

Florida State University  
Market Tuition Proposals  
November, 2011

- a. Master in Criminal Justice
- b. MS Program in Instructional Systems
- c. Graduate Certificate in Project Management
- d. School of Communication Science and Disorders' Bridge Certificate Program

**State University System  
Market Tuition Proposals  
Florida State University**

Florida State University		Proposal 1	Proposal 2	Proposal 3	Proposal 4
1	<b>Degree Program</b>	Master in Criminal Justice Studies	Master of Science in Instructional Systems	College of Communication and Information Project Management Certificate Program	Communication Science and Disorders' Bridge Certificate Program
2	<b>Has the program been approved pursuant to Regulation 8.011?</b>	Yes	Yes	Yes	Yes
3	<b>Does the program lead to initial licensing or certification?</b>	No	No	No	No
4	<b>Is the program identified as a state critical workforce need?</b>	No	No	No	No
5	<b>Are the program's admission &amp; graduation requirements the same as other programs?</b>	Yes	Yes	Yes	Yes
6	<b>Current Tuition Rate</b>	\$1,114.68	\$1,090	\$1,107.84	\$1,095
7	<b>Proposed Market Tuition Rate</b>	up to \$513.34	up to \$544.19	up to \$795	up to \$463
8	<b>5 Other Public/Private Rates for Similar Program:</b>				
9	University name and rate:	Boston Univ-\$790	Indiana University - \$391.61/SCH	Penn State Univ - \$1004	East Carolina State University \$718 per sch
10	University name and rate:	Univ of Cincinnati - \$467	San Diego State University - \$400/SCH	Boston Univ - \$803.33	Texas Women's University \$526 per sch
11	University name and rate:	St. Joseph's Univ - \$760	Boise State University - \$379.33/SCH	UMUC - \$678.66	
12	University name and rate:	Michigan State University - \$612	Walden University - \$460/SCH	Western Car. Univ - \$655.54	
13	University name and rate:	Regis University - \$550	Penn State - \$716/SCH	Univ of Wisc., Pl. - \$610	
			Capella University - \$415/SCH	\$12.00	
14	<b>Length of Program (SCH)</b>	36	36	12	24
15	<b>Student Enrollment (Headcount):</b> All E&G except for Proposal 3 which are continuing education enrollments.				
16	<b>Resident</b>	90	23	51	5
17	<b>Non-Resident</b>	6	0	6	47
18	<b>Total</b>	96	23	57	52
19	<b>Similar Program at other SUS Institutions</b> (if yes, provide university and program name)	Yes	Yes	No	None at the graduate level. However, there is an undergraduate program at USF that lists prerequisites for non-majors
20	University and program name:	Florida International University - Master of Criminal Justice	UF - MEd in Educational Technology	N/A	University of South Florida - no name given - USF has identified 7 undergraduate courses as prerequisites for non-majors who want to apply to the USF master's program
21	University and program name:	Florida- Master of Science in Criminal Justice	UCF - MA in Instructional Technology	N/A	
22	University and program name:			N/A	
23	University and program name:				
24	<b>Different Rate for Resident vs. Non-Resident (NR)?</b>	Market Rate Program intended only for non-residents. Florida residents will pay less through in-state fundable rates	Market Rate Program intended only for non-residents. Florida residents will pay less through in-state fundable rates	Market Rate Program intended only for non-residents. Florida residents will pay less through in-state fundable rates	Market Rate Program intended only for non-residents. Florida residents will pay less through in-state fundable rates

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

**University: Florida State University**  
Program: Online Master's in Criminal Justice

Date	
University Board of Trustees approval date:	November 1, 2011
Proposed Implementation Date (month/year):	Fall 2012

**Market Tuition Rate Process**

Explain the process used to determine market tuition.

The College of Criminology and Criminal Justice requests market rate tuition for out-of-state student (OOS) credit hours generated by **the Online Master's in Criminal Justice Program**. The College researched tuition rates among the top twelve public and private online criminal justice programs and found our online master's has the highest average program cost for non-residents among the institutions surveyed (table 1).

Table 1. Online Criminology & Criminal Justice Masters Programs		Average Online Tuition by Credit Hour	Average Program Cost for Nonresidents
Boston University	Public	\$ 790.00	\$ 31,600.00
University of Cincinnati	Public	\$ 467.00	\$ 22,416.00
St. Joseph's University	Private	\$ 760.00	\$ 22,800.00
Michigan State University	Public	\$ 612.00	\$ 18,360.00
Florida State University	Public	\$ 1,114.68	\$ 40,314.24
Regis University	Private	\$ 550.00	\$ 19,800.00
University of Massachusetts	Public	\$ 530.00	\$ 17,490.00
Loyola University New Orleans	Private	\$ 744.00	\$ 26,784.00
University of Colorado Denver	Public	\$ 520.00	\$ 18,720.00
Arizona State University	Public	\$ 445.00	\$ 14,685.00
Univ. of Louisiana at Monroe	Public	\$ 463.00	\$ 15,279.00
University of Wisconsin Platteville	Public	\$ 610.00	\$ 18,300.00

Because the online master's program is a state fundable program, tuition for non-residents is charged at the state fundable rate of \$1,114.68 per credit hour making it costly for non-residents compared to other top online programs. A review of tuition costs at the two other SUS online criminal justice master's programs; Florida International University and the University of Central Florida, show similarly high tuition costs for non-residents thereby reducing their ability to attract non-residents.

Other SUS Online CJ Masters	Average p/credit hr cost	Average Program Cost
FIU – includes \$299 DL Fee per course	\$ 1,003.69	\$ 36,133
UCF – includes \$18 p/hr DL fee	\$ 1,163.01	\$ 41,868

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The high tuition cost has impeded our ability to recruit OOS students in the online program where non-residents currently make up just 6% of students.

We are requesting that our market rate be \$513.34 for Fall 2012 and adjusted annually to match any actual cost increases in the program not to exceed 15% per year.

Charging a market tuition rate will allow the college to market our online master's program to non-residents at a nationally competitive rate. Non-resident students who are attracted to our College based on our reputation and #1 national ranking but who have found the cost of attendance too prohibitive will now be able enroll. Our goal is to continue to grow our online master's program and to bring in a more diverse group of students by enrolling a higher number of students from out-of-state.

**Mission Alignment**

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

The Florida Board of Governors established the four following State University System goals, (1) access to and production of degrees, (2) meeting statewide professional and workforce needs, (3) building world-class academic programs and research capacity, and (4) meeting community needs and fulfilling unique institutional responsibilities. The College of Criminology and Criminal Justice's proposal to offer the online master's to non-residents at market rate aligns with all four of the Board's established goals. Specifically, by offering the program at market rate will increase access to and number of degrees for non-residents enrolling in the program, assist the College in extending its #1 national/international program ranking through the use of increased revenue resulting from non-resident enrollment growth, and help meet state and national community needs by providing world-class education thereby preparing graduates as community, state and national leaders.

Distance learning programs in criminology and criminal justice have rapidly expanded throughout the nation in the past decade. However, the educational quality of these programs has been very uneven. Specifically, many of the programs do not employ academic/research criminologists with established records in graduate teaching and research publications. Florida State began offering its online master's in criminal justice in 1999, and has experienced a steady growth of in-state students. However, tuition for non-residents is the highest compared to the other criminology or criminal justice DL programs. Therefore, switching to market rates will reduce tuition and make our program more accessible to a substantially new market of students throughout the nation.

Further, our distance learning program, like our on-campus program, is taught by our outstanding research and teaching faculty and, therefore, will provide enrolled students with cutting-edge education relevant to their career aspirations and community and state workforce needs. Finally, the anticipated

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revenues due to enrollment growth of non-residents will be used to help and support and further increase our excellence for our existing campus students and traditional statewide mission. Very importantly, market rate tuition will be used to target a new student audience and will not have any anticipated impact on our state fundable students.

As a national leader, the College of Criminology and Criminal Justice sets the standard for education and scholarship in the study of crime and criminal justice. Its vision is to create and disseminate knowledge that significantly contributes to the field of criminology, informs public policy, and educates students who become leaders in America's response to crime. It is one of the major academic criminology programs in the country, with unprecedented levels of faculty research, external research funding, and a strong demand for its undergraduate and graduate programs. The College was recently ranked # 1 among all criminology and criminal justice programs for faculty research, *Journal of Criminal Justice Education* 22(1)43-66, 2011.

The College continues to build upon the success it has achieved over the last several years, including achieving national recognition as the top academic criminology program in the country by focusing its teaching and research mission on graduate education and theory and public policy research. Growth in our online masters program is a reflection of that success.

**Declaratory Statement**

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

Market rate tuition for non-residents in the online master's in criminal justice studies 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:

Market rate tuition will apply only to non-resident students in the online master's in criminal justice studies program residing outside of the state who are not considered Florida residents for tuition purposes. Market rate tuition will be available to the 6 currently enrolled non-resident students in the online program since it will result in a cost savings and encourage them to complete the program.

**Accountability Measures**

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

The success of the market rate tuition program will be determined by an increase in non-resident enrollment. We anticipate a 50% enrollment growth in the first year of non-residents and 15-20% after the first year based on the strong demand shown by in-state online master's students. The College will track student credit hours through the University's Institutional Research Office.

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**Course Availability**

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

Online courses for the masters in criminal justice studies already exist. The College will establish OOS course sections for non-residents. The revenue from OOS/distance learning will be used to develop new courses for online delivery to meet student demand as well as to expand our faculty.

**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.

Based on the current number of non-resident students in the online program, we anticipate first year revenue to be \$64,680 with growth tied to 50% non-resident enrollment increases in the first year followed by 15-20% increases in the out years. The revenue will be used to pay for online master's program costs for OOS course sections. These costs include the hiring of faculty, graduate assistants, operational costs such as phone lines, computer equipment, and marketing to non-resident students. Residual revenue from market rate tuition will be used to support state funded graduate and undergraduate students through the expansion of faculty lines, hiring of additional graduate research and teaching assistants and support for the graduate and undergraduate programs. Market rate tuition will be collected in an auxiliary account and managed by Academic and Professional Program Services, and the College of Criminology and Criminal Justice. We expect market rate tuition to have a positive economic impact on the College. In a time of shrinking state resources competitively pricing non-resident, non fundable, courses based on market prices is a fiscally sound decision because of the anticipated increased revenue that stands to benefit our existing campus students and traditional statewide mission.

**Other Information**

See Attached Supplemental Form

CIP Code: 43.0104

All enrollments reported are current E&G enrollments and is offered only in an online format.

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**University: The Florida State University**  
Program: MS program in Instructional Systems

Date	
University Board of Trustees approval date:	November 1, 2011

Proposed Implementation Date (month/year):	Fall 2012
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**Market Tuition Rate Process**

*Explain the process used to determine market tuition.*

To determine market tuition, we considered the following factors:

- Cost of out-of-state direct competitor programs
- Cost of closest SUS competitor program (UF)

We have selected a rate of up to \$544.19 per sch that is higher than most (but not all) competitor programs, yet still competitive with them, and which matches the cost of our closest SUS competitor program.

**Mission Alignment**

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

The proposed online **MS program in Instructional Systems** at market tuition contributes to at least two goals of the BOG strategic plan. Specifically, the proposal will increase access to and production of the MS degree in Instructional Systems by attracting non-resident students who are currently going elsewhere for this career preparation (Goal 1).

Attracting more students will enable us to build on an already world-class academic program (Goal 3). More applicants will enable us to be more selective in enrollment. Higher enrollment will enable us to offer teaching assistantship opportunities to our doctoral students, thus strengthening the doctoral program. Finally, higher enrollment will enable us to expand our position as a leading institution examining issues related to distance learning development and effectiveness.

This proposal also aligns with Strategic Priorities of FSU to recruit and graduate outstanding and diverse students (S.P. 1.0) and to build the university's national reputation (S.P. 8.0) by attracting additional out-of-state students. A possible additional outcome is that some of the non-resident students may choose to relocate to Florida, because the skills they gain through the online MS Instructional Systems program will enhance their marketability for e-learning positions in companies headquartered in Florida that hire our graduates.

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**Declaratory Statement**

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

This policy 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:*

This policy will apply to all out-of-state students enrolled in the online Master of Science degree program.

**Accountability Measures**

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

Application, admission, and enrollment rates will be monitored. Our goals include, 1) increasing the overall enrollment of students in the online MS program, and 2) increasing the proportion of non-resident students in the online MS program. We believe we can continue to provide a high quality program with an enrollment more than twice the current enrollment (target =60). Our goal is for the number of non-resident students to exceed the number of resident students in the online MS program. Another indicator of success that we intend to monitor is the rate of matriculation of highly qualified MS students into the Instructional Systems doctoral program.

**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.*

At the present time, the typical online course offered in the Master of Science in Instructional Systems program has 5-8 open seats, thus we feel confident we would have sufficient courses available to meet demand. Additionally, we are able to add new course sections taught by adjuncts and/or open up existing sections to additional students as needed. We will continue to hire teaching assistants using the auxiliary fee to help accommodate additional students and maintain a quality course experience through a low instructional team – student ratio.

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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.*

This proposal will have the following impacts:

- It will make the online Master of Science degree program in Instructional Systems a feasible and affordable option for more students. This program had a higher non-resident enrollment when waivers were used to support non-resident students. The reduction in waivers combined with an increasing number of competitor programs with lower tuition rates resulted in declining enrollments. Further, the Academic Common Market also has dwindled as an attractor for non-resident students due to fewer states approving our program as lower cost competitor programs became available in those states.
- It will attract additional students to this program, who likely would have enrolled in lower-priced online programs or local campus-based programs instead of our program. The Florida State University Instructional Systems program is a leading program in the field, consistently ranked first or second nationally, but our high non-resident tuition rates make the online program unattractive to students outside the state of Florida.
- The addition of students to the online Masters degree program will have a positive effect on the health of the Instructional Systems program at large. Additional students and auxiliary fees will mean increased course offerings, which will benefit current students, as well as create opportunities to hire Instructional Systems PhD students as teaching assistants for the online classes.
- Because the program already exists, there will be no new course development nor any need to use private vendors.
- The funds collected will be budgeted to the Instructional Systems program and will be used to support and strengthen the campus-based program as well as the online program.

**Other Information**

See Attached Supplemental Form

CIP Code: 13.0501

All enrollments reported are current E&G enrollments. The non-resident tuition for the campus enrollments would remain the same. The campus and online students represent very different populations. Campus students are full-time, online are part-time. Each typically has a strong preference/need for taking courses via a particular modality.

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**University: Florida State University**

Program: Graduate Certificate in Project Management Program

<b>Date</b>	
University Board of Trustees approval date:	November 1, 2011
Proposed Implementation Date (month/year):	Summer 2012 (if possible); otherwise Fall 2012

**Market Tuition Rate Process**

Explain the process used to determine market tuition.

The Florida State University College of Communication and Information (CCI) Graduate Certificate in Project Management Program requests market tuition rates for its distance education (online) programs to non-Florida residents.

The certificate program requires students to complete four 3-credit graduate courses relating to project management: Introduction to Project Management, Advanced Project Management, and two additional courses from an approved list. The credit certificate program was designed and implemented, and is administered, by CCI's FSU-wide Project Management Center, a Registered Education Provider (REP) of the Project Management Institute (PMI). The program's focus is integrating academic and practitioner perspectives to the benefit of students.

CCI's Graduate Certificate in Project Management was established in 2005. To date, 125 certificates have been awarded. There are currently 30-40 students working towards this certificate. While the initial courses were all classroom courses, distance education (online) courses have been introduced and plans include increasingly facilitating the completion of certificates online.

Regulation 7.001 Tuition and Associated Fees (15)(a) compliance documentation follows:

- Has the Program been approved pursuant to Regulation 8.011?- **Yes**
- Does the Program lead to initial licensing or certification?- **No**
- 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? - **Yes**

**Note:** The Project Management Institute offers certification in project management. This certification requires coursework, passing a certification exam and documented on-the-job project management experience. Our courses can be used to satisfy the coursework

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requirements.

An explanation of the process used to determine the market tuition rate follows. This process was initiated with a policy review, followed by a market analysis, and concluded with a competitive analysis.

First, an internal policy review was conducted. A determination was made to apply market tuition rates only to distance education (online) students who are non-Florida residents for tuition purposes. CCI's 2011-2012 non-resident graduate tuition rate for certificate program distance learning courses is currently \$1,107.84 per credit hour (including fees).

Next a market analysis was conducted to determine which institutions offer **online for-credit graduate** distance education project management certificate programs and what their 2011-2012 tuition rates are for courses.

The market analysis established that there are five universities currently offering **online for-credit graduate** project management certificate programs in the U.S.:

<b>University/Type</b>	<b>Non-resident Distance Education Tuition per Credit Hour (all fees)</b>
Penn State University (Public)	\$1004 per credit hour
Boston University (Private)	\$803.33 per credit hour
University of Maryland, University College (Public)	\$678.66 per credit hour
Western Carolina University (Public)	\$655.54 per credit hour
University of Wisconsin, Platteville	\$610 per credit hour

Note that there are relatively few **online graduate for-credit** project management certificate programs. Most of these programs above have been active less than three years.

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Given the popularity of project management courses in academia, universities are, as well, offering somewhat similar certificate programs, including **classroom-only graduate for-credit** certificate programs and **online not-for-credit** certificate programs. A sampling follows:

<b>University</b>	<b>Private-Public, Online-Classroom, &amp; Degree Status</b>	<b>Out-of-state Tuition per Credit Hour/CEU</b>
University of Colorado, Boulder	Public, <b>Classroom only</b> , Graduate	\$1576. per credit hour
Villanova University	Private, Online, <b>Not-for-Credit</b>	\$1498.75 per CEU Note: Non-credit curriculum
University of Akron	Public, <b>Classroom only</b> , Graduate	\$740.55 per credit hour
University of Virginia	Public, <b>Classroom only</b> , Graduate	\$740. per credit hour
University of Nebraska, Omaha	Public, <b>Classroom only</b> , Graduate	\$622.50 per credit hour
University of California, Berkeley	Public, Online & Classroom, <b>Not-for-Credit</b>	\$335.71 per CEU Note: Non-credit curriculum

Based on our search, it was determined that no other similar **online for-credit graduate** project management certificate programs are offered by other state university system (SUS) institutions within Florida.

Finally, a competitive analysis was conducted to determine what tuition rate would cover expenses and be competitive in the **online for-credit graduate school certificate program** marketplace. A strategic consideration for promoting academic excellence was determined to be attracting diverse and high-caliber out-of-state students. Online these students have many options as to which universities and programs to attend. As a consideration, we tried to competitively price our program to continue to attract these students and, as well, to position our program to be a market leader.

Before setting our proposed market price, we first evaluated the market pricing of our major online competitors. Based on this evaluation, we determined that \$795 per credit hour was an appropriate market tuition rate for CCI's Graduate Certificate in Project Management Program online courses. This rate, while lower than the existing CCI non-resident rate, places our program courses near the top of online tuition nationally, though not at the top. Given

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the quality of FSU's program, the expected demand in the marketplace, and the projected program costs, this market positioning rate was determined to be appropriate. Without a lowered market tuition rate, out-of-state high-caliber students could be discouraged from registering for CCI's courses, given the lower tuition rates available at comparable institutions. Without the lowered tuition rates, it would be more difficult for our program to compete regionally and nationally, especially as we extend its reach outside of Florida in the coming years.

An estimate of the market tuition rate to be charged over the next three years follows:

Year 1 - 2011-12 - up to \$795 per out-of-state student credit hour

Year 2 - 2012-13 - up to \$874.50 per out-of-state student credit hour - 10% estimated increase

Year 3 - 2013-14 - up to \$962 per out-of-state student credit hour - 10% estimated increase

**Note:** We may reduce the increases if we determine that the cost is having a negative impact on demand.

### **Mission Alignment**

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

Offering the proposed program at market tuition aligns closely with the mission of the university and the Board strategic plan and furthers the market success of the proposed program in facilitating excellence in program delivery. The mission statement presented in the Florida State University Strategic Plan follows:

*The Florida State University (FSU) preserves, expands, and disseminates knowledge in the sciences, technology, arts, humanities, and professions, while embracing a philosophy of learning strongly rooted in the traditions of the liberal arts. The university is dedicated to excellence in teaching, research, creative endeavors, and service. The university strives to instill the strength, skill, and character essential for lifelong learning, personal responsibility, and sustained achievement within a community that fosters free inquiry and embraces diversity.*

Market tuition will contribute to the program's excellence in teaching and service, outcomes prominently cited in the FSU mission statement. Also market tuition supports each of the 8 strategic priorities (SP) listed in the FSU strategic plan, especially SP4 ("Enhance research and creative endeavors") and SP 5.0 ("Foster academic excellence"). Market tuition will allow our program's innovative online project management courses to gain success in the marketplace and promote academic and practitioner excellence.

Likewise, market tuition aligns with the Board strategic plan, especially with the following

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two Board of Governors goals:

- BOG2: Meeting statewide professional and workforce needs (project management skills are increasingly needed in the professional workplace to compete effectively)
- BOG3: Building world-class academic programs and research capacity) (the program provides an innovative world-class nexus of academic and practitioner perspectives)

This proposed program will enable FSU to improve the excellence of its online education programs in three ways:

1. As with most online professional programs, many of the targeted students are working within their professions but interested in earning additional professional credentials for advancing their careers. These students will come to us from diverse backgrounds throughout the U.S. The inclusion of these online students will enrich the program's learning environment.
2. Adding non-resident online students will allow the program to offer a much wider variety of courses than would otherwise be possible due to economic constraints. By allowing these students to help pay for the instruction, we can reduce the per student cost, employ more instructors, and facilitate more research. Without this market-rate program, Florida residents would bear the entire cost of operating this program.
3. Since 2005, this program has been a leader in the innovation of project management instruction at the graduate level. For instance, the program offered one of the nation's first for-credit graduate courses with a mapping to the Project Management Institute's certification exam topics, and one of the first for-credit graduate courses in advanced project management topics. The program is committed to adding new emerging topics of practitioner and academic interest. For instance, agile project management is an upcoming course. Funds from market tuition will enable the program to innovatively continue to push the forefront of online and classroom graduate project management education and the creating of a project management academic and practitioner center of excellence.

*This program's online courses have a wide appeal to students outside the normal scope of FSU's reach, and high growth is expected in both enrollments and the degree of excellence in courses.*

**Declaratory Statement**

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

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obligation:

This 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:

- 1) This policy would apply only to all admitted students.
- 2) This policy would only apply to out-of-state students who are non-Florida residents for tuition purposes; and
- 3) This policy would only apply to distance education (online) courses.

Since residents of Florida are not included in this policy, no explanation of any differentiation in rates between resident and non-resident students is provided. This program will use standard tuition rates for resident students and only use market tuition rates for non-resident students enrolled in distance education courses.

**Accountability Measures**

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

- Increase enrollment of non-resident students in distance education (online) courses by 400% in the next three years (from 6 to 30 students);
- Develop at least 1 new course for online delivery; and
- Add 1 student services position to facilitate recruiting, advising, research, and academic skills development for all certificate program courses.

**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 market tuition cohorts for non-resident students will run in tandem with state-funded cohorts for Florida residents. Low enrollments in the market tuition cohorts will not impact course cancellations since the cohorts are multi-listed within existing courses. The combined numbers of enrollments help ensure the availability of courses and allow students to complete the program on a timely basis. Over the last few years, this certificate program has been popular with students and CCI is committed to continued support for the program's stability and growth as it is a subject that is important to many of our other majors (Communication, Information Technology, Library and Information Studies).

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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.

Most importantly, the market rate (reduced) tuition will enhance our ability to develop our program into one of the top programs in the nation for university based for-credit graduate online project management certificate programs. Also the proposed market tuition program would generate funds for the College of Communication and Information and ease restrictions on how these funds can be used. A market tuition program would allow the college to use the tuition generated to benefit all students in the department. As the enrollment expands, additional costs generated by that enrollment would be more than offset by the tuition collected.

A market tuition program would allow portions of revenue generated to pay for the following enhancements within the College:

- New course development and course enhancements ;
- Additional funding for support staff that cover many college programs ;
- Additional faculty lines to augment the number of offered courses;
- Improved technology to support online instruction;
- Additional research for the college ; and
- Additional marketing of program courses.

In summary, a market tuition program of this type would give non-resident students access to online educational opportunities at a fair and competitive price that is likely not available to students in their home states. Over the long run, the revenue generated by these non-resident students would increase the number of offered courses, resources, and opportunities for all students in the College. More faculty lines would lead to more course sections, higher capacity, and greater access to Florida resident students participating in state-funded courses. Additional staff could be hired, and research and marketing efforts could be increased, promoting excellence.

**Other Information**

See Attached Supplemental Form

The CIP code for the Project Management Certificate is 52.0211 when offered in business as a degree program, 11.1005 when offered in IT as a degree program.

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This program is available on-campus. Out-of-state students are allowed to take the online classes if they wish. FSU allows students in the masters degree program to take courses in the format of their choice. The number of masters students who would move from out-of-state to Tallahassee to take a 4 course certificate is very small, especially if they can stay at home and take it online.

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**University: Florida State University**

Program: School of Communication Science and Disorders' (SCSD) Bridge certificate  
distant-learning program

Date	
University Board of Trustees approval date:	November 1, 2011
Proposed Implementation Date (month/year):	Fall 2012

**Market Tuition Rate Process**

Explain the process used to determine market tuition.

**The School of Communication Science and Disorders' (SCSD) Bridge certificate distance-learning program** has been approved pursuant to regulation 8.011. It is a six course, four-credit per course program sequence across three semester (24 total credits) that provides the necessary background coursework to enable students to apply to a master's program in Speech-Language Pathology (SLP). Although there are some distance learning programs with similar missions across the US, FSU's Bridge program is one of the few to offer the coursework at the graduate level. SCSD specifically chose to offer the Bridge program at the graduate level to attract quality students who had completed their bachelor's degree in another field and were wishing to enter a master's program in SLP. These students tend to be highly motivated and dedicated; however, they typically do not have a program like this available to them and thus must go back to obtain a second bachelor's degree, resulting in more time and finances dedicated to their goal. It is essential that highly qualified individuals are able to access graduate programs in speech-language pathology given the high need for these certified speech-language pathologists in school and medical settings and the current (and projected long-term) extreme shortage of individuals to fill these positions.

The current in-state tuition rate for the Bridge program is \$463 per student credit hour (total cost for program = \$11,112; current tuition costs were determined by FSU's Academic and Professional Program Services). Out-of-state tuition is \$1,095/credit hour (total cost = \$26,280). Below we provide data on the only two other universities in the US that offer a program similar to Bridge at the graduate level.

University	# of credits	In-state tuition per credit	Total tuition costs for entire program (in-state) <sup>1</sup>	Out-of-state tuition per credit	Total tuition costs for entire program (out-of-state)	Program title
East Carolina State University	21	\$189	\$3,969	\$718	\$15,078	Distance Education-Communication Science and Disorders (non-

<sup>1</sup> Not including fees

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						degree seeking students)
Texas Women's University	21 credits	\$213	\$4,473	\$526	\$11,046	TWU SLP Prerequisite Program
<b>Florida State University</b>	<b>24 credits</b>	<b>\$463</b>	<b>\$11,112</b>	<b>\$1,095</b>	<b>\$26,280</b>	<b>BRIDGE Program</b>

We are requesting that the Bridge program become a market rate program and that we can charge a per credit hour rate of up to \$463. This will make us more competitive with the other universities and attract quality students from other states where either no such program exists or is considerably higher.

**Mission Alignment**

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

FSU's Mission:

Florida State University was founded in 1851, and has developed from one of the nation's pre-eminent women's colleges into a comprehensive graduate-research university offering a broad array of academic and professional programs at all degree levels.

Florida State University disseminates, preserves, and expands knowledge in the sciences, technology, humanities, professions, and arts, while embracing a philosophy of learning strongly rooted in the traditions of the liberal arts. The university is dedicated to excellence in teaching, research, creative endeavors, and service. The university instills the strength, skill, and character essential for lifelong learning, personal responsibility, and sustained achievement within a community that fosters free inquiry and embraces diversity.

The School of Communication Science and Disorder's Bridge certificate program has a long history of providing an outstanding graduate program. Indeed, it currently is ranked as 18<sup>th</sup> out of over 250 communication science and disorders programs in the United States (US News and World Reports). All students receive a rigorous educational program that prepares them to be critical thinkers and problem solvers who are prepared to enter graduate programs, become certified speech-language pathologists, and/or academicians/researchers.

This proposed market rate program will enable FSU's SCSD to make the Bridge program competitive and reduce the cost for all students, especially those in states where similar programs are not available, by making more efficient use of resources. It also will allow SCSD to improve the quality of all of its graduate-level programs, including:

1. Ensuring that students seeking to obtain the background knowledge necessary for applying to a

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graduate program in speech-language pathology have the vehicle to do so.

2. Allowing Bridge students to pay for the instruction in the program, thus helping to reduce the per student costs.
3. Continuing its innovation in graduate education. This SCSD Bridge program is one of the first such programs in the US. It is pioneering new ways to improve SLP instruction via distance learning (e.g., streaming encrypted, privacy-protected videos of real-life SLP clinical cases). Funds from this program will enable us to continue to push the forefront of innovative teaching and use of technology for graduate level education.
4. Promoting cutting-edge research. Select SCSD faculty are examining pedagogical issues in distance learning. Funds from this program will enable us to move forward with these cutting-edge investigations quickly and effectively.
5. Ensuring the SCSD has full control of the program, given we must ensure all processes, materials, and videos involved are compliant with Health Insurance Portability and Accountability (HIPAA) requirements.

The SCSD's goals are to make our Bridge program, as well as all graduate-level programs, competitive and cost efficient for all students by making more effective use of resources. Currently, we are not able to efficiently use current Bridge resources because of limitations set by the current administrative structure. By moving the Bridge program into a market rate program, the SCSD will have more flexibility to address the needs of all faculty and students involved in our various graduate programs (Bridge, main-campus master's program, distance-learning master's program, doctoral program).

**Declaratory Statement**

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

This market rate program will not increase the State's fiscal liability or obligation. It currently is not state-funded, and would continue to be self-supporting when approved as a market rate program. Additionally, it does not generate SCHs for the School. With this market rate program, the School would have the flexibility in setting the tuition rate and allow students from other states where such programs do not exist to further their education.

**Restrictions / Limitations**

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

Market rate tuition will apply to all non-resident students in the online program. In the first two years, the enrollment in this market rate program will be limited to no more than 60 students per semester. This target enrollment number was set to ensure across time that the program can be sustained well and that faculty/student ratios are appropriate. Once we are

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able to identify consistently the programs' operating procedures and costs, Bridge graduates' success at entering SLP graduate programs, and the availability of additional adjunct faculty, we will consider increasing enrollment figures.

**Accountability Measures**

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

The SCSD's goals are to make our Bridge program, as well as all graduate-level programs, competitive and cost efficient for all students by making more effective use of resources. To accomplish this we will make sure that we 1) maintain current enrollment levels in the Bridge Program and 2) that the graduates of the Bridge program meet the admissions standards for FSU (GRE, course preparation and grade point average).

**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 SCSD will dedicate portions of staff FTE to the Bridge program (i.e., program advisor, program assistant, technology assistant) to ensure timely admission into and matriculation through the Bridge program. Further, because of funds from the Bridge program, these and other staff will increase the effectiveness of advising and technology assistance for students in all SCSD graduate-level programs.

**Economic Impact**

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

With the target rate of 60 Bridge students per semester, we anticipate the Bridge program will generate approximately \$667,000 each year. Specifically, we expect the following revenue and expenses:

<b>Estimated Revenue (across calendar year)</b>	
Total Estimated Credit Hours	1,440
Proposed fee per SCH	\$463 (in or out-of-state)
<b>Total Estimated Revenue</b>	<b>\$667,720</b>

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<b>Estimated Expenses (across calendar year)</b>	
Instruction	\$120,000
Advising	\$46,000
Recruiting	\$70,000
Program Development	\$56,000
Program Administration	\$70,000
Technology	\$100,000
Course Materials	\$12,000
University approved fees (local fees if applicable)	\$112,720
University support services	\$80,000
<b>Total Expenses</b>	<b>\$667,720</b>

**Other Information**

CIP Code: 51.0299

All enrollments reported are continuing education. This program is not available on-campus or as an E&G program.