University of Florida
M.S. in Artificial Intelligence-Driven Hospitality
CIP 52.0901

Proposal document included:

Abbreviated Degree Proposal*

Documents available upon request:

Course Descriptions
Duplication of Existing Programs
Academic Unit Productivity
Institutional Resources
Program Overview

*Complete degree proposal is available in the resources section in Onboard

STATE UNIVERSITY SYSTEM OF FLORIDA

Request to Offer a New Degree Program

In accordance with Board of Governors Regulation 8.011, Academic Degree Program Coordination and Approval

University of Florida **Institution Submitting Proposal**	Spring, 2027 **Proposed Implementation Term**
College of Health & Human Performance **Name of College(s) or School(s)**	Dept. of Tourism, Hospitality, and Event Management **Name of Department(s)/Division(s)**
Hospitality Administration/Management, General **Academic Specialty or Field**	Master of Science with a major in AI-Driven Hospitality **Complete Name of Degree**
52.0901 **Proposed CIP Code (2020 CIP)**	

The submission of this proposal constitutes a commitment by the university that, if the proposal is approved, the necessary financial resources and the criteria for establishing new programs have been met before the program's initiation.

June 11, 2026
Date Approved by the University Board of Trustees

Board of Trustees Chair's Signature **Date**

5/14/26
President's Signature **Date**

5/8/26
Provost's Signature **Date**

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I. Overview

A. Briefly describe the proposed program in the following table.

Purpose	The **Master of Science with a major in AI-Driven Hospitality** prepares current and future leaders to apply artificial intelligence, machine learning, and automation across the hospitality, tourism, and event industries. Students gain strategic, data-driven, and ethical competencies to implement AI-enabled business solutions, enhance customer experiences, and lead workforce transformation in Florida and the global service economy.
Degree Level(s):	Master of Science
Majors, Concentrations, Tracks, or Specializations	AI-Driven Hospitality
Total Number of Credit Hours	30
Program Type	☒ **E&G Program** ☐ **Market Tuition Rate Program*** ☐ **Self-Supporting Program*** *Refer to Board Regulation 8.002, Self Supporting and Market Tuition Rate Program and Course Offerings, for additional details.
Possible Career Outcomes	**ENTRY / EARLY-CAREER ROLES:** Hospitality Data & Insights Analyst, Guest Experience Analytics Coordinator, Revenue & Demand Forecasting Analyst, Smart Systems Operations Coordinator, Event Technology & Analytics Specialist, Tourism Intelligence Analyst, Restaurant Operations Analytics Specialist, Transportation & Mobility Data Analyst **MID-CAREER / MANAGEMENT ROLES:** AI-Enabled Operations Manager, Guest Experience Intelligence Manager, Smart Hotel / Restaurant Operations Manager, Destination Analytics Manager, Event Operations & Crowd Analytics Manager, Transportation Experience Optimization Manager, Digital Transformation Manager, Service Design & Personalization Manager **SENIOR / EXECUTIVE-LEVEL ROLES:** Director of AI-Driven Hospitality Strategy, Chief Experience Officer (CXO), Chief Digital / Innovation Officer (CDO/CIO), Destination Intelligence Director, VP of Operations & Technology Integration, Enterprise Decision Intelligence

	Executive, Smart City / Smart Destination Executive Lead, Space Tourism Operations & Experience Director **EXECUTIVE CONSULTING / ENTREPRENEURIAL TRACK:** AI Strategy Consultant in Hospitality & Tourism, Hospitality Technology Venture Founder, Digital Transformation Advisor, Service Innovation & AI Ethics Consultant

B. Does the proposed program qualify as a Program of Strategic Emphasis, as described in the Florida Board of Governors 2025 System Strategic Plan? Programs of Strategic Emphasis List

☐ Yes, it does qualify as a Program of Strategic Emphasis.
☒ No, it does not qualify as a Program of Strategic Emphasis.

C. Does the program fall under one of the CIP codes listed below that qualifies for the Programs of Strategic Emphasis Waiver? *(for baccalaureate programs only)*

CIP CODE	CIP TITLE
11.0101	Computer and Information Sciences
11.0103	Information Technology
13.1001	Special Education and Teaching
13.1202	Elementary Education and Teaching
14.0801	Civil Engineering
14.0901	Computer Engineering
14.1001	Electrical and Electronics Engineering
14.1901	Mechanical Engineering
27.0101	Mathematics
52.0301	Accounting
52.0801	Finance
52.1201	Management Information Systems

☐ Yes. If yes, students in the program will be eligible for the Programs of Strategic Emphasis waiver. Refer to Board Regulation 7.008 and the Programs of Strategic Emphasis Waiver Guidance.

☒ No

☐ Not Applicable

II. Institutional and State-Level Accountability

A. Describe how the proposed program directly or indirectly supports the following.

1. The State University System's Strategic Plan goals. The Master of Science with a major in in AI-Driven Hospitality program, housed within the Department of Tourism, Hospitality, and Event Management (THEM) in the College of Health and Human Performance and offered at UF's Jacksonville campus, directly supports the State University System's 2025 Strategic Plan by advancing its three core pillars: Teaching and Learning; Scholarship, Research, and Innovation; and Community and Business Engagement. The program's focus on artificial intelligence, data analytics, and robotics integration aligns with the Board of Governors' Strategic Priorities for a Knowledge Economy, which emphasize increasing graduate degrees in STEM and health fields and developing programs of Strategic Emphasis that respond to evolving workforce demands. By equipping students with analytical, technological, and leadership skills that directly serve Florida's high-growth service industries, the degree enhances program productivity and efficiency while contributing to the system-wide goal of improving employment and wage outcomes for graduates. Indirectly, the program supports Florida's economic and societal advancement by fostering research, innovation, and commercialization in hospitality technologies by key components of the SUS plan's goal to transform Florida's economy through discovery and innovation. The program's partnerships with UF Health, Jacksonville's technology sector, and Florida and global hospitality corporations will expand collaborative research, entrepreneurship, and community engagement by advancing the SUS objectives to increase research commercialization, patents, and start-ups, and to strengthen the state's community and business workforce. In summary, the MS in AI-Driven Hospitality embodies the Board's vision for a high-quality, efficient, and strategically aligned university system that prepares graduates to lead Florida's transition into a globally competitive, innovation-driven economy.

2. The institution's strategic plan and goals the program will directly advance. The proposed MS in AI-Driven Hospitality degree responds to the convergence of two transformative forces: the accelerating adoption of artificial intelligence (AI) and the dynamic growth of Florida's tourism and hospitality sector. This program supports UF's mission by advancing innovation, economic development, and workforce readiness. It aligns with the Florida Board of Governors' Programs of Strategic Emphasis, notably in AI, global competitiveness, and workforce-aligned education.

3. The university's mission. The mission of the degree program (Master of Science in AI-Driven Hospitality) aligns directly with the mission of the University of Florida as described in the Strategic Plan of the State Board of Governors: "*The University of Florida is committed to educating students so they are prepared to make significant contributions*

within an increasingly global community offering a broad-based, exclusive public education, leading-edge research and service to the citizens of Florida, the nation, and the world." The mission of the University of Florida is to enable its students to lead and influence the next generation for economic, cultural, and societal benefit. Since our founding more than 160 years ago, we have continually pushed the boundaries of knowledge forward. The university is committed to serving the state of Florida, the nation, and the world by pursuing, creating, and disseminating new knowledge while building upon the experiences of the past. With our land, sea, and space grants, we have been entrusted with the responsibilities of education, research, scholarship, and service. UF has some of the top faculty in the country. In addition to attracting more than $1 billion in research annually, they foster a uniquely collaborative environment that transforms potential into actual results. As a student at UF, you become part of the Gator Nation, a loyal, committed, and supportive network of more than 450,000 alumni throughout the United States and in more than 150 countries around the world.

4. The benefit to the university, the local community, and the state. The program's impact extends across multiple levels: Local (Jacksonville): Strengthens AI-driven leadership talent for hospitality, tourism, event, and corporates/industries, contributing to downtown revitalization. State: Addresses workforce demands in Florida's robust tourism sector, serving over 143 million visitors annually. National & International: Equips leaders for global hospitality and tourism roles, utilizing UF's Gator Nation network across 150+ countries.

B. Provide the date the pre-proposal was presented to the Council of Academic Vice Presidents Academic Program Coordination (CAVP ACG). Specify any concerns raised and provide a narrative explaining how each has been addressed in this proposal or will be addressed before the proposed program is implemented.

September 3, 2025 was the date the CAVP ACG reviewed the pre-proposal. The State University System Academic Coordinating Group met this morning to discuss degree pre-proposals. The MS in AI-Driven Hospitality was reviewed with no formal concerns.

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III. Student and Workforce Demand

If the proposed program is a baccalaureate or master's degree on the Programs of Strategic Emphasis list, skip III-A.

A. **Describe the Florida and national workforce demand for the proposed program. The response should, at a minimum, include the current state workforce data from Florida's Department of Commerce and national workforce data from the U.S. Department of Labor's Bureau of Labor Statistics. Additional documentation for workforce needs may include letters of program support by employers and job postings for program graduates, as well as a description of any specific needs for research and service that the program would fulfill.**

Florida's workforce outlook demonstrates strong and sustained demand for advanced management roles across the hospitality, tourism, and service industries. According to data from the Florida Department of Commerce (2025), job growth is projected across multiple relevant occupations under CIP 52.0901. Lodging Managers are expected to increase by 5.4 percent, with 3,784 new openings statewide, while Food Service Managers show 5.7 percent growth and more than 27,000 new positions by 2032. Meeting, Convention, and Event Planners will experience 5.3 percent growth, adding more than 7,800 new jobs, while General and Operations Managers, an essential leadership category for the state's tourism economy, will grow by 6.4 percent, generating over 139,000 openings. The integration of artificial intelligence and analytics into hotel operations, event design, and service management is accelerating the need for professionals trained in both technology and leadership through the skill set the proposed Master of Science in AI-Driven Hospitality program is designed to provide. National data from the U.S. Department of Labor's Bureau of Labor Statistics reveal similarly strong growth patterns. Lodging Managers are projected to grow by 9.9 percent through 2034, Entertainment and Recreation Managers by 7.7 percent, and Medical and Health Services Managers by a remarkable 23.2 percent, adding more than 142,000 new jobs across the United States. These national trends confirm the expanding need for managers who can apply data-driven decision-making and automation to improve service quality and operational efficiency. Employer feedback collected at statewide and national conferences, including the Florida Governor's Conference on Tourism and the QSR and Hospitality Shows, reinforces this need. Chief executives, convention bureau leaders, and Chamber of Commerce representatives have expressed enthusiasm for the new program and indicated their intent to recommend or sponsor employees who could benefit from advanced study in AI-driven hospitality.

Complete the table below using data from the Search by CIP or SOC Employment Projections Data Tool in the Academic Review Tracking System.

Occupations	Percent Change in Job Openings		Annual Average Job Openings		Total # of New Jobs		Education Level Needed for Entry
	FL XXXX-XX	U.S. XXXX-XX	FL XXXX-XX	U.S. XXXX-XX	FL XXXX-XX	U.S. XXXX-XX	
Lodging Managers 11-9081	5.4	9.9	4,488 [in 2024] 4,741 [in 2032]	52,000 [in 2024] 53,800 [in 2034]	3,784	5,400	Bachelor's degree
Entertainment and Recreation Managers, Except Gambling 11-9072	5.2	7.7	3,216 [in 2024] 3,383 [in 2032]	43,200 [in 2024] 46,500 [in 2034]	2,945	5,500	Bachelor's degree
Meeting, Convention, and Event Planners 13-1121	5.3	7.5	8,659 [in 2024] 9,114 [in 2032]	155,800 [in 2024] 163,300 [in2033]	7,815	15,500	Bachelor's degree
Medical and Health Services Managers 11-9111	4.7	23.2	37,873 [in 2024] 39,636 [in 2032]	616,200 [in 2024] 759,100 [in 2034]	23,217	142,900	Bachelor's degree
Travel Agents 41-3041	6.8	2.2	12,441 [2024] 13, 283 [in 2032]	65,700 [in 2024] 67,200 [in 2034]	13,632	7,100	Some College
Food Service Managers 11-9051	5.7	6.4	28,703 [in 2024] 30,325 [in 2032]	352,800 [in 2024] 375,300 [in 2034]	27,623	42,000	Some College
General and Operations Managers	6.4	4.4	196,028 [in 2024]	3,712,900 [in 2024]	139,730	308,700	Bachelor's degree

11-1021			208,545 [in 2032]	3,876,800 [in 2034]			
Chief Executives 11-1011	5.4	5.5	26,161 [in 2024] 27,580 [in 2032]	313,900 [in 2023] 331,100 [in 2033]	15,530	23,000	Bachelor's degree

The proposed Master of Science in AI-Driven Hospitality prepares graduates for the full career spectrum from entry-level analytics and operations roles to senior executive and enterprise leadership positions across hotels, restaurants, travel, tourism, transportation, events, destination marketing, entertainment, and emerging frontiers such as space tourism. As hospitality-related industries rapidly shift toward data-informed, technology-enabled service models, the most in-demand careers increasingly center on experience intelligence, AI-enabled operations, predictive analytics, smart systems management, and strategic digital transformation. Through this degree, students build critical skills in data literacy, AI-assisted decision-making, service design and personalization, human-centered automation, ethical and responsible AI governance, and cross-functional leadership. Grounded in traditional hospitality values while leveraging advanced analytics and intelligent systems, the program develops professionals who can translate technology into meaningful service, guide organizations through change, and lead the future of hospitality with both operational excellence and human authenticity.

Sources:
Date Retrieved: 10/26/2025
U.S. Bureau of Labor Statistics - https://data.bls.gov/projections/occupationProj
Florida Department of Economic Opportunity - http://www.floridajobs.org/labor-market-information/data-center/statistical-programs/employment-projections

B. If the occupations do not currently appear in the most recent version of the Search by CIP or SOC Employment Projections Data Tool provided by Board staff, provide occupational linkages or jobs graduates will be qualified to perform based on the training provided to students in the proposed program in the table below. Contact the institutional representative working with you on the degree proposal for more information about possible occupations.

Occupational Linkages for the Proposed Program

SOC Code (XX-XXXX)	Occupation Title	Source / Reason for Inclusion
11-1011	Chief Executives	Chief Executives in the hospitality industry are tasked with steering organizations through rapid technological advancements and evolving consumer expectations. The integration of artificial intelligence into strategic decision-making, service innovation, and organizational transformation is essential at the executive level. This program equips future C-level leaders with the analytical acumen and AI literacy needed to harness data-driven insights, manage AI-enabled teams, and drive sustainable growth in a competitive global hospitality environment.
11-1021	General and Operations Managers	General and Operations Managers in tourism, hospitality and event industries are responsible for overseeing daily operations across departments, ensuring efficiency, and aligning services with strategic goals. As AI technologies reshape operations—ranging from workforce scheduling to guest personalization—managers must understand and lead AI implementation. The MS program addresses this need by preparing graduates to optimize operations, manage change, and improve service quality through AI integration and leadership competencies.
11-9081	Lodging Managers	Lodging Managers face increasing demands to enhance guest experiences, streamline operational workflows, and manage costs. AI tools are revolutionizing

		front desk automation, revenue management, and customer relationship management in lodging establishments. This degree prepares professionals to evaluate, adopt, and lead AI-driven initiatives that improve occupancy, customer satisfaction, and profitability while maintaining a human-centered service ethos.
11-9072	Entertainment and Recreation Managers, Except Gambling	These managers are central to designing and delivering leisure experiences that engage diverse audiences. AI-driven insights into customer preferences, behavior prediction, and dynamic content curation are transforming entertainment and recreation. The MS program supports these professionals in integrating AI to develop compelling, personalized experiences, optimize program offerings, and make strategic marketing and programming decisions in real time.
13-1121	Meeting, Convention, and Event Planners	The meetings and events sector increasingly relies on AI for attendee data analytics, smart scheduling, automated communications, and immersive event technologies. Event planners must now possess digital fluency to design, manage, and evaluate AI-enhanced experiences. This program prepares planners to leverage AI tools for seamless coordination, data-informed planning, and improved participant engagement across virtual, hybrid, and in-person formats.

C. Describe the student demand for the proposed program. The response should, at a minimum, include the following.

1. Projected headcount for Year 1 through Year 5. Year 1 = 20
2. Year 5 = 150

Data that supports student interest or demand for the proposed program. Include questions asked, results, and other communications with prospective students. While engaging with THEM undergraduate majors in their classrooms (approximately 150 students contacted), many expressed strong interest in applying to the proposed **Master of Science in AI-Driven Hospitality** program at UF's Jacksonville campus. Students noted their awareness of emerging innovations in artificial intelligence, machine learning, and robotics within the hospitality and tourism industries and conveyed enthusiasm for pursuing professional certifications and a master's degree to expand their career opportunities. At the **Florida Governor's Conference** and other major industry events (including the QSR and Hospitality Shows), hundreds of professionals stopped by UF's THEM booth and attended speaker sessions. Many expressed genuine excitement about the forthcoming graduate program. Several CEOs, Presidents of Convention and Visitors Bureaus, and Chamber of Commerce leaders voiced strong interest—both in applying themselves and in recommending the program to qualified colleagues and family members who could benefit from it.

V. Curriculum

A. If the program is a bachelor's degree, please identify if the university is seeking any of the following statuses for the program.

☒ Not Applicable

Status	Yes	No	If yes, complete the following
Common Prerequisites			Appendix C
Exception to 120 Credits			Appendix D
Specialized Admissions			Appendix E

B. **Describe the admissions criteria and graduation requirements for the program.** This program is open to Qualified applicants holding a BA/BS degree from an accredited institution with a minimum cumulative GPA of 3.0.

E. Does an industry or employer advisory council exist to provide input regarding curriculum development, student assessment, and academic workforce alignment?

☒ Yes

☐ No. Describe any plans to develop one or other plans to ensure academic workforce alignment.

F. **Explain how employer-driven or industry-driven competencies were identified and incorporated into the curriculum. Has a strategy been established for assessing student learning and reviewing academic workforce alignment to modify the curriculum as needed?** Employer-driven competencies were identified through structured consultation with the Industry Advisory Board of the UF Eric Friedheim Tourism Institute, which includes senior executives from global hospitality, tourism, foodservice, healthcare, and service enterprises. These leaders provided direct input on the evolving technological, operational, and leadership capabilities required in AI-enabled service organizations. Their guidance emphasized the growing demand for professionals who can translate artificial intelligence, machine learning, predictive analytics, and automation into measurable business performance, improved customer experience, ethical decision-making, and workforce transformation.

Industry feedback was gathered through formal advisory board meetings, targeted competency reviews, benchmarking against emerging AI adoption trends across service sectors, and analysis of executive hiring priorities. These insights informed the identification of core competency domains, including:

- Data literacy and applied analytics for strategic decision-making
- AI systems evaluation and implementation in operational environments
- Digital transformation leadership and organizational change management
- Ethical governance and responsible AI deployment
- Cross-sector innovation across hospitality, healthcare, tourism, and foodservice
- Technology-enabled customer personalization and experience optimization

These competencies were embedded directly into course learning outcomes, project-based assessments, case analyses drawn from real industry scenarios, and applied capstone experiences. Rather than focusing solely on technical AI theory, the curriculum emphasizes executive-level decision-making, ROI analysis, operational integration, and strategic deployment reflecting the competencies employers identified as most critical.

Strategy for Assessing Student Learning

A comprehensive assessment framework has been established to evaluate whether students achieve the intended competencies. This includes:

- **Embedded learning outcome assessments** aligned with each competency domain
- **Applied industry projects** evaluated using standardized rubrics measuring strategic, analytical, and implementation proficiency
- **Capstone performance reviews** conducted with faculty and, where appropriate, industry partners
- **Pre- and post-program competency self-assessments** to measure growth in AI readiness and leadership capability
- **Portfolio-based evaluation**, requiring students to demonstrate applied AI integration within service contexts

Assessment data are reviewed annually by program director and faculty teams to

identify trends in student performance, areas for curricular enhancement, and emerging competency gaps.

Strategy for Reviewing Workforce Alignment

To ensure continued alignment with workforce needs, the program has established a cyclical review process that includes:

1. **Annual Industry Advisory Board consultation** to evaluate relevance of competencies and identify emerging technologies or strategic shifts.
2. **Employer and alumni feedback surveys** to assess graduate preparedness and evolving market expectations.
3. **Labor market analysis** reviewing AI adoption trends, workforce transformation data, and sector-specific technology integration patterns.
4. **Curriculum review workshops** involving faculty and industry advisors to recommend updates, course redesign, or new competency integration.

Findings from these reviews inform continuous improvement actions, including modifying course content, updating case materials, integrating new AI tools, and refining learning outcomes.

Through a structured feedback loop including industry input, embedded competency alignment, systematic assessment, and ongoing workforce review, the proposed degree program maintains responsiveness to technological change while preserving the foundational leadership and service principles integral to hospitality education. Graduates are prepared not only for today's AI-enabled service economy but for its next evolution.

G. Does the proposed curriculum align with Section 1001.706 (5)(a), Florida Statutes?

☒ Yes
☐ No

H. For degree programs in medicine, nursing, and/or allied health sciences, identify the courses with the competencies necessary to meet the requirements in Section 1004.08, Florida Statutes.

For teacher preparation programs, identify the courses with the competencies required in Section 1004.04, Florida Statutes.

☒ Not applicable to this program because the program is not a medicine, nursing, allied health sciences, or teacher preparation program.

I. Select the anticipated mode of delivery for the proposed program.

☐ Face-to-Face
☒ Hybrid
☐ Distance Learning

If the method(s) of delivery will require specialized services or additional financial support, describe the projected costs below.

J. Describe any potential impact on related academic programs or departments, such as an increased need for general education or common prerequisite courses or an increased need for required or elective courses outside of the proposed academic program. If the proposed program is a collaborative effort with another academic department(s), college(s), or school(s) within the institution, provide a letter(s) of support or MOU(s) from each department, college, or school in Appendix B. **Not Applicable.**

K. **Describe any currently available sites for internship and/or practicum experiences and any plans to seek additional sites in the next five years.** Currently, the THEM Department and UF's Eric Friedheim Tourism Institute offer more than 306 internship opportunities for THEM majors. Our internship partners span local lodging establishments, event organizations, restaurants, and theme parks, as well as national and international corporations across the hospitality and tourism sectors. A complete list of partners is available upon request. With the anticipated approval of our newly proposed Master of Science in AI-Driven Hospitality, we expect the number of internship partnerships to triple, expanding opportunities for our graduate students.

☐ Not applicable to this program because students are not expected to seek internship or practicum opportunities as a required curriculum component.

L. **Identify any established or planned educational sites where the program will be offered or administered. Provide a rationale if the proposed program will only be offered or administered at a site(s) other than the main campus.** The MS in AI-Driven Hospitality represents a strategic alignment with the University of Florida's AI initiative and responds directly to industry transformation in hospitality and tourism. The program bridges the gap between AI technology and managerial practice training leaders to use and potentially build, AI systems. Students will acquire the strategic, analytical, and ethical skills to apply AI tools, robotics, and data modeling in decision-making, workforce analytics, revenue optimization, and customer experience design. **Located at UF Jacksonville, the program leverages the region's 30,000+ hospitality professionals and 20,000+ military families, providing an ideal ecosystem for industry partnerships, applied learning, and workforce development.** It complements UF's existing graduate offerings without duplication, focusing specifically on AI integration within hospitality management, a domain not addressed by current programs. Graduates will emerge as innovators capable of evaluating, adopting, and leading AI-based solutions across diverse service organizations from global hotel chains to healthcare and culinary enterprises.

M. If the institution has conducted recent program reviews, received feedback from accreditation bodies, or received input from other entities that affect the proposed program, describe the institution's progress in implementing the recommendations.

If the proposed program is a doctoral-level program, include the external consultant's report and the institution's responses to the report as Appendix A.

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VI. Faculty

A. Identify existing and anticipated full-time faculty who will participate in the proposed program through Year 5, excluding visiting or adjunct faculty in the table below. Additionally, provide the curriculum vitae for each identified faculty member.

Faculty Code*	Faculty Name or "New Hire" Highest Degree Held Academic Discipline	Rank	Contract Status	Initial Date for Participation in Program
A	Rachel J.C. Fu, Ph.D. Hospitality / Forecasting	Professor	Tenure	Spring 2027
H	Osca Chi, Ph.D. Accounting	Assistant Professor	Non-Tenure	Summer 2027
H	Nasim Binesh, Ph.D. Hospitality	Assistant Professor	Non-Tenure	Summer 2028
C	New Hire, Ph.D. or JD	Open	Non-Tenure	Spring 2027
C	New Hire, Ph.D. or JD	Open	Non-Tenure	Spring 2027
C	New Hire, Ph.D. or JD	Open	Non-Tenure	Spring 2027

*Faculty Code	Code Description	Source of Funding
A	Existing faculty on a regular line	Current Education & General Revenue
B	New faculty to be hired on a vacant line	Current Education & General Revenue
C	New faculty to be hired on a new line	New Education & General Revenue
D	Existing faculty hired on contracts/grants	Contracts/Grants
E	New faculty to be hired on contracts/grants	Contracts/Grants
F	Existing faculty on endowed lines	Philanthropy & Endowments

G	New faculty on endowed lines	Philanthropy & Endowments
H	Existing or new faculty teaching overload in addition to assigned course load	Enterprise Auxiliary Funds

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VII. Estimate of Investment

A. Provide the tuition rate for the proposed program for resident and non-resident students.

Resident/Credit Hour	Non-Resident/Credit Hour
$530.69	$1,327.88

If the proposed program will operate as self-supporting, market tuition rate, or establish differentiated graduate-level tuition, per Board of Governors Regulation 8.002, complete Appendix F, Self-Supporting & Market Rate Tuition.

B. Complete the summary table below.

1. Provide funding sources for Years 1 and 5 of program operation.
2. Provide headcount (HC) estimates of student enrollment for Years 1 through 5.

Implementation Timeframe	HC	E&G Funds	Contract & Grants Funds	Auxiliary/ Philanthropy Funds	Total Cost
Year 1	20	$318,414	0	$1.89 Million	$2.2 million
Year 2	60				
Year 3	90				
Year 4	120				
Year 5	150	$2. 39 million	0	$211,895	$2.6 million

C. Is the infrastructure in place to meet the new degree program requirements, such as hiring faculty and staff, curriculum development, facilities, and funding, before enrollment of students to the program?

☒ Yes

☐ No. If not, is there a plan to establish the infrastructure to support the program? Please describe.