



Item: AS: A-2

Tuesday, January 29, 2019

**SUBJECT: REQUEST FOR APPROVAL OF FOR –CREDIT SELF-SUPPORTING PROGRAM
- CIP 52.0201**

PROPOSED BOARD ACTION

Approval of the following For-Credit Self-Supporting Program:

- Ph.D. Business Administration (specialized track: Executive) (52.0201)

BACKGROUND INFORMATION

The Executive track in the Ph.D. Business Administration program is proposed as an additional track within the existing degree program. The degree will produce evidence based decision makers holding a terminal degree that is generalist in nature. The program will provide highly educated members of the workforce in the areas of business consulting, business leadership, and potentially provide practice based academics.

The target audience includes, but is not limited to: (a) experienced business leaders and business owners in the Southeast Florida metro market. While there are several Doctor in Business Administration (DBA) programs offered within the State of Florida, this is the only Executive Ph.D. program to our knowledge.

While maintaining content, rigor, and quality, the program will be offered through the Department of Executive Education to working professionals via face-to-face delivery with supplementary online materials.

IMPLEMENTATION PLAN/DATE

Effective Fall 2020, pending approval by the Florida Atlantic University Board of Trustees.

FISCAL IMPLICATIONS

This track will not impact any existing E&G programs. The program will operate as an auxiliary unit and provide funding sufficient to support its operation.

Supporting Documentation: N/A

Presented by: Dr. Russ Ivy, Associate Provost for Programs and Assessment

Phone: 561-297-2353

FLORIDA ATLANTIC UNIVERSITY

Proposal for For-Credit Self-Supporting Program

This form must be completed and submitted to Continuing Education/Office of the Provost. New degrees, or an existing degree with a different curriculum tied to Self-Supporting delivery, must be approved through the normal faculty governance process.

College or Academic Unit: College of Business

Department/School of Academic Unit: Office of the Dean

Name of Degree: Doctor of Philosophy with Major in Business Administration

Specialized track (if applicable): Executive

CIP Code: 52-0201

Proposed Implementation Date: On or before Fall 2020

Describe the operation and delivery format of the program. Include information of the uniqueness of the program, the target audience, and enrollment projections.

The Executive Ph.D. (a track within Doctor of Philosophy with Major in Business Administration) is a unique program designed to meet the strategic needs of the State of Florida, in general, and Southeast Florida, in particular. The degree will produce evidence based decision makers holding a terminal degree that is generalist in nature. The program will provide highly educated members of the workforce in the areas of business consulting, business leadership, and potentially provide practice based academics.

The target audience includes, but is not limited to: (a) experienced business leaders and business owners in the Southeast Florida metro market. While there are several DBAs (Doctor in Business Administration) offered within the State of Florida, this program is the only Executive Ph.D. program to our knowledge.

While maintaining content, rigor, and quality, the program will be offered on weekends employing both face-to-face lectures and presentations as well as beaming classroom technology to allow for optimal balance between a student's professional career and their education.

This three year program should enroll approximately 20 students per year with an ongoing enrollment of 60 students in year three and thereafter.

Projected Enrollment

Year	Head Count	Credit Hours	FTE*
Year 1	20	540	22.5
Year 2	40	1080	45
Year 3	60	1600	66.67
Year 4	60	1600	66.67

*FTE calculation is based on the standard national definition, which divides graduate credit hours by 24.

State the tuition for the program and explain the process used to determine the proposed Self- Supporting tuition rate. Include information on similar programs being offered elsewhere and their self-supporting tuition rates.

The Doctor of Philosophy with Major in Business Administration (Executive Track) will be offered through the Department of Executive Education, a self-supporting auxiliary unit in the College of Business. This program will be offered primarily to working professionals via face-to-face delivery with supplementary Online materials.

Pricing for this program will be determined by market forces and following SUS and FAU policies per guidance set forth by the FAU Provost Office. Tuition for the program will be the same for in-state and out-of-state students. Benchmarking across peer and aspirant universities reveals:

Current Tuition for Similar Programs at other Institutions

University	Program*	Tuition
University of Florida	DBA (42 hours)	\$108,159
Florida International University	DBA (53 hours)	\$73,353
University of South Florida	DBA (52 hours)	\$92,500
Rollins College	EDBA (48 hours)	\$104,966
Kennesaw State	DBA (48 hours)	\$96,500

*Hours shown are exclusive of dissertation hours and represent instructional credits only.

Considering competitive offerings, faculty input, and FAU requirements for this terminal degree, the following credit hours and tuition are proposed:

FAU COB Doctor of Philosophy with Major in Business Administration (Executive Track)

Program	Credit Hours	Tuition
Doctor of Business Philosophy with Major in Business Administration	54 Instructional credit hours 26 Dissertation hours (80 total)	\$80,000

Describe how offering the proposed Self-Supporting program aligns with the mission of FAU (Race to Excellence 2015-2025). Please identify how this program assists the University in achieving its performance metrics. Include information on assessment of need and projected workforce demand.

Florida Atlantic University is a multi-campus public research university that pursues excellence in its missions of research, scholarship, creative activity, teaching, and active engagement with its communities.

The Doctor of Philosophy with Major in Business Administration (Executive Track) aligns well with the mission of the University to pursue excellence in teaching and engagement with the community. Providing opportunities for more doctoral degrees is the next step in growth of our Executive MBA, MHA and other Masters programs, and it meets one of the College's key performance indicators. The market driven tuition contributes to the strategic goal of enriching the educational experience by strengthening and expanding self-supporting graduate programs at FAU, as well as meeting professional and workforce needs. The demographics of the region and the increasing growth in Southeast Florida will increase the demand for highly skilled individuals who are able to conduct evidenced based leadership decision making. The community and the region will benefit significantly, as more highly trained graduates bring added scientific rigor to their business practices. Additionally, the development of the program will assist in the total production of doctorates.

Provide a declaratory statement that the policy will not increase the state's fiscal liability or obligation and that the Self-Supporting program cohort will not supplant an existing E&G funded degree program in the same discipline:

The new Doctorate of Philosophy with Major in Business Administration (Executive Track) will not increase the state's fiscal liability or obligation. The program will not supplant any existing E&G funded degree programs. The program is cohort based and funding for the program will come exclusively from auxiliary operations.

Identify any proposed restrictions or conditions of the program:

There will not be any proposed restrictions or conditions of the program.

Indicate how the unit will monitor the quality and success of the Self-Supporting program. Provide specific metrics that will be used:

A cohort structure for a program this size reinforces timely graduation rates and lowers operational cost. In the cohort arrangement, the same group of students takes the same courses throughout the duration of the program. This arrangement differs from the alternative flexible structure in which students select the course(s) they take in any given semester. Since the latter staggered approach is less efficient for both the College and student success, the program will be cohort based.

In order to insure quality and success of the program, three measures will be regularly conducted:

- Evaluation of faculty for content, rigor and effectiveness in each class
- Evaluation of student satisfaction and post-graduate performance
- Investigation for financial solvency

Discuss the impact of the program on existing FAU programs. Explain how the unit will ensure that sufficient courses are available to meet student demand and facilitate completion of each program submitted for consideration. Will any similar E&G courses be eliminated or scaled back if this program is implemented.

The Doctor of Philosophy with Major in Business administration (Executive Track) complements rather than supplants our existing Ph.D. program. Our current PhD students are primarily students who have left the workforce and come to school full-time to become specialists in a particular field. The Executive option is designed for working professionals who wish to remain employed while pursuing their doctoral studies. Such programs have long been in existence in other areas of the University, and are now growing in many established AACSB-accredited business schools as our tuition comparison table suggests. Our proposed option is a generalist terminal degree and adapted to be taught on weekends to new students. Thus, the program will not impact any existing E&G programs. The program will operate as an auxiliary unit and provide funding sufficient to support its operation. Regular financial analysis of the program will be conducted to insure that the program is sustainable.

Provide the economic impact that this Self-Supporting program 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. Please attach a detailed budget for the program, including operation and costs for faculty, staff, contracts, admission, registration, marketing, recruitment, and scheduling. The budget needs to acknowledge the revenue from tuition and local fees collected by FAU and deductions for overhead fees such as Auxiliary Overhead Fee (currently 11.19%) and Provost Fee (currently at 3%).

The Doctorate of Philosophy with Major in Business Administration (Executive Track) will have a net positive impact on the university with tuition revenues sufficient to fund marketing, recruiting, staffing, and instruction. The offering will provide the opportunity for working professionals to acquire a level of education and training that is not otherwise readily accessible. We are asking that this program pay just the CFO's auxiliary expenditure fee, the Provost fee, and the local fees outlined in the attached detailed budget. We are requesting that this program not also be assessed the gross revenue fee, at least not for the first 6 years (where three cohorts will have graduated).

Once the program is fully operational anticipated tuition revenues annually from 3 cohorts of 20 students each will total \$1,600,000. Revenues will be spent to cover direct and indirect instructional costs, program administration, student support services, career services, advertising, renovation of classrooms and facilities, technology upgrades for program delivery, professional development for faculty and staff, and to support College and University initiatives. Net revenues of between \$400,000 and \$500,000 are projected once the program is fully operational.

Private vendors will not be utilized for direct delivery and administration of the program; however, private approved university vendors such as food caterers, textbook publishers, media outlets for advertising, technology providers, and material providers will be used to support the program.

Funds will be budgeted through the Executive Education auxiliary department within the College of Business.

A detailed budget is provided in the Appendix.

Projected Program Revenues and Expenses

COLLEGE OF BUSINESS - EXECUTIVE PH.D.

YEAR 1		20 Students
Total Course Revenues	\$	540,000
Total Local Fees (athletics, financial aid, activity & service, health, capital imp., technology)	\$	(35,699)
College of Business Course Revenues	\$	504,301
Total Direct Expenses	\$	(240,517)
Total Indirect Expenditures	\$	(339,200)
Total Auxiliary Overhead Fee and Provost Fee From Program	\$	(82,262)
Program Result Year 1	\$	(157,678)
YEAR 2		40 Students
Total Course Revenues	\$	1,080,000
Total Local Fees (athletics, financial aid, activity & service, health, capital imp., technology)	\$	(71,399)
College of Business Course Revenues	\$	1,008,601
Total Direct Expenses	\$	(461,684)
Total Indirect Expenditures	\$	(339,200)
Total Auxiliary Overhead Fee and Provost Fee From Program	\$	(113,645)
Program Result Year 2	\$	94,072
YEAR 3		60 Students
Total Course Revenues	\$	1,600,000
Total Local Fees (athletics, financial aid, activity & service, health, capital imp., technology)	\$	(105,776)
College of Business Course Revenues	\$	1,494,224
Total Direct Expenses	\$	(538,900)
Total Indirect Expenditures	\$	(339,200)
Total Auxiliary Overhead Fee and Provost Fee From Program	\$	(124,602)
Program Result Year 3	\$	491,521
College of Business Program Result First 3 Years	\$	427,915
FAU 3 Year Revenue from Rev Fees/Local Fees/Aux. Overhead/Provost Fee	\$	533,384
Yearly Program Result Year 4 and thereafter	\$	491,521

We expect the College of Business to spend 80% of Yearly Cash Balance adding additional overhead revenues to the university

Stipulations:

Local fees per credit: athletics (\$17.27), financial aid (\$15.18), activity & service (\$12.32), health (\$9.42), capital improvement (\$6.76), technology (\$5.16)

Provost Fee at 3%

Gross revenue fee at 0% for start period; Auxiliary expenditure fee at 11.19%

Faculty Salary at \$12,000 per class plus FICA

Food/Coffee/Drink Expense \$50 per day on weekends per student

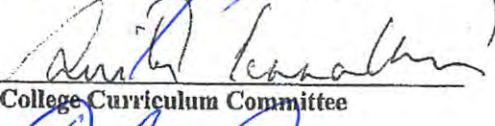
Material Expense (Books and Materials estimated at \$100.00 per credit hour)

Provide any additional information if necessary. Indicate how the unit will assist the students with employment or career advancement:

It is anticipated that the students in the Doctor of Philosophy with Major in Business Administration (Executive Track) will be almost exclusively currently employed business managers and executives or self-employed consultants. Accordingly, we foresee minimal to no need for career advancement with this particular group of students. However, these students will have access to our career services professionals in the College of Business if they choose.


Department Chair/School Director

10/24/2018
Date


College Curriculum Committee

10/24/18
Date


Dean

10-24-18
Date

University Curriculum Committee

Date

University Faculty Senate

Date

Provost or Designee

Date

Nancy Condemi

From: Khaled Sobhan
Sent: Friday, November 16, 2018 9:19 AM
To: Nancy Condemi
Subject: Fw: Self-Supporting Program Proposals- Final
Attachments: Self-sustaining and continuing ed program policy.pdf; Self-Supporting Proposal form.pdf

Nancy: FYI

From: Bret Danilowicz
Sent: Tuesday, October 9, 2018 3:28 PM
To: FAUDeans
Cc: Diane Alperin; James Capp; Jason Ball; Michele Hawkins; Russ Ivy
Subject: Self-Supporting Program Proposals- Final

Dear Deans,

The revised policy for self-supporting programs has been presented to Faculty Senate and no recommendations for changes were made. Therefore, consider this policy approved. For the two colleges submitting programs for review by the curricular process and the BoT, please use the self-supporting proposal form attached to this email.

Sincerely,
Bret



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MEMORANDUM

DATE: September 27, 2018
TO: Academic Leadership Team and Faculty
FROM: Bret Danilowicz, Provost and Vice President for Academic Affairs
SUBJECT: New Academic Degree and Other Program Approval

- (1) PURPOSE: Florida Atlantic University Regulation 3.002, New Academic Degree Program and Other Academic Program Approval, stipulates that the Florida Atlantic University (“FAU”) Board of Trustees (“BOT”) shall ensure that university policies and procedures for degree program planning and approval are consistent with the Florida Board of Governors (“BOG”) Regulation 8.011, Authorization of New Academic Degree Program and Other Curricular Offerings. The BOG Regulation states that these policies will include at a minimum:

“(A) A formal process for determining degree programs that the university will explore for implementation over the period covered by the university strategic plan and the university work plan;

(B) A formal process for review and approval of proposed programs by the appropriate curriculum, financial, and administrative entities of the university.

(C) A formal written review of doctoral program proposals by a qualified external consultant prior to consideration of the proposal by the Board of Trustees. Alternatively, institutions may utilize a cross-section of visiting experts who contribute to the proposal development process. Their contribution to the process must be documented and described in the proposal;

(D) A process for final consideration by the Board of Trustees that includes review of the proposed program by the full Board or a designated committee with regard to Board of Governors’ approval criteria and implementation costs; and

(E) Adoption of common State University System (“SUS) new degree proposal format developed by Board of Governors staff in collaboration with university academic affairs officers.

(2) PROCEDURES: NEW ACADEMIC DEGREE PROGRAM APPROVAL

- (A) The academic unit(s), in consultation with the chair(s)/director(s), the dean(s) and the Provost, may initiate development of a new degree program within the parameters of FAU's Strategic Plan, FAU's Accountability Plan, and the Strategic Plan of the Florida Board of Governors. It is recommended that the unit proposing the new degree meet with the Associate Provost for Programs and Assessment early in the process so that all parties understand the full process and timeline that is required for a new degree approval.
- (B) FAU's *New Degree Program Feasibility Study Form* and the BOG SUS of Florida *Worksheet Tables 1-A Projected Headcount From Potential Sources* (Baccalaureate Degree Program), or *1-B* (Graduate Degree Program), and *Tables 2 Projected Costs and Funding Sources* (Budget), *3 Anticipated Reallocation of Education and General Funds* (Reallocation), and *4 Anticipated Faculty Participation* (Faculty) must be submitted to the Office of the Provost for review and approval.
- (C) If approved by the Provost, the Associate Provost for Programs and Assessment will work with the unit to prepare the New Academic Degree Program Authorization Pre-Proposal Form to present to the Council of Academic Vice President's ("CAVP") Workgroup for recommendations. Prior to being presented to the CAVP, the unit will be required to work with the Associate Provost for Programs and Assessment to commission a study of student and labor market demands conducted by an independent third party research group. Those recommendations will be communicated to the Provost and the Dean and may inform further actions in regard to the proposed degree.
- (D) If the degree proposal is then approved by the Provost to move forward, academic degree proposal development should be formally initiated by completion of the BOG SUS of Florida *Request to Offer a New Degree Program* form and *Worksheet Tables 1-A Projected Headcount From Potential Sources* (Baccalaureate Degree Program), or *1B* (Graduate Degree Program), and *Tables 2 Projected Costs and Funding Sources* (Budget), *3 Anticipated Reallocation of Education and General Funds* (Reallocation), and *4 Anticipated Faculty Participation* (Faculty) and a Student Learning Outcomes Assessment plan for this degree. During this initial stage, consultation with the Provost's Office is required, particularly in regard to issues of budget and enrollment.
- a. If the program duplicates another degree program at a state university in Florida which has substantially similar curriculum, evidence must be provided that the university has investigated the potential impact on that program, has discussed opportunities for collaboration with the affected university, and can substantiate the need for duplication. These transactions shall be conducted through the Office of the Provost.
 - b. If the proposal is for a new doctoral program, a formal written review by a qualified external consultant prior to consideration of the proposal by the BOT is required.

- (E) The dean or designee shall submit the completed proposal for review by the appropriate college committees as designated by college bylaws (i.e., college curriculum committee; college faculty assembly).
- (F) The dean shall submit the proposal, with recommendations of the college committees, to the Provost. The Provost will request review of the proposal by the appropriate internal staff (Associate Provost for Programs and Assessment) and then by the Dean of the Graduate College if the proposal is a graduate program, or the Dean of Undergraduate Studies if the proposal is an undergraduate program.
- (G) If the proposal is not approved by the Provost at this time, it will be returned to the dean. The dean will be advised to revise and resubmit or that the proposal is not viable at this time.
- (H) If the proposal is approved by the Provost at this time, the appropriate committees of the University Faculty Senate ("UFS") (Undergraduate Programs Committee, Graduate Programs Committee, Academic Planning and Budget Committee) will review the request for a new degree program and provide a recommendation to the UFS for action. Upon completion of this review and action by the UFS, the request will be returned to the Provost.
- (I) The Provost will provide a final review and, if acceptable, endorse and transmit the request to the BOT Committee on Academic and Student Affairs ("CASA").
- (J) Approved requests will be reviewed by the CASA. A positive recommendation from this Committee will be transmitted to the BOT for authorization to implement the proposed program.
- (K) All new baccalaureate and master's level programs approved by the BOT will be transmitted by the Provost to the BOG Office of Academic and Student Affairs for review and inclusion on the SUS Academic Program Inventory.
- (L) All new doctoral program proposals approved by the BOT will be further transmitted by the Provost to the Florida BOG for approval and authorization.
- (M) Once written documentation has been received from the Florida BOG Office of Academic and Student Affairs that the academic degree program has been added to the Florida SUS Academic Program Inventory, this documentation will be transmitted by the Provost to the Assistant University Registrar, Assistant Provost for Enrollment Management, the Dean of the college(s) in which the program will reside, and the President of the University Faculty Senate.

(3) PROCEDURES: OTHER ACADEMIC PROGRAM APPROVAL

- (A) Other for-college credit academic programs and curricular offerings will be reviewed and approved by the appropriate academic units as follows:

- a. **Program Minors.** A program minor consists of an organized curriculum offered to students who are not obtaining a Major of which the minor is a component. Program Minors require a minimum of 12 credits. They will be reviewed by the appropriate college and University Faculty Senate Committees, and approved by the University Faculty Senate and the Provost.
- b. **Tracks, Concentrations, Areas of Emphasis, Honors in the Major:** Tracks, concentrations, areas of emphasis, and honors in the major are any organized curriculum that is offered as part of an individual student's degree plan and which enhances or complements the degree to be awarded. The total number of credit hours required for the degree does not change, only the coursework and/or experiences (thesis or other culminating experience). These will be reviewed by the appropriate college and University Faculty Senate Committees, and approved by the University Faculty Senate and the Provost.
- c. **College Credit Certificate Programs:** College Credit Certificate Programs have specific educational or occupational goals and lead to a certificate, diploma or similar form of recognition. College Credit Certificates require a minimum of 12 credits. They will be reviewed by the appropriate college and University Faculty Senate Committees, and approved by the University Faculty Senate and the Provost.
- d. **Off-Campus Degree Offerings:** A plan to offer courses for an existing degree at an off-campus site must be approved by the Provost. Initiating an off-campus site at which a student may earn at least 25% but less than 50% of credits toward a program requires notification of the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC). Initiating an off-campus site where students can earn at least 50% of the credits toward an educational program requires approval by SACSCOC. The SACSCOC policies for Substantive Change need to be consulted and the appropriate paperwork submitted to the Provost, who will transmit them to the Associate Provost for Programs and Assessment as the SACSCOC liaison.
- e. **Dual Degree Programs:** A plan to offer an existing FAU degree as a joint or dual degree with another institution must be approved by the Provost. The SACSCOC policies for Substantive Change need to be consulted and the appropriate paperwork submitted to the Provost, who will transmit them to the Associate Provost for Programs and Assessment as the SACSCOC liaison.

(B) The Florida Board of Governors Regulation 8.002, Self-Supporting and Market Tuition Rate Program and Course Offerings, defines Continuing Education as an "Auxiliary Enterprise of the university providing non-state fundable, self-supporting college credit courses or programs, non-credit professional development courses or programs designed to upgrade existing technical or professional skills, and courses

that are provided primarily for personal enrichment or as a public service to the community.”

a. **Market Tuition Rate Program and Course Offerings:** Market Tuition Rate is defined by Florida Board of Governors Regulation 8.002, as a tuition rate that is competitively aligned with comparable programs offered by public and independent institutions located both in-state and out-of-state. If the market rate proposal is for a new graduate degree, or an existing degree with a different curriculum tied to market rate delivery, that degree must be approved through normal faculty governance processes, including review by the Graduate Programs Committee and University Faculty Senate.

The FBOG Regulation describes program eligibility and the market rate proposal requirements. New market rate degree proposals must provide a convincing rationale for seeking market tuition rate and the proposed budget must clearly indicate that the revenue generated will be sufficient to operate the program without E & G funding. The proposal process will be initiated and managed by the appropriate college committees, the dean, the Provost, the FAU Board of Trustees and the Florida Board of Governors.

b. **Self-Supporting For Credit Degree Programs and Course Offerings:** Self-supporting for credit degree programs and course offerings generally are developed to address the needs of a special type of student (e.g. working adults). These degree programs and course offerings shall be self-supporting through tuition and fees and shall not supplant existing university offerings funded by state appropriations. Tuition and fees charged for these college credit continuing education degree programs and courses must be sufficient to offset the full instructional cost of serving the student and shall not exceed the existing approved tuition and out-of-state fees for similar level courses.

The admissions and graduation criteria, and the academic standards must align with equivalent programs funded through the E & G budget entity. The unit must submit a Proposal for For-Credit Self-Supporting Program form to Continuing Education/Office of the Provost. Any program that is for college credit, self-supporting or not, must be approved through the normal faculty governance process, including review by the appropriate curriculum committee and the University Faculty Senate. These proposals will need to be approved by the appropriate college committees, the Dean, Continuing Education/Office of the Provost, and the Board of Trustees.

c. **Sponsored Courses and Programs:** Sponsored courses and programs at FAU may be for-college-credit or not-for-college-credit and may be offered on campus or off-site. Pursuant to FBOG Regulation 8.002, self-supporting courses and programs are where substantially all the direct costs are paid by an external sponsoring entity and where there is no direct expenditure of E&G funds for the

conduct of the programs. Any course or program that is for college credit must be approved through the normal faculty governance process, including review by the appropriate curriculum and the University Faculty Senate. For sponsored college credit courses and programs, Regulation 8.002 also stipulates that no fees or other assessments are collected from students by the sponsoring entity, the University, or any other entity. The Regulation also has a provision for waivers by the University Board of Trustees. Contracts/Agreements/Memorandums of Understanding relating to Sponsored Courses and Programs need to be reviewed and approved by the sponsoring unit, the Dean, the Office of the General Counsel and the Office of the Provost.

d. Non-College Credit Certificate Programs and Professional Development Courses: Non-college credit certificate programs and professional development courses are offered as continuing education and may lead to a certificate recognized as a credential for employment or Continuing Education Units (CEUs) recognized by a professional discipline. They may be measured in clock hours, continuing education units, competency exams or other means designated as appropriate by the unit. They shall be reviewed and approved by the sponsoring unit and the appropriate Dean. The Request for Review of Proposed Continuing/Professional Education Program/Course form needs to be submitted and approved by the Office of the Provost.

CC: Kevin Wagner, Chairperson, University Faculty Senate