

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

**University of Central Florida  
Professional Master of Science in Management Degree Program**

Date	
University Board of Trustees approval date:	January 27, 2011
Proposed Implementation Date (month/year):	January 2011
Description	
<p><b>Describe the program in which market tuition is being requested. Has the program been approved pursuant to Regulation 8.011? Does the program lead to initial licensing or certification? Is the program identified as a state critical workforce need? Are the program's admission and graduation requirements the same as other similar programs?</b></p> <p><i>General Description of the Program.</i></p> <p>The professional master of science in management (P.M.S.M.) degree program is a 16-month cohort program that meets two evenings a week, allowing busy professionals to work full-time while earning this degree. The P.M.S.M. degree program provides an alternative to the M.B.A. degree program for students who desire more specialized study and a high-level of professional proficiency in human resource management. The program is one of the offerings of the UCF Executive Development Center (EDC) located in downtown Orlando. The EDC is an auxiliary unit within the College of Business Administration (CBA). The P.M.S.M. degree program curriculum focuses on a specialized study of the strategic use of human resources in organizations. The program is administered by the associate dean for graduate programs and overseen by faculty members through the Master's Program Review Committee. The committee is comprised of elected faculty member representatives from each unit in the college. The program is designed to allow working professionals to continue their full-time careers while earning a M.S.M. degree from UCF's AACSB-accredited College of Business Administration. Courses are intended to expose participants to new methods, concepts, and tools that will enhance their business and leadership skills. Innovative teaching methodologies including team-based projects, interdisciplinary case studies, simulations, debating-the-issues activities, and self-assessment exercises are used to enhance the learning experience.</p> <p>The P.M.S.M. degree program</p> <ul style="list-style-type: none"><li>• is designed for early-career human resources managers living and working in the Orlando metropolitan area and within the 11-county UCF service area</li><li>• is delivered at the UCF EDC in downtown Orlando</li><li>• requires two years of professional work experience for admission (enrollees average five years of experience)</li><li>• begins a new, 16-month cohort every other year and is a thirty credit-hour program</li><li>• meets for classes on Tuesday and Thursday evenings from 6:00 –10:00 p.m.</li></ul> <p><i>Has the program been approved pursuant to Regulation 8.011?</i></p> <p>Yes. See information below.</p>	

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CIP code: 52.0101, HEGIS code: 05.06

Diploma: master of science in management

M.S.M. degree program start date: Fall 1965; P.M.S.M. degree program start date: Summer 2008

*Does the program lead to initial licensing or certification?*

The program does not lead to initial licensing or certification, but enrollees in the P.M.S.M. degree program earn a M.S.M. degree from UCF's AACSB-accredited College of Business Administration.

*Is the program identified as a state critical workforce need?*

No.

*Are the program's admission and graduation requirements the same as other similar programs?*

Admission requirements: The minimum admission requirements for all graduate programs at UCF are as follows: (1) a bachelor's degree or equivalent from a regionally accredited U.S. institution or its equivalent from a foreign institution, and (2) a 3.0 GPA or better in all work attempted as an undergraduate student, or (3) a 3.0 GPA or better in all work attempted while registered as an upper division student; or (4) a graduate or professional degree from a regionally accredited U.S. institution or its equivalent in a field related to the discipline of the program to which the applicant is applying. An additional, specific requirement for the P.M.S.M. program is a minimum of two years of professional work experience. Additional information regarding UCF graduate admission requirements can be found at: [http://www.admissions.graduate.ucf.edu/Admission\\_Requirements](http://www.admissions.graduate.ucf.edu/Admission_Requirements)

*Graduation Requirements:* The graduation requirements for the P.M.S.M. degree program mirrors those of other graduate business programs delivered at the EDC and on the UCF Orlando campus. Students complete 30 semester hours of coursework and must achieve at least a 3.0 overall GPA in order to graduate.

**What is the market tuition rate to be charged for each of the next three years? What is the current tuition rate? Explain the process used to determine market tuition. Provide tuition rates from at least five other institutions (private and public).**

*What is the market tuition rate to be charged for each of the next three years?*

Class beginning 2012: \$27,000

Class beginning 2014: \$28,000

Class beginning 2016: \$30,000

*What is the current tuition rate?*

\$24,500 (Spring 2010 class)

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**Market Tuition Rate and Process**

*Provide tuition rates from at least five other institutions (private and public).*

Note: Our search found only four programs of this nature in the state.

Public universities:

University of Florida- \$17,700 (traditional full-time M.S.M. degree program, not a professional designate program)

Private universities:

Florida Institute of Technology - \$34,320 (on-line, M.S. degree in human resources program)

Nova Southeastern University - \$26,660 (weekend and online, M.S. degree in human resources program)

Rollins College - \$21,000 (M.S. degree in human resources program)

*Explain the process used to determine market tuition.*

The P.M.S.M. degree program's tuition is based on a three-year historical rolling average of enrollments, costs, and the tuition rates of directly competitive programs. Our enrollments (demand) are a function of price elasticities, cost structure, cost trends, and prospective students' perceptions of the value of our program relative to competitor programs in the Orlando market.

The UCF Executive Development Center (EDC) has been able to compete effectively in the metropolitan Orlando graduate education market based on a value proposition that features quality programs and teaching, strong student support from the EDC, and competitive tuition rates. The EDC is a self-supporting auxiliary unit, and therefore the P.M.S.M. all-inclusive tuition must generate sufficient revenues to cover all program specific costs and contribute to the operation and maintenance of the center while remaining price competitive.

As can be seen from the estimates of tuition rates over the next three years shown in the previous section, the projected increases are in the 5-7% range. Tuition increases reflect the need to cover increased costs without a significant change in class size or hindering the program's ability to remain price competitive with private universities in the central Florida area.

**Similar Program(s) Offered by Other State Universities**

**Describe any similar program offered by another state university system institution:**

The M.S.M. degree program offered by the University of Florida in Gainesville is profiled below. Please note that the UF M.S.M. is a full-time, day, state tuition program whereas the UCF M.S.M. program is a part-time program for working professionals with an all-inclusive fee structure (tuition, books, parking, and other expenses) delivered by the Executive Development Center.

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<b>Characteristic</b>	<b>M.S.M.</b>	
tuition cost	\$17,700	
credit hours	32	
length of program	10 months	
delivery in-class	full-time program	
international study trip	No	

**Mission Alignment**

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

The mission statement for UCF is as follows: The University of Central Florida is a public multi-campus, metropolitan research university that stands for opportunity. The university anchors the central Florida city-state in meeting its economic, cultural, intellectual, environmental and societal needs by providing high-quality, broad-based education and experienced-based learning; pioneering scholarship and impactful research; enriched student development and leadership growth; and highly relevant continuing education and public service initiatives that address pressing local, state, national, and international issues in support of the global community.

Delivery of the P.M.S.M. degree program aligns with the university and BOG missions in that it represents “high-quality, broad-based education and experience-based learning.” The program focuses on developing strong global business and leadership skills for working professionals, specifically in the area of human resources. Students in the program are future chief hiring officials of small, medium, and large Florida businesses and non-profit enterprises. The P.M.S.M. degree program also supports UCF’s strategic objectives of prominence in graduate studies, international focused curricula, and external partnerships with central Florida organizations.

**Declaratory Statement**

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

The P.M.S.M. degree program will only be offered by the UCF EDC, a self-supporting auxiliary unit within the CBA. As an EDC program, the P.M.S.M. degree program will not increase the state’s fiscal liabilities or obligations. Any unforeseen costs will be the responsibility of the EDC and the CBA.

**Differentiation Between Resident and Non-resident Students**

**Explain if there will be a differentiation in market tuition rates between a resident and a non-resident student enrolled in the program:**

There is a tuition differential based on residency; however, this is not a major factor since virtually all student enrollees are Florida residents. This is demonstrated by the composition of the current classes (see section on baseline enrollments).

\$24,500 Florida resident; \$47,989.70 non-Florida resident.

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**Restrictions / Limitations**

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

No restrictions, limitations, or conditions are anticipated beyond those already stipulated by the BOG policy on market tuition.

**Accountability Measures**

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

Success of market tuition for the P.M.S.M. degree program will be measured using several metrics collected over a three-year review period including:

- number of P.M.S.M. degree programs offered
- number of students enrolled
- compliance with SACS and AACSB standards for accreditation
- credit hours generated
- program revenues relative to program costs
- student satisfaction with the program
- employer satisfaction with the program
- number of degrees conferred

As an auxiliary unit of the College of Business Administration, the Executive Development Center must generate sufficient revenues to pay the costs of running the center and delivering its programs. Enrollments, revenues, and costs are tracked separately for each program offered at the center. The College of Business Administration houses an individual who audits and provides a check on all center programs and financial transactions.

**Course Availability**

**Explain how the university will ensure that sufficient courses are available to meet student demand and facilitate completion of each program submitted for consideration.**

The P.M.S.M. degree program is planned two years in advance. Within that time frame the director of the EDC works with the CBA's dean, associate deans, and department chairs to ensure sufficient staffing for all programs. Faculty members selected for teaching in this program are primarily from the Department of Management and may teach on an in-load or out-of-load basis, depending on the needs of the department. When the Department of Management conducts its human resource planning, teaching needs in the P.M.S.M. degree program are an important consideration.

**Baseline Enrollments**

**Provide current enrollments, including a breakout of resident and non-resident enrollment, in the program being submitted for consideration and similar state-funded courses.**

28 students are currently enrolled; all are Florida residents.

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**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.**

*Economic impact of proposal on UCF and on students*

This program is unique within the UCF service area. The long-term impact of educating the future chief human resources officials of central Florida businesses is difficult to determine. But it is easy to extrapolate that highly-educated leaders can grow their businesses to an extent that benefits the community and the state. Moreover, as friends of the CBA and UCF, it is anticipated that graduates of this program will give back to their *alma mater* in many different ways including major gifts and in a predisposition to hiring UCF graduates. As an auxiliary unit program, revenues will permit quality enhancement to EDC program offerings and regular CBA educational programs as described below.

*Anticipated revenue collections*

The estimated annual tuition revenue from the 2012 P.M.S.M. degree program class of 25 students is \$675,000.

*How revenues will be spent*

Revenues will be spent on items including faculty and staff member salaries and benefits, faculty and staff member support, faculty member development for teaching and research, EDC technology upgrades, UCF employee tuition discounts, operating expenses for the EDC (security, parking, building upkeep, etc.), program promotion, textbooks and student materials, laptop computers for the students, and construction of new and renovation of existing classrooms in the center.

*Will private vendors be used?*

Several private vendors will continue to be used including the City of Orlando (parking), textbook publishers and wholesalers, food caterers, various media outlets for promotion, security firms, and outside speakers.

*What budget entity will be used for the proposed program?*

The proposed program will be delivered by the EDC, an auxiliary unit of the College of Business Administration.

**Other Information**

The P.M.S.M. degree program is one that is mission-critical to the university, CBA, and the EDC. This program reaches audiences that UCF's other programs do not serve, that is, working professionals with a specific interest in human resources in the central Florida service area. The delivery mode at the EDC allows these professionals the opportunity to achieve a quality business education in a reasonable time period while continuing to work.

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**University of Central Florida  
Executive and Professional Master in Business Administration Degree Programs**

Date	
University Board of Trustees approval date:	January 27, 2011
Proposed Implementation Date (month/year):	January 2011
Description	
<p><b>Describe the program in which market tuition is being requested. Has the program been approved pursuant to Regulation 8.011? Does the program lead to initial licensing or certification? Is the program identified as a state critical workforce need? Are the program's admission and graduation requirements the same as other similar programs?</b></p> <p><i>General Description of the Program</i></p> <p>The executive master in business administration (E.M.B.A.) degree program and professional master in business administration (P.M.B.A.) degree program are flagship offerings of UCF's Executive Development Center (EDC) located in downtown Orlando. The EDC is a self-supporting auxiliary unit within the College of Business Administration (CBA). All M.B.A. degree programs offered in the College of Business Administration are administered by the associate dean for graduate programs and overseen by faculty members through the Master's Program Review Committee. The committee is comprised of elected faculty member representatives from each unit in the college. The E.M.B.A. and P.M.B.A. curriculums mirror that of the regular M.B.A. degree program delivered on the UCF Orlando campus. However, they differ in several important ways. In contrast to the regular M.B.A., the E.M.B.A. and P.M.B.A. degree programs are offered in a fixed student cohort format at locations other than the Orlando campus. The all-inclusive program fee structure, course schedule, class hours, program duration, and work experience requirement for admission also differentiate the E.M.B.A. and P.M.B.A. degree programs from the regular M.B.A. program. The E.M.B.A. and P.M.B.A. degree programs are designed to allow working professionals to continue their full-time careers while earning an M.B.A. degree from UCF's AACSB-accredited College of Business Administration. Courses are intended to expose participants to new methods, concepts, and tools that will enhance their business and leadership skills. Innovative teaching methodologies including team-based projects, interdisciplinary case studies, simulations, debating-the-issues activities, and self-assessment exercises are used to enhance the learning experience.</p> <p>The E.M.B.A. degree program</p> <ul style="list-style-type: none"> <li>• is designed for middle- and senior-level executives living and working within the 11-county UCF service area</li> <li>• is delivered at the UCF Executive Development Center in downtown Orlando</li> <li>• requires five years of professional work experience for admission (enrollees average 15 years of experience)</li> <li>• begins a new, 20-month cohort each fall and is a thirty-nine credit hour program</li> <li>• meets for classes all day, every other Friday and Saturday</li> <li>• includes a ten-day international residency</li> </ul>	

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The P.M.B.A. degree program

- is designed for early-career and mid-level executives living and working the 11-county UCF service area
- is offered each year at the EDC in Orlando, and at UCF regional campus sites on a rotating basis (Daytona Beach, Palm Bay, and Metro-West)
- requires three years of professional work experience for admission (enrollees average nine years of experience)
- begins a new, 22-month cohort each spring and fall and is a thirty nine credit hour program
- meets for classes every Monday and Thursday night from 6:00 – 10:00 p.m.

*Has the program been approved pursuant to Regulation 8.011?*

E.M.B.A.: Yes. See information below.

P.M.B.A.: Yes. See information below.

E.M.B.A.

CIP code: 52.0101, HEGIS code: 05.94

Diploma: master of business administration

E.M.B.A. degree program start date: Fall 1992

P.M.B.A.

CIP code: 52.0101, HEGIS code: 05.85

Diploma: master of business administration

P.M.B.A. degree program start date: Summer 2005

*Does the program lead to initial licensing or certification?*

The programs do not lead to initial licensing or certification, but enrollees in the E.M.B.A. and P.M.B.A. degree programs earn a M.B.A. degree from UCF's AACSB-accredited College of Business Administration.

*Is the program identified as a state critical workforce need?*

E.M.B.A.: No

P.M.B.A.: No

*Are the program's admission and graduation requirements the same as other similar programs?*

Admission requirements: The minimum admission requirements for all graduate programs at UCF including all M.B.A. degree programs, are as follows: (1) a bachelor's degree or equivalent from a regionally accredited U.S. institution or its equivalent from a foreign institution, and (2) a 3.0 GPA or better in all work attempted as an undergraduate student, or (3) a 3.0 GPA or better in all work attempted while registered as an upper division student, or (4) a previous graduate or professional degree from a regionally accredited U.S. institution or its equivalent in a field related to the discipline of the program to which the applicant is applying. An additional, specific E.M.B.A. requirement is a minimum of five years of professional experience (three years for the P.M.B.A. program).



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Additional information regarding UCF graduate admission requirements can be found at:  
[http://www.admissions.graduate.ucf.edu/Admission\\_Requirements](http://www.admissions.graduate.ucf.edu/Admission_Requirements)

*Graduation Requirements:* The graduation requirements for the E.M.B.A. and P.M.B.A. degree programs mirror those of the M.B.A. degree programs delivered on the UCF Orlando campus. Students complete 39 semester hours of coursework and must achieve at least a 3.0 overall GPA.

**Market Tuition Rate and Process**

**What is the market tuition rate to be charged for each of the next three years? What is the current tuition rate? Explain the process used to determine market tuition. Provide tuition rates from at least five other institutions (private and public).**

*What is the market tuition rate to be charged for each of the next three years?*

E.M.B.A.

Class beginning Fall 2011: \$47,000

Class beginning Fall 2012: \$50,000

Class beginning Fall 2013: \$52,000

P.M.B.A.

Class beginning Fall 2011: \$37,000

Class beginning Fall 2012: \$39,000

Class beginning Fall 2013: \$41,000

*What is the current tuition rate?*

E.M.B.A.: \$44,000 (Fall 2010 class)

P.M.B.A.: \$35,000 (Fall 2010 class)

*Provide tuition rates from at least five other institutions (private and public)*

Public universities: E.M.B.A. degree programs

University of Florida- \$46,000

Florida International University- \$54,000

Private universities: E.M.B.A. degree programs

University of Miami- \$76,000

Rollins College- \$88,000

Stetson University- \$56,100

Public universities: P.M.B.A. degree programs

University of Georgia- \$48,000

University of Florida- \$41,400

Florida International University- \$46,000

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Private universities: P.M.B.A. degree programs  
Florida Institute of Technology- \$49,920  
University of Miami- \$76,000  
Rollins College- \$56,800

*Explain the process used to determine market tuition*

E.M.B.A. and P.M.B.A. degree program's tuition is based on a three-year historical rolling average of enrollments, costs, and the tuition rates of directly competitive programs. Our enrollments (demand) are a function of price elasticities, cost structure, cost trends, and prospective students' perceptions of the value of our program relative to competitor programs in the Orlando market.

The UCF Executive Development Center (EDC) has been able to compete effectively in the metropolitan Orlando graduate education market based on a value proposition that features quality programs and teaching, strong student support from the EDC, and competitive tuition rates. The EDC is a self-supporting auxiliary unit, and therefore the all-inclusive tuitions must generate sufficient revenues to cover program specific costs and contribute to the operation and maintenance of the center while remaining price competitive.

Our major competitor institution for EMBA education is Rollins College, priced at \$88,000. For the P.M.B.A, our competitive advantage is that courses are delivered where the market resides, that is, in Daytona, Palm Bay, MetroWest, and Downtown. As can be seen from the estimates of tuition rates over the next three years shown in the previous section, the projected increases are in the 5-7% range. These rates encompass increased costs and positioning tuitions relative to competitor institutions.

**Similar Program(s) Offered by Other State Universities**

**Describe any similar programs offered by another state university system institution:**

The E.M.B.A. and P.M.B.A. degree programs offered by the University of Florida in Gainesville are profiled below:

<b>Characteristic</b>	<b>E.M.B.A.</b>	<b>P.M.B.A.</b>
tuition cost	\$46,000	\$41,400
credit hours	48	48
length of program	20 months	27 months
average age of student	37	30
average years of experience	13	6
delivery in-class	3 days per month	2 days per month
international study trip	yes	No

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The E.M.B.A. and P.M.B.A. degree programs offered by Florida International University are profiled below:

<b>Characteristic</b>	<b>E.M.B.A.</b>	<b>P.M.B.A.</b>
tuition cost	\$54,000	\$42,000
credit hours	42	42
length of program	20 months	18 months
average age of student	38	30
average years of experience	14	4
delivery in-class	4 days per month	4 days per month
international study trip	yes	No

**Mission Alignment**

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

The mission statement for UCF is as follows: The University of Central Florida is a public multi-campus, metropolitan research university that stands for opportunity. The university anchors the central Florida city-state in meeting its economic, cultural, intellectual, environmental and societal needs by providing high-quality, broad-based education and experienced-based learning; pioneering scholarship and impactful research; enriched student development and leadership growth; and highly relevant continuing education and public service initiatives that address pressing local, state, national, and international issues in support of the global community.

Delivery of the E.M.B.A and P.M.B.A. degree programs align with the university and BOG missions in that it represents “high-quality, broad-based education and experience-based learning.” The programs focus on developing strong global business and leadership skills for working professionals. These students are future CEOs of small, medium, and large Florida businesses and non-profit enterprises. The E.M.B.A and P.M.B.A. degree programs also support UCF’s strategic objectives of prominence in graduate studies, international focused curricula, and external partnerships with central Florida organizations.

**Declaratory Statement**

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

The E.M.B.A and P.M.B.A. degree programs will only be offered by the UCF EDC, a self-supporting auxiliary unit within the CBA. As EDC programs, the E.M.B.A and P.M.B.A. degree programs will not increase the state’s fiscal liabilities or obligations. Any unforeseen costs will be the responsibility of the EDC and the CBA.

**Differentiation Between Resident and Non-resident Students**

**Explain if there will be a differentiation in market tuition rates between a resident and a non-resident student enrolled in the program:**

There is a tuition differential based on residency; however, this is not a major factor since virtually all student enrollees are Florida residents. This is demonstrated by the composition of the current classes (see section on baseline enrollments).

E.M.B.A.: \$44,000 resident; \$74,915.30 non-Florida resident

P.M.B.A.: \$35,000 resident; \$65,915.30 non-Florida resident

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**Restrictions / Limitations**

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

No restrictions, limitations, or conditions are anticipated beyond those already stipulated by the BOG policy on market tuition.

**Accountability Measures**

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

Success of market tuition for the E.M.B.A. and P.M.B.A. degree programs will be measured using several metrics collected over a three-year review period including:

- number of cohort E.M.B.A. and P.M.B.A. degree programs offered
- number of students enrolled
- compliance with SACS and AACSB standards for accreditation
- credit hours generated
- program revenues relative to program costs
- student satisfaction with the program
- employer satisfaction with the program
- number of degrees conferred

As an auxiliary unit of the College of Business Administration, the Executive Development Center must generate sufficient revenues to pay the costs of running the center and delivering its programs. Enrollments, revenues, and costs are tracked separately for each program offered at the center. The College of Business Administration houses an individual who audits and provides a check on all center programs and financial transactions.

**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.**

E.M.B.A. and P.M.B.A. degree programs are planned two years in advance. Within that time frame the director of the EDC works with the CBA's dean, associate deans, and department chairs to ensure sufficient staffing for all programs. Faculty members selected for teaching in these programs may do so on an in-load or out-of-load basis, depending on the needs of their department. When CBA departments conduct their human resource planning, teaching needs in the E.M.B.A. and P.M.B.A. degree programs are an important consideration.

**Baseline Enrollments**

**Provide current enrollments, including a breakout of resident and non-resident enrollment, in the program being submitted for consideration and similar state-funded courses.**

E.M.B.A.: 42 students are currently enrolled in two cohort classes; all are Florida residents

P.M.B.A.: 83 students are currently enrolled in three cohort classes; all are Florida residents

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**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.**

*Economic impact of proposal on the UCF and on students*

UCF's convenient, high-quality education provides a value alternative for students. The long-term impact of educating the future CEOs of central Florida business is difficult to determine, but it can be extrapolated that highly-educated leaders will be better equipped to grow their businesses to an extent that benefits the community and the state. Moreover, as friends of the CBA and UCF, it is anticipated that graduates of these programs will give back to their *alma mater* in many different ways, including major gifts and in a predisposition to hiring UCF graduates. As auxiliary unit programs, revenues will permit quality enhancements to EDC program offerings and regular CBA educational programs as described below.

*Anticipated revenue collections*

E.M.B.A. - Estimated tuition revenue for FY 2011(2 cohort classes) is \$919,000.

P.M.B.A. - Estimated tuition revenue for FY 2011 (3 cohort classes) is \$1,347,000.

*How revenues will be spent.*

Revenues will be spent on items including faculty and staff member salaries and benefits, faculty and staff member support, faculty member development for teaching and research, EDC technology upgrades, UCF employee tuition discounts, operating expenses for the EDC (security, parking, building upkeep, etc.), program promotion, textbooks and student materials, laptop computers for the students, international residency expenses for students, and construction of new and renovation of existing classrooms in the center.

*Will private vendors be used?*

Several private vendors will continue to be used including the City of Orlando (parking), textbook publishers and wholesalers, food caterers, various media outlets for promotion, security firms, international study programs (travel, accommodations, workshops, site visits, and other academic experiences), and outside speakers.

*What budget entity will be used for the proposed program?*

The proposed programs will be delivered by the EDC, an auxiliary unit of the College of Business Administration.

**Other Information**

The E.M.B.A. and P.M.B.A. degree programs are mission-critical to the university, CBA, and the EDC. These programs reach audiences that UCF's other programs do not serve, that is, working professionals in the central Florida service area. The delivery mode at the EDC allows these professionals the opportunity to achieve a quality business education in a reasonable time period while continuing to work.

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**University of Central Florida  
Professional Master of Science in Real Estate Degree Program**

Date	
University Board of Trustees approval date:	January 27, 2011
Proposed Implementation Date (month/year):	January 2011
Description	
<p><b>Describe the program in which market tuition is being requested. Has the program been approved pursuant to Regulation 8.011? Does the program lead to initial licensing or certification? Is the program identified as a state critical workforce need? Are the program's admission and graduation requirements the same as other similar programs?</b></p> <p><i>General Description of the Program.</i></p> <p>The professional master of science in real estate (P.M.R.E.) degree program is a 16-month cohort program that meets two evenings a week, allowing busy professionals to work full-time while earning this degree. It is supported by the Dr. P. Phillips School of Real Estate on UCF's Orlando campus. The P.M.R.E. degree provides an alternative to the M.B.A. degree for students who desire more specialized study and a high-level of professional proficiency in residential and commercial real estate management. The program is one of the offerings of the UCF Executive Development Center (EDC) located in downtown Orlando. The EDC is an auxiliary unit within the College of Business Administration (CBA). The P.M.R.E. degree program curriculum provides students with the flexibility to pursue careers in residential or commercial real estate brokerage and appraisal, real estate development, and mortgage brokerage. The program is administered by the associate dean for graduate programs and overseen by faculty members through the Master's Program Review Committee. The committee is comprised of elected faculty member representatives from each unit in the college. The program is designed to allow working professionals to continue their full-time careers while earning a P.M.R.E. degree from UCF's AACSB-accredited College of Business Administration. Courses are intended to expose participants to new methods, concepts, and tools that will enhance their business and leadership skills. Innovative teaching methodologies including team-based projects, interdisciplinary case studies, simulations, debating-the-issues activities, and self-assessment exercises are used to enhance the learning experience.</p> <p>The P.M.R.E. degree program</p> <ul style="list-style-type: none"><li>• is designed for early- to mid-career real estate managers living and working in the Orlando metropolitan area and within the 11-county UCF service area</li><li>• is delivered at the UCF EDC in downtown Orlando</li><li>• requires two years of professional work experience for admission (enrollees average seven years of experience)</li><li>• begins a new, 16-month cohort every other year and is a thirty credit-hour program</li><li>• meets for classes on Monday and Wednesday evenings from 6:00 – 10:00 p.m.</li></ul>	

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*Has the program been approved pursuant to Regulation 8.011?*

Yes. See information below.

CIP code: 52.1501, HEGIS code: 05.84

Diploma: master of science in real estate

P.M.R.E. degree program start date: Summer 2010

*Does the program lead to initial licensing or certification?*

The program does not lead to initial licensing or certification, but enrollees in the P.M.R.E. degree program earn a M.R.E degree from UCF's AACSB-accredited College of Business Administration.

*Is the program identified as a state critical workforce need?*

No.

*Are the program's admission and graduation requirements the same as other similar programs?*

Admission requirements: The minimum admission requirements for all graduate programs at UCF are as follows: (1) a bachelor's degree or equivalent from a regionally accredited U.S. institution or its equivalent from a foreign institution, and (2) a 3.0 GPA or better in all work attempted as an undergraduate student, or (3) a 3.0 GPA or better in all work attempted while registered as an upper division student, or (4) a graduate or professional degree from a regionally accredited U.S. institution or its equivalent in a field related to the discipline of the program to which the applicant is applying. An additional, specific requirement for the P.M.R.E. degree program is a minimum of two years of professional work experience. Additional information regarding UCF graduate admission requirements can be found at: [http://www.admissions.graduate.ucf.edu/Admission\\_Requirements](http://www.admissions.graduate.ucf.edu/Admission_Requirements)

*Graduation Requirements:* The graduation requirements for the P.M.R.E. degree program mirrors those of other graduate business programs delivered at the EDC and on the UCF Orlando campus. Students complete 30 semester hours of coursework and must achieve at least a 3.0 overall GPA in order to graduate.

**Market Tuition Rate and Process**

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**What is the market tuition rate to be charged for each of the next three years? What is the current tuition rate? Explain the process used to determine market tuition. Provide tuition rates from at least five other institutions (private and public).**

*What is the market tuition rate to be charged for each of the next three years?*

Class beginning 2012: \$29,500

Class beginning 2014: \$31,500

Class beginning 2016: \$33,500

*What is the current tuition rate?*

\$29,500 (Summer 2010 class)

*Provide tuition rates from at least five other institutions (private and public)*

Note: Our search found only four public university programs of this nature in the state.

University of Florida- \$24,880 (traditional full-time specialized M.S. degree program, not a professional designate program)

Florida International University- \$23,000 (one-year, full time M.S. in international real estate degree program)

University of South Florida - \$12,801 (traditional full or part- time specialized M.S. degree program)

Florida State University- \$20,670 (28-month, online MBA with real estate specialization, not a professional designate program)

*Explain the process used to determine market tuition.*

The P.M.R.E. degree program's tuition is based on estimated enrollments, costs, and the tuition rates of directly competitive programs. Our enrollments (demand) are a function of price elasticities, cost structure, cost trends, and prospective students' perceptions of the value of our program relative to competitor programs in the Orlando market.

The UCF Executive Development Center (EDC) has been able to compete effectively in the metropolitan Orlando graduate education market for working professionals based on a value proposition that features quality programs and teaching, strong student support from the EDC, and competitive tuition rates. The EDC is a self-supporting auxiliary unit, and therefore the P.M.R.E. all-inclusive tuition must generate sufficient revenues to cover all program specific costs and contribute to the operation and maintenance of the center while remaining price competitive.

As can be seen from the estimates of tuition rates for the next 3 P.M.R.E. classes shown in the previous section, the projected increases are in the 5-7% range. Although there are no major competitors in the Orlando market, estimated total costs (tuition, books, living expenses) of similar state tuition programs is a factor in the estimated demand and competitive pricing of the program. Tuition changes reflect the need to cover increased costs without requiring significant increases in class size or impacting program demand.



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**Similar Program(s) Offered by Other State Universities**

**Describe any similar M.S. program offered by another state university system institution.**

The M.S.R.E. degree program offered by the University of Florida in Gainesville is profiled below.

This program is a full-time day program.

<b>Characteristic</b>	<b>M.S.R.E.</b>
tuition cost	\$24,880
credit hours	34
average years experience	5
length of program	12 months
delivery in-class	full-time program
work experience	No
international study trip	No

The M.S.I.R.E. degree program offered by Florida International University is profiled below. This program is a full-time day program.

<b>Characteristic</b>	<b>M.S.I.R.E.</b>
tuition cost	\$23,000
credit hours	30
average years experience	n/a
length of program	12 months
delivery in-class	full-time program
work experience	No
international study trip	No

**Mission Alignment**

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

The mission statement for UCF is as follows: The University of Central Florida is a public multi-campus, metropolitan research university that stands for opportunity. The university anchors the central Florida city-state in meeting its economic, cultural, intellectual, environmental and societal needs by providing high-quality, broad-based education and experienced-based learning; pioneering scholarship and impactful research; enriched student development and leadership growth; and highly relevant continuing education and public service initiatives that address pressing local, state, national, and international issues in support of the global community.

Delivery of the P.M.R.E. degree program aligns with the university and BOG missions in that it represents “high-quality, broad-based education and experience-based learning.” The program focuses on developing strong global business and leadership skills for working professionals, specifically in the area of real estate. Students in the program are future senior managers for real estate related enterprises in central Florida. With over 65,000 individuals employed in the real estate and finance sectors in central Florida, this high-wage venue is a strong contributor to our economy. The P.M.R.E. degree program also supports UCF’s strategic objectives of prominence in graduate studies and development of external partnerships with central Florida business organizations.

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**Declaratory Statement**

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

The P.M.R.E. degree program will only be offered by the UCF EDC, a self-supporting auxiliary unit within the CBA. As an EDC program, the P.M.R.E. degree program will not increase the state’s fiscal liabilities or obligations. Any unforeseen costs will be the responsibility of the EDC and the CBA.

**Differentiation Between Resident and Non-resident Students**

**Explain if there will be a differentiation in market tuition rates between a resident and a non-resident student enrolled in the program:**

There is a tuition differential based on residency; however, this is not a major factor since virtually all student enrollees are Florida residents. This is demonstrated by the composition of the current classes (see section on baseline enrollments).

\$29,500 Florida resident; \$47,989.70 non-Florida resident.

**Restrictions / Limitations**

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

No restrictions, limitations, or conditions are anticipated beyond those already stipulated by the BOG policy on market tuition.

**Accountability Measures**

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

Success of market tuition for the P.M.R.E. degree program will be measured using several metrics collected over a three-year review period including:

- number of P.M.R.E. degree programs offered
- number of students enrolled
- compliance with SACS and AACSB standards for accreditation
- credit hours generated
- program revenues relative to program costs
- student satisfaction with the program
- employer satisfaction with the program
- number of degrees conferred

As an auxiliary unit of the College of Business Administration, the Executive Development Center must generate sufficient revenues to pay the costs of running the center and delivering its programs. Enrollments, revenues, and costs are tracked separately for each program offered at the center. The College of Business Administration houses an individual who audits and provides a check on all center and financial transactions.

**Course Availability**

**Explain how the university will ensure that sufficient courses are available to meet student demand and facilitate completion of each program submitted for consideration.**

The P.M.R.E. degree program is planned two years in advance. Within that time frame the director of the EDC works with the CBA’s dean, associate deans, department chairs, and the Dr. P. Phillips School of Real Estate to ensure sufficient staffing for all programs. Faculty members selected for teaching in this program are primarily from the Department of Finance, which houses the Dr. P. Phillips School of

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Real Estate. Faculty members may teach courses in the program on an in-load or out-of-load basis, depending on the needs of the department. When the Department of Finance conducts its human resource planning, teaching needs in the P.M.R.E. degree program are an important consideration.

**Baseline Enrollments**

**Provide current enrollments, including a breakout of resident and non-resident enrollment, in the program being submitted for consideration and similar state-funded courses.**

24 students are currently enrolled in one cohort; all are Florida residents.

**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.**

*Economic impact of proposal on the UCF and on students*

This program is unique within the UCF service area. Of course the long-term impact of educating future senior executives in real estate enterprises in Central Florida is difficult to determine. But it is easy to extrapolate that highly-educated leaders will be better equipped to grow their businesses to an extent that benefits the community and the state. Moreover, as friends of the CBA and UCF, it is anticipated that graduates of this program will give back to their *alma mater* in many different ways, including major gifts and in a predisposition to hiring UCF graduates. As an auxiliary unit program, program revenues will permit quality enhancements to EDC program offerings and regular CBA educational programs as described below.

*Anticipated revenue collections*

The estimated annual tuition revenue from the 2012 P.M.R.E. degree program class of 24 students is \$708,000.

*How revenues will be spent*

Revenues will be spent on the following items: faculty and staff member salaries and benefits, faculty and staff member support, faculty member development for teaching and research, EDC technology upgrades, UCF employee tuition discounts, operating expenses for the EDC (security, parking, building upkeep, etc.), program promotion, textbooks and student materials, laptop computers for the students, and construction of new and renovation of existing classrooms in the center.

*Will private vendors be used?*

Several private vendors will continue to be used including the City of Orlando (parking), textbook publishers and wholesalers, food caterers, various media outlets for promotion, security firm, and outside speakers.

*What budget entity will be used for the proposed program?*

The proposed program will be delivered by the EDC, an auxiliary unit of the College of Business Administration.

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**Other Information**

The P.M.R.E. degree program is one that is mission-critical to the university, CBA, and the EDC. This program reaches an audience that our other programs do not serve, that is, real estate working professionals in the central Florida service area. The delivery mode at the EDC allows these professionals the opportunity to achieve a quality business education in a reasonable time period while continuing to work.