

**State University System
Market Tuition Proposals**

University:		Proposal 1	Proposal 2	Proposal 3	Proposal 4	Proposal 5
1	Degree Program	Doctorate of Business Administration				
2	CIP Code	52.0201				
3	Has the program been approved pursuant to Regulation 8.011?	Yes				
4	Does the program lead to initial licensing or certification?	No				
5	Is the program identified as a state critical workforce need?	No				
6	Are the program's admission & graduation requirements the same as	Yes				
7	Current Tuition Rate (enter the per credit hour rate)	\$1,250.00				
8	Proposed Market Tuition Rate (enter the per credit hour rate)	\$1,250.00				
9	Different Market Tuition Rate for Resident vs. Non-Resident Student?	No				
10	5 Other Public/Private Rates for Similar Program (per credit hour):					
11	Georgia State University, Executive Doctorate of Business Administration	\$1,990.74				
12	University of Florida, Doctorate of Business	\$1,687.65				
13	Oklahoma State University, PhD in Business for Executives	\$2,000.00				
14	Kennesaw State, Doctorate of Business Administration	\$2,010.42				
15	Case Western Reserve, Doctorate in Management	\$2,777.78				
16	Length of Program (Student Credit Hours)	72				
17	Current E&G Student Enrollment (Headcount):					
18	Resident	23				
19	Non-Resident	2				
20	Total	25				
21	Similar Program at other SUS Institutions (if yes, provide university and	Yes				
22	University of Florida	Doctorate of Business Administration				
23	University and program name:					
24	University and program name:					
25	University and program name:					

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University: South Florida

Proposed Market Tuition Program: Doctorate of Business Administration

Date	
University Board of Trustees approval date:	October 13, 2015
Proposed Implementation Date (month/year):	January 2016
Graduate online or Graduate Continuing Ed. Course:	Graduate online/hybrid
CIP Code:	52.0201

Description of the Program and the Market Tuition Rate Process

The Doctor of Business Administration (DBA) at the USF Muma College of Business is an innovative, AACSB accredited terminal degree targeted to managers and professionals with extensive business experience and who normally hold a Master's degree. The DBA program is based on engaged, interdisciplinary scholarship that provides graduates with the knowledge and skills to analyze and creatively address the complex issues that characterize global management by employing rigorous research methods. The CIP code used for the DBA is the same CIP code currently being used by the PhD degree awarded by the college. Although the DBA complements the PhD, the DBA program structure is considerably different and serves a demographically different population of students. The two degrees are separately advertised, application and admission to the programs is separate and the designations (DBA/PhD) on the awarded degrees and transcripts are clearly indicated.

A primary goal of the program is to provide executives with practical training through cutting-edge research methods that can be incorporated into practice. Both the DBA program and the PhD aim to develop a high level of research skills that allow executives to further their career goals. The development of research skills in doctorate programs helps ensure that executives with a DBA are able to provide an important channel through which evidence-based research findings can be diffused to practice. However, the difference in the goals of the two programs is considerable. Whereas the DBA is focused on developing analytical skills that can be used to arrive at creative business solutions in an increasingly interdisciplinary and global community, the PhD is a theory-based program that seeks to identify gaps in the current research spectrum. The DBA is designed to help executives in their business and career development while also providing them with the credentials to also teach at the university level, if desired. The PhD is designed to develop skills that allow graduates to assume positions as researchers or faculty in academic institutions.

The DBA is structured through the university's continuing education unit as a cohort-based program that admits 20-30 students annually. The three-year program requires students to take courses with their cohort in a hybrid (online/classroom) manner. Much of the course work is offered online; however, due to the critical importance of interaction within a doctorate program, students come to the Muma College of Business on a monthly basis to participate in peer-to-peer discussions, classes that delve into practical applications and other interactive activities. Currently, the DBA program is offered on a cost-recovery basis. This request moves the program to a market-rate to ensure compliance with auditing of any additional revenues that may exceed costs as a result of late enrollment growth beyond projections. No E&G funding is used to support this program, and tuition rates will not increase

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Mission Alignment

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

USF System mission related goals:

Goal 1: Well-educated and highly skilled global citizens through our continuing commitment to student success.

The program provides executives with the opportunity to advance their education and gain the most up-to-date, research-driven skills and practices. A heavy emphasis is on the development of analytical and research skills that can be applied to arrive at creative business solutions. Another key component of the program is to develop students' abilities to leverage the increasingly interdisciplinary and global nature of business.

Goal 2: High-impact research and innovation to change lives, improve health, and foster sustainable development and positive societal change.

A primary goal of the program is to develop executives more fully trained in research methods than Master's degree counterparts; thus, providing executives with the ability to conduct research that can be incorporated into practice. Additionally, executives' knowledge of research methods that directly impact business strategies will provide an important channel through which evidence-based research findings can be diffused to practice.

Goal 3: A highly effective, major economic engine, creating new partnerships to build a strong and sustainable future for Florida in the global economy.

One of the most attractive aspects of the program is the way it will build relationships among the USF research community, the executive's institution and top decision makers in the local and global business communities. Very quickly, this will allow USF to construct an informing network through which research findings and access to research sites can flow in both directions—USF to business and business to USF.

Goal 4: Sound financial management to establish a strong and sustainable economic base in support of USF's continued academic advancement.

Based on research, surveys, and the experience of other institutions that have launched similar AACSB accredited market-rate programs the demand for the DBA is steadily high and sustainable.

SUS strategic plan goals:

Teaching and Learning

The DBA program will help meet the *productivity goal* and the *strategic priority* of increasing the number of graduate degrees awarded, given that the program will serve an identified need that is not currently adequately met. Additionally, it helps meet the strategic priority of providing degrees in the Muma College of Business' areas of focus— data analytics and creative business solutions.

Scholarship, Research, & Innovation

Our program goal to provide executives better trained in data analytics and creative solutions will allow executives to help meet their firms' productivity and growth needs; thereby meeting the *strategic priority* of providing research and innovation that can increase commercial activity both for the business community and the university. An additional benefit of the program will be increasing collaboration and funding opportunities

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between the university and business once graduates are aware of the research resources available to them through the university; thus, helping meet the SUS *productivity goal*.

Community & Business Engagement

We help meet the *goal for excellence* in that we anticipate that collaborative research opportunities will develop as a result of the program. Through providing access to their organizations, and through their own research efforts, participants in the program will make a strong contribution to research efforts in the Muma College of Business and to other colleges related to their company (e.g.: the Colleges of Engineering, Medicine and Public Health). Such collaborative efforts between USF and businesses help strengthen the university's commitment to workforce development for the State of Florida.

Declaratory Statement

Provide a declaratory statement that the policy will not increase the state's fiscal liability or obligation and that the Market Tuition Rate program cohorts will not supplant an existing E&G funded degree program in the same discipline:

The DBA degree being offered by the USF Muma College of Business will not increase the state's fiscal liabilities or obligations. The DBA does not and will not supplant an existing E&G funded degree program in business administration. There are no state appropriation-funded DBA programs.

Restrictions / Limitations

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

This move is not associated with any change in DBA program tuition.

Accountability Measures

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

Financial sustainability. For a market-rate program to be successful it must be fully self-sustaining and provide enough additional resources to allow for continuous improvement and development of brand. To ensure the financial success of the program the following metrics will be employed.

- Student enrollment – Average cohort enrollment will always exceed 15 students. Pricing for the DBA will reflect market rates and competition within the state and country.
- Budgetary control – Annual budgets will be submitted and driven by the revenues generated. Throughout the life of the cohort, costs and revenues will be carefully monitored and analyzed to ensure the financial accountability and success of the program.

Student quality. The quality of the students admitted to the program is of critical importance to the ongoing success and reputation of the program, the Muma College of Business and USF. To be admitted to the program applicants must meet the requirements of the university in addition to the following requirements specific to the DBA. The applicant must have:

- At least 12 years of work experience, at least five of which are as an executive or senior-level manager.

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- A Master's degree (or bachelor's degree with approved additional courses).
- A completed application, including a statement of purpose and transcripts for all prior undergraduate and graduate coursework.
- An interview with DBA advisory committee faculty members to evaluate qualification for admission.

To ensure that those admitted meet the rigorous standard for admission to a doctorate program, final admission decisions are made by the DBA program advisory committee, which is comprised of graduate faculty members. This same admission decision process is followed by the PhD program.

Student success. The focus of the program will be developing the ability of participants to rigorously apply research and other methods to real-world challenges. To ensure this is accomplished, the following outcomes and related metrics are used:

Outcome 1: Students will develop an understanding of scholarly literature across a range of business and management disciplines.

The metrics used to measure this outcome will be successful completion of two major projects involving systematic literature reviews and synthesis: 1) a qualification exam, completed at the end of the third semester, and 2) a dissertation proposal and defense. Both of these will be evaluated by a team of four terminally qualified researchers from multiple disciplines.

Outcome 2: Students will develop an understanding of business from a variety of contexts.

This outcome will be assessed through successful completion of at least five courses involving interdisciplinary topics, such as innovation, analytics, sustainability, and through the development of at least one case study (discussion or research) or practitioner-focused article submitted for publication.

Outcome 3: Students will develop advanced analytic, problem-solving and research skills.

This outcome will be assessed through completion of at least five courses involving qualitative or quantitative research methods, through the submission of at least two manuscripts to peer-reviewed conferences or journals, and through the completion of a dissertation that focuses on the application of research methods to a business problem that is evaluated by an interdisciplinary committee of terminally qualified researchers.

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. Will any similar E&G courses be eliminated or scaled back if this program is implemented?

The course requirements and the course schedule have been determined. Students are required to take 72 hours of credit. The course schedule allows the students to complete their degree in three years. Each year is divided into two five-month semesters, broken into two quarters. For most of the first two years, a semester will consist of four three-credit courses (two courses per quarter). For the last five quarters, four-credit dissertation courses will run in parallel with two-credit issues courses. Students meet on campus one weekend

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each month during the semester for the entire three-year duration of the cohort, with considerable online work conducted between meeting sessions. Following are the program course components:

Core Requirements

33 Credits

These courses are offered during the first four semesters of the program and have substantial distance-learning components between class meetings. They fall into three categories: quantitative and qualitative research skills (15 credit hours), multi-disciplinary research (12 credit hours), and research areas of interest to faculty and students (6 credit hours).

Publication Courses

9 Credits

These courses are offered during the first three semesters of the program and have substantial distance-learning and collaboration components between class meetings, with members of the cohort required to peer review each other's work and make revisions. They represent an extension of previous courses, and require the students to create publishable documents, such as journal, conference and book chapter submissions.

Issues Courses

10 Credits

These courses are offered starting in the fourth semester of the program, and are intended to run in parallel with proposal and dissertation activities. Although meeting according to the same schedule as regular courses, issues courses offer fewer credits than regular or publication courses, and therefore have commensurately reduced outside workloads to avoid interfering with the dissertation process. Members of the cohort select the topics from a list of proposals made by faculty members and other members of the cohort.

Dissertation Proposal Course

4 Credits

The proposal course is offered during the student's fourth semester. It requires the student be matched to a four-person Dissertation Committee and submit a dissertation proposal for approval by the Committee.

Dissertation/Doctoral Project

16 Credits

Students are required to complete a dissertation or doctoral project, as approved by his or her committee.

The courses for the program already exist. Faculty are separately contracted to work with the DBA program with strict adherence to university guidelines concerning assignment loads. As needed, interdisciplinary and other adjunct faculty meeting the Muma College of Business' AACSB and SACS accreditation requirements will be contracted to work with DBA students.

No E&G courses will be reduced or eliminated as a result of the DBA program offerings. No DBA program enrollment is funded by state appropriations. The program also meets the requirements of BOG Regulation 7.001 in that it does not lead to initial licensing or certification as discussed in BOG Regulation 7.001.

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.

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This program is in high demand and meets many of the strategic goals of the SUS, USF and the Muma College of Business. The primary economic impact of the program on the student relates to the development of executives with greater research acumen who can apply their skills to creative solutions in business and teaching. The Bureau of Labor statistics indicates the 586,100 doctoral degree faculty will be needed over the period 2010-2020. A study commissioned by the Association to Advance Collegiate Schools of Business (AACSB) indicated a shortage of 2,419 business professors by 2012 with a continuing increase in demand as programs grow and the profession grays. To meet the increasing demand, one recommendation of the AACSB study was to expand doctoral programs for executives. Thus, the DBA program not only provides skill sets that will allow executives to find creative business solutions in the private sector, it also provides them with a secondary employment opportunity, either while they are active in business careers or upon retirement.

The current cost-recovery program generates \$30,000 in revenue per student per year. There are 25 enrolled students in the current cohort, generating incremental revenue of \$2,250,000 over the three-year period of the cohort. The revenue and costs are budgeted to the DBA program in the USF Innovative Education division and managed by the DBA administration in the Muma College of Business. The revenue will be spent on teaching faculty, facilities, student fees, parking, laptop computers, textbooks, meals while on campus, publication, conference attendance (as required by the DBA) and program leadership and administration. Administrative staff is assigned to work with the students on program-related logistics, processes, policies and other program related issues to ensure successful degree completion. By design, class sizes are small, taught by the strongest research scholars from the college and other disciplines. Dissertation committee requirements are significant with a minimum of four terminally degreed and qualified faculty per student for the final three semesters of the program. The program marketing and admission process is rigorous, with an extensive application evaluation and interviews with a committee of faculty members.

During the first year of operation, the Muma College of Business received more than 100 interested inquiries and admitted 36 highly qualified business executives into its first cohort. As a result of this high demand and efforts at cost containment, the DBA program will be able to break even in its first year of operation. We anticipate an ongoing demand for the program given the research we have conducted and the fact that we already have admitted 25 for the 2016 cohort, which will start in January 2016. A competitive analysis of the market rates for existing AACSB accredited US-based DBA programs by start year is attached below:

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Start Year	Program	Total Cost	Credits	Cost per Credit
1993	Case Western Reserve University	\$150,000	54	\$2,777.78
2009	Georgia State University	\$107,500	54	\$1,990.74
2009	Kennesaw State University	\$96,500	48	\$2,010.42
2012	Oklahoma State University	\$120,000	60	\$2,000.00
2013	Rollins College	\$90,474	54	\$1,675.44
2014	Jacksonville University	\$84,000	60	\$1,400.00
2014	Temple University	\$124,200	54	\$2,300.00
2014	University of Dallas	\$84,000	60	\$1,400.00
2014	University of Florida	\$101,259	60	\$1,687.65
2015	University of South Florida	\$90,000	72	\$1,250.00

The USF DBA will move to and maintain our market rate in a competitive position toward the median of similar programs nationally funded to continue to attract and retain the most competitive student members of the cohorts. USF's intensive program is made up of slightly higher credit hours, reflecting our focus on intensive engagement with executives, particularly toward the end of their program when they work on research projects that will have a direct, practical impact on their real-world challenges.

Other Information

Provide any additional information if necessary, and complete the attached supplemental form.

The most important benefits of the USF DBA program include the following:

- Increased graduate enrollment and incremental revenue.
- Establishment of the SUS of Florida, USF, and the Muma College of Business as leaders in Professional doctoral education in the field of Business Administration.
- Provide **greater access to field research sites in the local community and strengthen relationships with local and state business leaders.**
- Address the business faculty shortage in both the state and the country.
- **Build a network of practitioner-researchers throughout the state that can serve as a bridge between academic research in business and business practice.**

Within the SUS, the only comparable program offered is the University of Florida DBA, also offered at market-rate. The UF DBA is described as:

“The [UF] Doctor of Business Administration (DBA) program is offered as a track under the Ph.D. degree. The DBA program aims to integrate the theory and practice of business with the context of current issues that the business world faces. The DBA is a professional doctorate that emphasizes the application of theory to actual business issues. The DBA program will help candidates develop proficiency in applied research by improving

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their methodological and analytical skills. Participants who successfully complete the program will be equipped for high-level positions in numerous sectors including higher education, return to profession, and consulting.”