

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

**University: University of South Florida**

**Date**

University Board of Trustees approval date:	September 2, 2011
Proposed Implementation Date (month/year):	August 2012

**Market Tuition Rate Process**

Explain the process used to determine market tuition.

Approval is being sought to set market tuition for delivery of a blended online/classroom Master of Public Administration (MPA) at \$1000/credit hour for both resident and non-resident students. Currently, the MPA is not an online program.

The tuition rate of \$1000/credit hour for the proposed program is in line with the costs of similar MPA programs. The following MPA programs, identified as similar but not identical to the proposed online program, were used to establish the rate for the USF MPA market tuition program.

<b>University (Program)</b>	<b>Public/Private</b>	<b>Program Name</b>	<b>Tuition per Credit Hour</b>	<b>Credit Requirements</b>
Florida State University (MPA)	Public	Public Administration	\$1003	42
University of Central Florida (MPA)	Public	Public Administration	\$1012	42
University of Pittsburgh (MPA)	Public	Public and Nonprofit Management	\$1231	48
University of Illinois at Chicago (MPA)	Public	Public Administration	\$1053	52
Strayer University (MPA)	Private	Public Administration	\$483	42
USF market tuition (MPA)	Public	Public Administration	\$1000	45

The Academic Year 2011-12 graduate tuition and fee rate for the existing MPA is \$399.76 (Florida resident) and \$821.19 (non-resident).

In subsequent years, tuition will be determined by market forces that could result in an increase or decrease in tuition, but any increases as per BOG requirement will not exceed 15% per year.

**Mission Alignment**

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

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The proposed market tuition MPA program is designed to establish a strong and sustainable economic base in support of USF's growth and mission, one of four goals outlined in USF's Strategic Plan 2007-2012.

**Mission**

*As Florida's leading metropolitan research university, USF is dedicated to excellence in:*

- *Student access and success in an engaged, and interdisciplinary, learner-centered environment,*
- *Research and scientific discovery, including the generation, dissemination, and translation of new knowledge across disciplines; to strengthen the economy; to promote civic culture and the arts; and to design and build sustainable, healthy communities, and*
- *Embracing innovation, and supporting scholarly and artistic engagement to build a community of learners together with significant and sustainable university-community partnerships and collaborations.*

**For Students:** Few universities offer an MPA or related programs that have both an executive and global focus. The USF Public Administration faculty, residing in the Department of Government and International Affairs in the College of Arts and Sciences, is comprised of a globally diverse faculty who are ready and capable of offering this type of initiative. Primarily online, the proposed program increases student access and success by creating opportunities for those who cannot attend the existing classroom-based program. This is consistent with the vision of the University to increase access to educational opportunities within the State of Florida.

**For Research and Scholarship:** The proposed market tuition MPA program has the potential to enhance the research productivity of USF's College of Arts and Sciences as well as the Department of Government and International Affairs. Guided by faculty, MPA students who are also local, state, federal, and international government employees will have the opportunity to collect data for research and case writing. Further, participating faculty members will also have opportunities to share their research with these agencies, thereby increasing the prospects of grant/contract funding. Additionally, the program has the potential to attract high-achieving graduate students to the new Ph.D. program in Government.

**For the State of Florida and the Tampa Bay Community:** The proposed market tuition MPA program will train members for public and nonprofit sectors in areas including Organizational and Human Resource Management, Public Policy, Information Management, and Budgeting and Financial Administration; empower them with the skills needed to compete for advanced positions and new jobs that are being created in public and nonprofit arenas; and expose them to new ideas that could lead to innovative approaches in Public Administration.

Similarly, the proposed market tuition MPA program is aligned with the Board of Governors system goals, established for 2012-2013:

**Access and production of degrees:** The proposed market tuition MPA program increases access for working professionals and others who are unable to attend the existing MPA program at USF due to distance and/or employment constraints. The proposed program will increase the production of degrees granted by USF.

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**Meeting statewide professional and workforce needs:** The MPA program will train members of Florida's public and nonprofit workforce for new opportunities that are being created due to the rapidly changing landscape and challenges in both sectors. This will help Florida address critical economic and workforce needs.

**Building world-class academic programs and research capacity:** The Department of Government and International Affairs in USF's College of Arts and Sciences has offered courses in public and nonprofit administration for more than 35 years. During this period approximately 800 MPA degrees have been granted. Many graduates have risen to positions of prominence in Florida government, including Florida's Secretary of State Kurt Browning, MPA'94; Brian Corley, Supervisor of Elections for Pasco County, MPA'07; and State of Florida Representative John Legg, MPA '10. USF's MPA graduates serve in a number of leadership capacities in city/county management and nonprofit agencies in the Tampa Bay region, and beyond. The existing MPA is regarded as a high quality program, as evidenced by a diverse pool of academically gifted applicants enrolling in it from all over the region. The resources generated from this program would be used to enhance the research capacity of the Department of Government and International Affairs. Increased visibility of the MPA program and the USF brand would attract even higher quality graduate students to enroll in the doctoral program, leading to even higher-quality research output.

**Meeting community needs and fulfilling unique institutional responsibilities:** As a leading urban university committed to contributing to the economic development in the State of Florida, USF will continue to fulfill its institutional responsibilities by providing increased access to graduate education in Public Administration. This potentially leads to improved public and nonprofit management practices throughout the Tampa Bay region and beyond.

#### **Declaratory Statement**

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

University of South Florida's market tuition MPA program will not increase the State's fiscal liability or obligation.

#### **Restrictions / Limitations**

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

Pursuant to BOG Regulation 7.001, any annual increase in approved market-tuition rates shall be no more than 15% over the preceding year.

#### **Accountability Measures**

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

USF continuously reviews all of its academic programs with respect to student learning outcomes and other quality indicators. Annual assessment plans with expected learning outcomes are maintained for all degree programs and in-depth reviews are conducted at least once every seven years.

The success of the market tuition MPA program will also be measured by student enrollment, student

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quality, and student satisfaction.

- **Student Enrollment:** Attracting a cohort of 20 or more students ensures the successful accomplishments of the objectives set for this market tuition program, which include increased access for students and generating residual revenue for reinvestment in the program.
- **Student Quality:** Student quality for the program will be determined by GRE scores, GPAs, previous work experience, and student performance throughout the program.
- **Student Satisfaction:** Student satisfaction will be measured by exit surveys and the percentage of students willing to recommend the MPA program to others.

### **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 proposed program will be cohort-based with a fixed set of courses that all students would be required to take. The schedule for the program will be finalized well in advance, with faculty resources committed. Historically, for the existing classroom-based MPA program, the availability of courses has not been an issue. The Department of Government and International Affairs and the Public Administration Program are committed to ensuring the timely delivery of all the courses for the program. Extraordinary demand would be met by hiring additional faculty using funds generated by the program.

### **Economic Impact**

Provide economic impact that this proposal will have on the university and the student, anticipated revenue collection, how the revenue will be spent, whether any private vendors will be used, and which budget entity the funds will be budgeted.

Estimated annual revenue for the market tuition MPA is \$1,350,000. A portion of the revenue will be used to support the delivery of the program (approximately \$556,485). Additionally, the launching of the MPA market tuition program would generate revenue to reinvest in USF's Department of Government and International Affairs in the College of Arts and Sciences, including the existing classroom-based MPA program, as well as the market tuition MPA program.

The market tuition MPA program will provide a set of skills to professionals who are critical to improving government as well as nonprofit impact and effectiveness in today's economic environment. Working professionals and individuals unable to take advantage of USF's existing classroom-based MPA program would have access to a program that would provide them with many sought-after skills.

Private vendors will not be utilized. The revenue from the MPA program will be budgeted to a specific continuing education auxiliary account within USF.

### **Other Information**

CIP code: 44.0401

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Currently the MPA program is not offered online and is not offered on a cost recovery basis through continuing education. Enrollments reported in the USF Market Tuition Proposal Summary Spreadsheet are E&G enrollments.

With the approval of this program for market tuition, the program will initially be converted to a hybrid program with the intent to offer it fully online in the future. The proposed market tuition MPA program, offered partially online with off-campus weekend classes, increases access for working professionals and others throughout the State of Florida who are unable to participate in traditional courses that are scheduled to meet each week over the length of a semester.

The market tuition program will be offered in addition to the E&G-funded program that is currently offered and does not supplant existing university offerings funded by state appropriations.