,193.58	
Total Program Costs	\$1,398,419.57	\$4,160,484.13	

Definitions	
Faculty Salaries and Benefits	The total amount of faculty salaries and benefits that will be attributed to this program. Because the program is funded through an auxiliary budget source. A separate line was added to reflect the portion of the Program Director/Department Chair's salary and benefits that are funded through this program. Institutions may further edit the expenses as needed to reflect the unique nature of their program.
Staff and Administrative Support Costs	Includes all non-faculty personnel costs, including benefits, that will be directly and indirectly attributed to this program. Not all categories may be applicable to every program.
Programmatic Expenses	Includes all non-personnel costs that will be directly and indirectly attributed to this program. Institutions may edit the categories in the template to best reflect the programmatic expenses for each program.
Overhead Costs	Any institutional overhead costs associated with the program should be reflected in the table. This can include startup costs, program administration fees, or other fees not represented elsewhere in the table that are attributed to the program from other units within the institution.

**APPENDIX A
TABLE 3B
CONTINUING EDUCATION, SELF-SUPPORTING
AND MARKET RATE PROGRAM BUDGET
MIAMI**

Institutions may edit the table below as applicable to their specific program and circumstances. The general headings (in bold) should serve as a guide, but institutions may edit the information below the headings as needed or desired. Detailed definitions are located at the bottom of the table. The Description or Explanation column is optional and should not replace the narratives required in the new degree program proposal.

Category	Year 1	Year 5	Description or Explanation - If Needed
Tuition			
Program Tuition (Full Cost to the Student)	\$66,807.36	\$79,807.36	2 year students pay approximately \$1392/cr and take 8 semesters to graduate, courses and credits are lockstep.
Program Tuition (Per Credit Hour)	\$1,391.82	\$1,662.65	
Headcount	38	48	Post-Covid Averages in WP in South Florida at the Miramar center = 38. The year five projection assumes 25% growth given population and access in downtown Miami location
Total Tuition Revenue	\$2,538,679.68	\$3,790,849.60	Year 1 assumes the current population averages at the current rate and Year 5 assumes the requested tuition increase with an enrollment increase due to location and programming changes related to new UF Miami Center.
Faculty Salaries and Benefits			
Faculty Salaries	\$500,797.44	\$525,837.31	Paid \$9,880 per credit plus 5.6% fringe, with a 5% increase between now and year 5
Program Director/Department Chair	\$37,500.00	\$43,472.63	.15 FTE of Adam Herman- UF Warrington MBA Director factoring in 3% raise per year
Total Faculty Salaries	\$538,297.44	\$569,309.94	
Staff and Administrative Support			
Program Director	\$120,000.00	\$139,112.40	Salary + Fringe + 3% raise per year - New position created to support Miami operations
Student Recruiter	\$97,000.00	\$112,449.19	Salary + Fringe + 3% raise per year
Career Readiness Support Staff	\$110,000.00	\$127,519.70	Salary + Fringe + 3% raise per year - New position created to support Miami
Total Staff and Administrative Support Costs	\$327,000.00	\$379,081.29	
Programmatic Expenses			
Travel for faculty from GNV to MIA	\$100,255.00	\$130,331.50	Assuming an inflation rate of 30% between year 1 and year 5
Travel other (recruiting, PD, etc.)	\$6,000.00	\$7,800.00	Assuming an inflation rate of 30% between year 1 and year 5
Office and Computer Supplies	\$2,500.00	\$3,250.00	Assuming an inflation rate of 30% between year 1 and year 5
Software needs	\$7,500.00	\$9,750.00	Assuming an inflation rate of 30% between year 1 and year 5
Food (business, student events, recruiting, etc.)	\$97,600.00	\$126,880.00	Assuming an inflation rate of 30% between year 1 and year 5
Events (space rental, non-food related costs)	\$8,500.00	\$11,050.00	Assuming an inflation rate of 30% between year 1 and year 5
Instructional Design	\$7,500.00	\$7,500.00	
Printing	\$1,000.00	\$1,000.00	
Furniture	\$0.00	\$25,000.00	Replace classroom furniture x 2 classrooms
Other (Graduation, orientation, etc.)	\$18,000.00	\$23,400.00	
Marketing and Advertising	\$300,000.00	\$500,000.00	

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MIAMI**

Miami Corporate Engagement and Applied Learning Activities	\$0.00	\$600,000.00	Partnerships/Sponsorships with Emerge Miami and other FinTech engagement organizations, speaker fees and travel @ \$200k, corporate open houses and career fairs @ \$7500 per month
Total Programmatic Expenses	\$548,855.00	\$1,445,961.50	
Overhead Costs			
<i>College overhead assessment</i>	\$ 253,867.97	\$ 379,084.96	The college overhead assessment represents the allocation of centrally provided administrative and academic support services required to operate graduate programs, including finance and accounting, IT infrastructure, instructional design, academic services, compliance oversight, and shared technology platforms. These costs are centrally administered at the college level and are not reflected as direct program-level operating line items in the budget. The assessment ensures that the program appropriately supports the shared infrastructure necessary for delivery under the cost-recovery model.
UF Overhead (estimate)	\$ 189,595.00	\$ 255,470.11	
Total Overhead Costs	\$ 443,462.96	\$ 634,555.07	
Total Program Costs	\$1,857,615.40	\$3,028,907.80	

Definitions	
Faculty Salaries and Benefits	The total amount of faculty salaries and benefits that will be attributed to this program. Because the program is funded through an auxiliary budget source. A separate line was added to reflect the portion of the Program Director/Department Chair's salary and benefits that are funded through this program. Institutions may further edit the expenses as needed to reflect the unique nature of their program.
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