January 29, 2018

Dear Marshall University Graduate Council:

This letter is to communicate the support of Provost Jaime Taylor and Mark Robinson, the Senior Vice President of Finance, for the Lewis College of Business Intent to Plan for the Doctor of Business Administration (DBA) program. This process began in Spring, 2018 when the College created a task force to determine the need for such a program and its general structure.

We discussed the merits of the proposed program with Provost Taylor when he came on board in July. We met with Provost Taylor several more times throughout the summer and fall to seek his feedback and provide additional information such as the competitive analysis.

We also met three times formally with Mark Robinson to collaboratively develop and receive approval for the pro forma financial projection. This pro forma is presented in Appendix D of the Intent to Plan document.

We look forward to your consideration for our Intent to Plan for the DBA program. This program is integral to our strategic initiatives and the re-imagination of our College.

Sincerely,

Avinandan Mukherjee
Dean, Lewis College of Business
Marshall University
mukherjeea@marshall.edu
304-696-2659

Jaime Taylor
Provost and Senior Vice President for
Academic Affairs
Marshall University

Mark Robinson
Senior Vice President for Finance/Chief
Financial Officer
Marshall University

BE PROUD.
BE A SON OR DAUGHTER OF MARSHALL.

Graduate Intent to Plan--Major or Degree

NOTE: This "Intent to Plan" form must be submitted and go through the approval process BEFORE you submit the form titled, "Request for Graduate Addition, Deletion or Change of a Major or Degree." For detailed information on new programs please see: http://wvhepcdoc.wvnet.edu/resources/133-11.pdf.

1. Prepare one paper copy with all signatures and supporting material and forward to the Graduate Council Chair.
2. E-mail one PDF copy without signatures to the Graduate Council Chair. If attachments are included, please merge into a single file.
3. *The Graduate Council cannot process this application until it has received both the PDF copy and the signed hard copy.*

College: Lewis College of Business   Dept/Division: NA

Contact Person: Dr. Nancy Lankton and Dean Avinandan Mukherjee   Phone: 6-2656 and 6-2659

New Degree Program Doctor of Business Administration

Effective Term/Year   Fall 20 `20`   Spring 20 [ ]   Summer 20 [ ]

Information on the following pages must be completed before signatures are obtained.

Signatures: if disapproved at any level, do not sign. Return to previous signer with recommendation attached.

Dept. Chair/Division Head _Nancy K Jonson_	Date _1/28/19_
College Curriculum Chair _(signature)_	Date _29 JAN 19_
College Dean _Avinandan Mukherjee_	Date _1/29/2019_
Graduate Council Chair _____	Date _____
Provost/VP Academic Affairs _____	Date _____
Presidential Approval _____	Date _____
Board of Governors Approval _____	Date _____
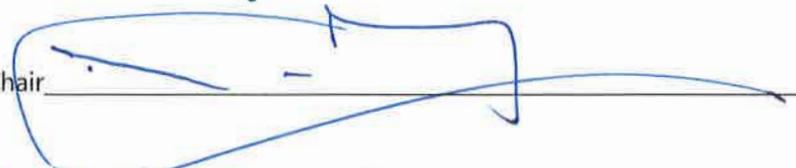
Please provide a rationale for new degree program: (May attach separate page if needed)

The Marshall University (MU) Lewis College of Business (LCOB) proposes the addition of a Doctor of Business Administration (DBA) program. It will be a research-based, hybrid program that will help students advance in their business careers or prepare them for a career in academia. Currently there are no DBA programs in West Virginia. Many universities around the world offer DBA programs. In October 2017, the Doctor of Business Administration Compass report identified 273 professional doctorates in management worldwide.[1] Another report lists 45 AACSB accredited DBA programs.[2] A trend that is fueling the growth in DBA programs is the projected growth in employment of postsecondary business school teachers of 18% by 2026, which is faster than the average growth rate of 7% for all occupations.[3]

The DBA program will be a part of the Brad D. Smith Graduate School of Business. This proposal is an integral element of the re-imagination of the College, facilitated by the transformative gift from Brad D. and Alys Smith this past fall. Some competitive features of the proposed DBA program include:
- Affordable pricing at $850 per credit hour that makes it a low-cost alternative to other AACSB accredited DBA programs and a high-value alternative to similarly-priced, non-AACSB programs;
- Convenience for students with only five face-to-face visits per year;
- Accounting, health care management, and management and entrepreneurship concentrations that students can choose from; and
- A dissertation committee that includes a professional to enhance the research's relevance to practice.

A DBA program will leverage the College's already very successful Master of Science in Accountancy, Master of Science in Health Care Administration, Master of Science in Human Resource Management, and Master of Business Administration (MBA) programs. It will enhance the College's brand; increase its reputation, general gift-giving, and fund raising; and promote industry partnerships. A DBA program will also increase the College's research productivity and its impact on practice. A DBA program is in line with the College's accrediting body, AACSB, that has encouraged its members to develop innovative doctoral programs that support business executives in advancing within their existing industry or becoming full-time faculty members.[4]

1. **ADDITIONAL RESOURCE REQUIREMENTS**: If your new program requires additional faculty, equipment or specialized materials, attach an estimate of the time and money required to secure these items.
NOTE: Approval of this form does not imply approval for additional resources. Enter NONE if not applicable.

NONE

2. **NON-DUPLICATION:** If a question of possible duplication occurs, attach a copy of the correspondence sent to the appropriate department(s) describing the request and any response received from them. Enter NONE if not applicable.

NONE – This is a new program. All classes are new for the DBA program.

For catalog changes as a result of the above actions, please fill in the following pages.

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[1] https://www.dba-compass.com/news/dba-summary-report-2017/
[2] https://www.dba-compass.com/knowledge/accreditations-for-doctor-of-business-administration-dba-programs/
[3] Bureau of Labor Statistics (https://www.bls.gov/ooh/Education-Training-and-Library/Postsecondary-teachers.htm#tab-6)
[4] http://www.aacsb.edu/~/media/AACSB/Publications/research-reports/the-promise-of-business-doctoral-education.ashx

5. *New* Catalog Description
Insert a 'clean' copy of your proposed description, i.e., no strikethroughs or highlighting included. This should be what you are proposing for the new description. (May attach separate page if needed)

The Marshall University Doctor of Business Administration program is a research-based doctoral program that combines a disciplined approach to scholarship with a focus on compelling problems of practice. Students will study seminal and contemporary business literature to develop research questions in their area of interest. They will perform literature reviews, design and perform research studies, analyze data, and draw relevant conclusions that impact economic development and business innovation. Students will choose a concentration that focuses on one broad business area, and they will be required to complete a proposal and dissertation as part of the program.

Please insert in the text box below your summary information for the Graduate Council agenda. Please enter the information exactly in this way (including headings):

Department:
New Major or Degree:
Credit Hours:
Rationale:

Department: Lewis College of Business
New Major or Degree: Doctor of Business Administration
Credit Hours: 66 credit hours
Rationale: There are no existing DBA programs in West Virginia. The proposed DBA program will help students advance in their business careers or prepare them for a career in academia. The program will leverage the College's already very successful Master of Science in Accountancy, Master of Science in Health Care Administration, Master of Science in Human Resource Management, and Master of Business Administration (MBA) programs. It will enhance the College's brand; increase its reputation, general gift-giving, and fund raising; and promote industry partnerships. A DBA program will also increase the College's overall profile, and enhance its research impact and productivity. The proposed DBA program is in line with the College's accrediting body, AACSB, that has encouraged its members to develop innovative doctoral programs that support business executives in advancing within their existing industry or becoming full-time faculty members.

MARSHALL UNIVERSITY
LEWIS COLLEGE OF BUSINESS
January, 2019

INTENT TO PLAN
DOCTOR OF BUSINESS ADMINISTRATION
Effective Date: Fall 2020

Brief Summary Statement

This Intent to Plan describes the Lewis College of Business's (LCOB's) proposal for the addition of a Doctor of Business Administration (DBA) program. DBA programs are research-based, post-graduate degree programs offered by business schools that develop leaders for the advancement of business and society. The proposed DBA program will be a 66-credit hour, three-year, hybrid program that requires students to prepare an applied research proposal and dissertation. It will admit students with previous master degrees and considerable work experience. Students will be able to choose among concentrations in accounting, health care management, and management and entrepreneurship. A 10-year pro forma financial projection, approved by the University's Senior Vice President for Finance/Chief Financial Officer, shows the program's profitability over time.

Contacts:

Dr. Nancy Lankton
Professor and Division Chair
lankton@marshall.edu
304-696-2656

Dr. Avinandan Mukherjee
LCOB Dean
mukherjeea@marshall.edu
304-696-2659

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Doctor of Business Administration
Marshall University
Lewis College of Business

1. Program Description

The Marshall University (MU) Lewis College of Business (LCOB) proposes the addition of a Doctor of Business Administration (DBA) program. DBA programs are research-based, post-graduate degree programs offered by business schools that develop leaders for the advancement of business and society. Students are able to combine a disciplined approach to scholarship with a focus on practice to pursue business and academic careers that require more advanced research skills and qualifications.

Currently there are no DBA programs in West Virginia. Many universities around the world offer DBA programs. In October 2017, the DBA Compass report identified 273 professional doctorates in management worldwide.[1] Another report lists 45 AACSB accredited DBA programs.[2] Fueling the increase in DBA programs is the projected growth in employment of postsecondary business school teachers of 18% from 2016 to 2026, which is much faster than the average growth rate of 7% for all occupations.[3]

The primary difference between a PhD and a DBA is program orientation and intended outcome. In general, the focus of a PhD program is to develop new theory,

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[1] https://www.dba-compass.com/news/dba-summary-report-2017/
[2] https://www.dba-compass.com/knowledge/accreditations-for-doctor-of-business-administration-dba-programs/
[3] Bureau of Labor Statistics (https://www.bls.gov/ooh/Education-Training-and-Library/Postsecondary-teachers.htm#tab-6)

whereas the focus of a DBA program is to apply theoretical knowledge to the advancement of business practice. Both PhD and DBA programs require original research culminating in the creation and defense of a dissertation. A DBA dissertation examines a practical business problem that is relevant to business managers and scholars.

There are three main target markets for people seeking a DBA degree including:

- People who have been successful in business for many years and are looking for a new intellectual challenge;

- Regional educators without doctorates who want to enhance their academic credentials; and

- International students who want to pursue higher education.

A DBA program will leverage the College's already very successful Master of Science in Accountancy, Master of Science in Health Care Administration, Master of Science in Human Resource Management, and Master of Business Administration (MBA) programs. It will enhance the College's brand; increase its reputation, general gift-giving, and fund raising; and promote industry partnerships. A DBA program will also increase the College's research impact and productivity. This strategy is in line with the College's accrediting body, AACSB, that has encouraged its members to develop innovative doctoral programs that support business executives in advancing within their existing industry or becoming full-time faculty members.[4]

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[4] http://www.aacsb.edu/~/media/AACSB/Publications/research-reports/the-promise-of-business-doctoral-education.ashx.

1.1 Program Mission

The mission of the DBA program at Marshall is to equip students with the theoretical foundation and research skills needed to address cutting-edge business issues that apply to high-demand sectors of the economy. The mission statement of the proposed DBA program supports the mission of Marshall University[5] by:

- Providing innovative graduate education;

- Providing affordable, high-quality graduate education appropriate for the state and region;

- Making instruction available throughout Marshall's service area using all appropriate modes of delivery;

- Enhancing the quality of health care [administration] in the region; and

- Promoting economic development through research, collaboration, and technological innovations.

The program mission supports the LCOB's mission[6] with its emphasis on preparing students to become successful business professionals advancing economic development throughout West Virginia and beyond. The program's mission is also consistent with the College's mission by emphasizing a commitment to applied scholarship.

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[5] https://www.marshall.edu/mission/
[6] https://www.marshall.edu/cob/vision-and-mission/

1.2 Program Features

The DBA program will have a Director responsible for the first-line administration of the program. The DBA Director will be appointed from existing faculty and will be assisted by the College's current staff positions of Administrative Secretary of Graduate Programs and Associate Director of Graduate Programs. A DBA Program Committee will be in charge of decisions related to admissions, dissertation committees, and student progression. It will consist of the DBA Director, the College's Associate Director of Graduate Programs, and at least three faculty members from the LCOB who have Doctoral Graduate Faculty Status. Having Doctoral Graduate Faculty Status means the faculty member meets the requirements of the Graduate College of the University and those set by the LCOB in accordance with AACSB standards. Finally, a three-person DBA Dissertation Committee will be selected by each student and approved by the DBA Program Committee. Two members of each DBA Dissertation Committee will be faculty members with Doctoral Qualified Faculty Status. One of them will be chosen by the student as the dissertation chair. The third member of each DBA Dissertation Committee will be from the world of business.

1.2.1 Proposed Catalog Description

The Marshall University Doctor of Business Administration program is a research-based doctoral program that combines a disciplined approach to scholarship with a focus on compelling problems of practice. Students will study seminal and contemporary

business literature to develop research questions in their areas of interest. They will perform literature reviews, design and perform research studies, analyze data, and draw relevant conclusions that impact economic development and business innovation. Students will choose a concentration that focuses on one broad business area, and they will be required to complete a proposal and dissertation as part of the program.

1.2.2 Student Learning Outcomes

Graduates of the DBA program will:

- Acquire the knowledge and analytical capability to manage how an organization adapts to change and embraces innovation;

- Acquire an understanding of behavioral, policy, and strategic issues that are relevant in today's organizations for promoting and enhancing economic development;

- Apply theories, methodologies, and knowledge to address fundamental questions in their primary area of study; and

- Demonstrate oral and written communication skills sufficient to publish, present, and communicate research as a scholar and practitioner.

1.2.3 Additional Program Outcomes

The DBA program expects to achieve:

- An impact on economic development and innovation in local, regional, and global firms;

- A critical mass of graduates with terminal degrees who advance in their fields and/or become full-time faculty members;

- An enhanced brand and increased reputation with stakeholders, many of whom may wish to enroll in the program.; and

- Increased research impact and productivity with implications for practice.

AACSB accreditation requires assessment of learning and faculty sufficiency standards. These will be strictly adhered to for successful maintenance of accreditation.

1.2.4 Admissions and Performance Standards

Students will be admitted to the program every fall semester in a cohort group. All candidates for the DBA program must satisfy MU requirements for admission and be admitted to the Marshall University Graduate College.

The admission process for the DBA program will be competitive and will emphasize academic ability, professional work experience, and other indicators of potential for program success. The DBA Program Committee will consider the following items as preferred qualifications:

- A completed master's degree in business or a related area from an appropriately accredited institution (must have a bachelor's degree at minimum);

- GMAT or GRE scores;

- Relevant professional and/or senior level management experience; and

- Other evidence of achievements and experience including written or oral contributions to the field of expertise, professional certifications, professional development programs, and awards/honors.

The more of these qualifications a candidate has, the more likely the candidate will be considered for admission to the program. The materials that are required in the application package include:

- A cover letter and resume listing and describing the applicant's academic and work experience, and other qualifications;

- A personal interest statement that is 4 to 5 pages in length and explains the candidate's objectives for joining the program, goals upon graduation, potential research questions of interest, and how the candidate's work experience will contribute to this research;

- Academic transcripts showing all undergraduate work and graduate work, if applicable; and

- Three letters of recommendation.

The DBA Program Committee will review all documents to identify candidates who have a high likelihood of succeeding in the program. Before a final offer is made, these candidates will be interviewed by the DBA Program Committee by phone or in person.

1.2.5 Program Requirements

The proposed DBA program is a 66-credit hour program extending over three years with the course work completed during the first two years. The third year is devoted to the completion of the dissertation (see schedule in Appendix A). Each student will take a series of courses as listed below.[7]

Current Research Issues in Business (3 credit hours each-15 credit hours total)
DBA 701: Current Research Issues in Business and Economic Development
DBA 702: Current Research Issues in Business Innovation and New Ventures
DBA 703: Current Research Issues in Business Technology
DBA 704: Current Research Issues in Global and International Business
DBA 705: Pedagogy in Business Schools

Research Design, Methods, and Statistics (3 credit hours each-15 credit hours total)
DBA 710: Research Design and Methods
DBA 711: Quantitative Methods I: Applied Business Statistics I
DBA 712: Quantitative Methods II: Applied Business Statistics II
DBA 713: Quantitative Methods III: Advanced Business Statistics
DBA 714: Qualitative Methods in Business Research

Concentration Areas (3 credit hours each-Each student must take three courses in one concentration area-9 credit hours total)
Accounting
ACC 720: Research Seminar in Managerial Accounting and Accounting Information
Systems
ACC 721: Research Seminar in Auditing
ACC 722: Research Seminar in Financial Accounting
Health Care Management
HCM 720: Research Seminar in Health Care Delivery
HCM 721: Research Seminar in Managerial Epidemiology and Health Data Analytics
HCM 722: Research Seminar in Health Care Information Management

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[7] A more detailed description of these courses can be found in Appendix B.

Management and Entrepreneurship
MGT 720: Research Seminar in Human Resource Management and Organizational Behavior
MGT 721: Research Seminar in Operations, Business Models, and Strategic Management
MGT 722: Research Seminar in Entrepreneurship, Small Business, and Family Firms

Dissertation Courses (Each student must take 9 credits of DBA 730 and 18 credits of DBA 731-27 credit hours total)
DBA 730: Dissertation Design (3 credits hours, can be repeated)
DBA 731: Dissertation (3 credit hours, can be repeated)

There are three concentration areas. Students will choose from accounting, health care management, or management and entrepreneurship. They must declare one of these concentration areas when entering the program and finalize their choice during the first semester of study. DBA program students will be required to attend two academic conferences related to their concentration area. These must be approved by the DBA Program Committee.

DBA program students will complete and submit a doctoral dissertation to their Dissertation Committee. The DBA dissertation will need to show relevance, be tied to appropriate scientific literature, and have appropriate methodology and analysis to support the conclusions drawn. It is expected that research at the doctoral level will make a contribution to knowledge in the student's discipline and that it will demonstrate the student's ability to develop and carry out independent research. All research involving the use of human subjects must be submitted to Marshall's Institutional Review Board for review and approval.

The doctoral dissertation process is comprised of a series of courses culminating in a defense of the proposal and a defense of the completed research. The proposal course, Dissertation Design (DBA 730), is offered during the second semester of the second year of study and again during the second summer session. It requires each student to pick a Dissertation Committee and prepare a plan for investigating a proposed research question. The culminating proposal paper will be submitted and presented to the student's Dissertation Committee to ensure the plan is complete and holds academic merit. Dissertation courses (DBA 731) are offered both semesters during the student's last year upon satisfactory completion of all other coursework and the proposal defense. These courses require students to work towards completing their proposed research and writing a dissertation about the research and findings. Students must defend their dissertation upon completion of the 18 dissertation credit hours.

Proposal and dissertation courses are graded pass/fail and must be passed. Students must complete all other courses with a grade of "B" or better. Should a student fail to pass or complete a course with the required grade, the DBA Program Committee may offer an alternative activity as a substitute or the student may be placed on academic probation that, in some circumstances, could lead to dismissal from the program. Students must enroll in, and pay for, additional Dissertation (DBA 731) credits if they have not completed their dissertation after the 66 required hours. Other set-backs in the student's progress will be handled on a case-by-case basis by the DBA Program

Committee. The DBA dissertation and program must be completed within six years of admittance to the program.

1.2.6 Program Delivery

Classes in the proposed DBA program will be delivered using the hybrid method that includes both online and face-to-face interactions. The face-to-face portion of the classes will be scheduled to meet approximately two times during the fall and spring semesters, and once in the summer semester (e.g., fall term: September and November, spring term: February and April, summer term: June). These face-to-face classes will be scheduled on Fridays and Saturdays and will consist of approximately 12 to 15 hours of instruction. The remainder of the instruction and coursework will be completed online using Marshall's MUOnline learning platform. These online courses will be delivered asynchronously so that each student may work at a personal pace. Students will be required to possess a personal computer that is compatible with MU software for completion of the coursework.

2. Program Needs and Justification

2.1 Relationship to Institutional Goals and Objectives

2.1.1 Learning Outcomes Compared to MU's Baccalaureate Degree Profile

The proposed DBA program will build on the MU baccalaureate degree profile. The rigorous curriculum and completion of the scholarly DBA dissertation will expand on all of the domains of thinking including Communication Fluency, Creative Thinking, Ethical

and Civic Thinking, Information Literacy, Inquiry-Based Thinking, Integrative Thinking, Intercultural Thinking, Metacognitive Thinking, and Quantitative Thinking.

2.1.2 Learning Outcomes Compared to the Marshall Strategic Plan

The proposed DBA program builds on Marshall's 2018 strategic plan that reads, "The university will add strategic, self-sustaining doctoral programs to expand beyond the seven currently offered." It relates to other strategic goals including Increase Productivity in Research and Creative Works, Expand Online Course Offerings, and Increase Revenue Generating Programs.

2.1.3 Learning Outcomes Compared to the WV Statewide Master Plan

The West Virginia Higher Education Policy Commission has published its 2013-2018 Master Plan titled, "Leading the Way: Access, Success, and Impact." The proposed DBA program relates to two of the plan's goals. It addresses the Impact goal of increasing research and development activities that contribute to West Virginia's economic growth and the Access to Education goal by employing an online strategy.

2.2 Existing Programs

There are currently no DBA programs in West Virginia. West Virginia residents wanting to enroll in a DBA program must seek education out of state. Students may consider distance from home in their decision to enroll in a DBA program because most require face-to-face class meetings. This could make West Virginia residents more interested in the proposed program because it may be closer to home. A recent report

even finds that 53% of online graduate students enroll in a program that is less than 50 miles from where they live, and another 20% enroll in a program that is 50 to 100 miles from where they live.[8] Potential students who are West Virginia residents and/or Marshall alumni may also feel more connected to a program in West Virginia.

Appendix C contains a listing of existing AACSB and non-AACSB accredited DBA programs. The proposed DBA program will take a two-pronged approach to competing in this market. It will offer a high-quality program at a lower cost than most other AACSB accredited programs. The tuition at AACSB accredited DBA programs in Appendix C range from a low of approximately $1,000 per credit hour to over $2,000 per credit hour. The proposed DBA program will charge $850 per credit hour in its first year, making it highly competitive among AACSB programs. This low-cost, high-value approach will also help recruit students who are considering similarly-priced, non-AACSB programs with tuitions ranging from from $400 per credit hour to over $1,200 per credit hour (Appendix C).

2.3 Program Planning and Development

The LCOB Dean formed a task force in January 2018 to assess the potential of moving forward with the DBA program. The task force consisted of nine faculty members who were representative of all Divisions and all ranks, and one staff member. This task force investigated other DBA programs and discussed the different features of these programs. It received input from two faculty members who are currently students in other

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[8]   https://www.learninghouse.com/wp-content/uploads/2017/10/OCS-2016-Report.pdf

DBA programs. The task force interviewed Don Capener, Dean at Jacksonville University's Davis College of Business, about its recently created DBA program. The task force gave updates on its progress to the College's faculty during regularly scheduled College faculty meetings. The task force prepared recommendations for the LCOB Dean about starting a DBA program and presented them at the April College faculty meeting. The task force received approval from the faculty at this meeting to move forward with the DBA program.

The task force created a competitive analysis of other DBA programs during summer 2018. Appendix C presents the competitive analysis broken down in alphabetical order by AACSB and non-AACSB programs. It includes a map depicting the states where each program is located. Sources for the analysis included a listing of accredited DBA programs and other listings of high-ranking DBA programs. This competitive analysis gave the task force more information about the location of the other DBA programs, their concentration areas, tuition, and cohort size. Initial meetings were held with the Provost. The task force worked closely with the Dean to address the Provost's requests for additional information.

The Intent to Plan document was prepared by the task force during Fall 2018 with all the input gathered throughout the process from LCOB faculty and staff, the Dean from Jacksonville, the LCOB Dean, and the Provost. Meetings were held with the University's Senior Vice President for Finance/Chief Financial Officer to develop and receive approval for the pro forma financial projections. The Intent to Plan details were presented to the

entire faculty at the November College faculty meeting. Comments from that meeting were addressed in the version submitted to the College Graduate Curriculum Committee in December. The task force worked closely with the College Graduate Curriculum Committee to address detailed comments about the Intent to Plan's content and format before gaining its approval for submission to the Graduate Council at the beginning of February 2019.

2.3.1 Clientele and Need

There are three main target markets for those seeking a DBA degree. The first target market is successful business professionals who are seeking a new challenge. These people often have an MBA or other graduate degree and want to further distinguish themselves by pursing a doctoral degree. Some may want to obtain a doctoral degree to pursue a second career. Other universities in West Virginia including West Virginia University, Shepherd University, Fairmont State University, and Ohio University have MBA degree programs that can produce ideal candidates for the proposed DBA program.

Accounting professionals may be interested in the proposed DBA program with its concentration in accounting. A recent survey of 121 accounting practitioners revealed that more than 15% of respondents had a fairly high interest in full-time teaching. Further, more than 2,000 people recently signed up for an American Accounting Association webcast on transitioning from practice to academia.[9] In West Virginia, there are 251

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[9] Bishop, C. C., Boyle, D. M., Carpenter, B. W., Hermanson, D. R. (2016). Transitioning into academia: A new pathway for practitioners. Journal of Accountancy (March).

licensed CPA firms. One major accounting firm, Arnett Carbis Toothman, is headquartered in West Virginia, and other major accounting firms have offices in West Virginia.[10] These firms could be a source of students for the program.

Healthcare professionals are another source of professionals for the proposed DBA program. Although the demand for online doctorate degrees in healthcare management programs is growing, there are still few offerings. Many of the programs that do exist are housed in colleges other than a business college, which limits the amount of pure business training these students receive.[11] By 2024, an estimated $1 in every $5 spent in the U.S. will be spent on health care.[12] Total national health expenditures were 17.9 percent of Gross Domestic Product in 2016.[13] A newly published forecast estimates these expenditures at 19.7% of the economy by 2026.[14] These figures demonstrate the need for the higher-level health care managers with business acumen and insight that the proposed DBA program can provide. West Virginia has a need for these individuals because it has 36 non-federal, short-term, acute care hospitals with 6,155 beds, 1,041,331 patient days, and almost $17 billion in revenues.[15]

Potential business professionals may be interested in the entrepreneurship concentration. A Bentley University survey found that 66% of respondents would like to

[10] https://www.accounting.com/states/west-virginia/
[11] https://www.bestvalueschools.com/rankings/online-dhm/
[12] https://www.ncu.edu/programs-degrees/business/healthcare-administration-dba#gref
[13] https://www.cdc.gov/nchs/fastats/health-expenditures.htm
[14] https://www.healthcaredive.com/news/cms-health-spending-projections-2017-2026/517097/
[15] https://www.ahd.com/states/hospital_WV.html

start their own business, 37% would like to work for themselves, and 25% would like to own their own company.[16] Finally, some executives feel MBA degrees are becoming less valuable. Having a DBA degree can set a business professional apart without employers feeling that the person is "too academic" as a PhD degree might signal.[17]

A second major target market for the proposed DBA program is regional educators who want to enhance their academic credentials. These individuals may not be able to spend several years without a salary to participate in a full-time doctoral program, and they may prefer a hybrid DBA program during which they can remain employed.

There is a need for faculty with doctorates. According to a recent article, enrollments in accounting PhD programs have not kept up with enrollments in accounting undergraduate programs.[18] Many universities have addressed this trend by hiring adjunct and part-time instructors who do not generally need to hold doctorates. Most accounting programs still need to hire a certain percentage of faculty with doctoral degrees to increase their research reputation and meet accreditation standards.[19] West Virginia has

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[16] https://www.forbes.com/sites/jaredmeyer/2015/07/20/millennials-entrepreneurship-starting-businesses/#33a050e51d63

[17] https://www.usnews.com/education/best-graduate-schools/top-business-schools/articles/2012/02/17/amidst-mba-inflation-executives-recommend-business-doctorates

[18] Bishop, C. C., Boyle, D. M., Carpenter, B. W., Hermanson, D. R. (2016). Transitioning into academia: A new pathway for practitioners. Journal of Accountancy (March).

[19] Bishop, C. C., Boyle, D. M., Carpenter, B. W., Hermanson, D. R. (2016). Transitioning into academia: A new pathway for practitioners. Journal of Accountancy (March).

44 colleges and universities, and 26 have accounting programs[20,21] that could employ doctoral faculty.

The third target market is international students who want to pursue higher education. There were 1,019,333 degree-seeking international students in the United States' higher education system in March 2018. Of these, 31.9% were seeking a master degree and 12.4% were seeking a doctoral degree. A total of 169,359 international students were seeking a business-related bachelor or master degree.[22] The LCOB has approximately 400 students[23] in its graduate programs. With additional work experience these students might be ideal candidates for the DBA program.

2.3.2 Employment Opportunities

Many universities require business faculty to hold a PhD, doctor of management, or doctor of business administration to advance in their academic careers. The U.S. Bureau of Labor Statistics predicts the demand for postsecondary business teachers is expected to grow by 18.1 percent from 2016 to 2026.[24]

Some students may obtain a DBA to help them advance in their current profession. One source points out that graduates of online doctorate in healthcare management programs will be in demand in the coming years. The Bureau of Labor Statistics projects

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[20] https://en.wikipedia.org/wiki/List_of_colleges_and_universities_in_West_Virginia
[21] https://www.accounting.com/states/west-virginia/
[22] https://www.ice.gov/doclib/sevis/pdf/byTheNumbersApr2018.pdf
[23] This enrollment is as of Fall 2018.
[24] https://www.bls.gov/ooh/Education-Training-and-Library/Postsecondary-teachers.htm#tab-6

that job opportunities in healthcare management will grow by 17% by the year 2024, a rate that is much faster than the average growth rate for all occupations. Healthcare managers with graduate degrees and with special knowledge of health informatics and technology may be in higher demand.[25]

2.3.3 Program Impact

A DBA program will leverage the College's already successful Master in Business Administration, MS in Accountancy, MS in Health Care Administration, and MS in Human Resource Management programs. It will enhance the College's brand and improve its reputation among alumni, many of whom may wish to enroll in the program. DBA programs can increase general gift-giving, fund raising, and promote industry partnerships. A DBA program will also increase the College's research productivity and application to practice. Having a DBA program is in line with the College's accrediting body. The AACSB has encouraged its members to develop innovative doctoral programs and support business executives in advancing in their existing industry or becoming full-time faculty members.[26]

2.3.4 Cooperative Agreements

There are no cooperative agreements planned for this program.

2.3.5 Alternatives to Program

There are no alternatives to the DBA program. No doctoral degree programs in

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[25] https://www.bestvalueschools.com/rankings/online-dhm/

[26] https://www.aacsb.edu/publications/researchreports/doctoraleducation/

business currently exist at Marshall. West Virginia University's full-time PhD program does not cater to the same target market as the proposed DBA program. The proposed DBA program is more applied and has a different delivery method. The only other alternative for West Virginia students seeking a DBA is an out-of-state university. This may be inconvenient because many of these are hybrid programs that require face-to-face class meetings. It may be a hardship for students to travel out of state to attend these meetings. A recent report finds that 53% of online graduate students enroll in a program that is less than 50 miles from where they live, and another 20% enroll in a program that is 50 to 100 miles from where they live.[27]

3. Program Implementation and Projected Resource Requirements

The pro forma financial projections are shown in Appendix D. These projections were developed by the task force, the LCOB Dean, and the University's Senior Vice President for Finance/Chief Financial Officer. They follow the format provided by the Senior Vice President and received his approval.

3.1 Program Administration

The DBA program will have a Director who will be responsible for the first-line administration of the program. The DBA Director will be appointed from existing faculty and will be given a $9,000 per academic year stipend (Appendix D). The current staff positions of Administrative Secretary of Graduate Programs and Associate Director of

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[27] https://www.learninghouse.com/wp-content/uploads/2017/10/OCS-2016-Report.pdf

Graduate Programs will assist the faculty member. It is estimated that $6,000 of their salaries will be allocated to the DBA program (Appendix D). The ultimate administrative responsibility for the program will be with the LCOB Dean.

3.2 Program Projection

It is proposed that the DBA program will admit 10 full-time equivalent students during the first and second years, with slight increases over the 10-year period to a high of 17 students in the last four years. An attrition rate of two students per cohort is estimated. See Appendix D for the projected students in years 1 to 10.

Tuition is assumed to be $850 per credit hour in the first year, with a 2% increase each year thereafter (Appendix D). This tuition amount addresses the two-pronged competitive approach to be a low-cost alternative to other AACSB accredited programs and a high-value alternative to similarly priced non-AACSB programs.

3.3 Faculty Instructional Resources

No new faculty resources will be needed for the DBA program. Current LCOB faculty will teach in the program on an overload basis. This will involve an internal reallocation of existing faculty and the hiring of adjunct faculty from other reputable business schools. Adjunct faculty may come from the local market or from the online teaching market. All faculty will meet the Doctoral Graduate Faculty Status requirements.

Labor costs for faculty resources include overloads that will be paid at $9,000 per course (Appendix D). Faculty work on dissertations will be paid at $1,000 per student per

semester. The addition of one graduate student worker for the program to assist faculty with research and/or assist with other administrative duties will cost $10,000 per year. Benefits and contingencies are included for both the program administrative costs and the faculty instructional resource costs.

3.4 Library Resources and Instructional Materials

Students will use current library resources such as online databases that are currently available from the Drinko Library at Marshall. Blackboard technology will be used in all online DBA courses. Statistical software packages from the University and those purchased for other College programs will be used in this program.

3.5 Support Service Requirements

This DBA program will use Marshall's existing IT technologies and services.

3.6 Facilities Requirements

Students in the DBA program will meet face-to-face on campus five times per year on Fridays and Saturdays. These course meetings can be scheduled using existing classrooms and/or conference rooms.

3.7 Operating Resource Requirements

Major operating expenses include AACSB-related expenses of $10,000 in the first year and University fees at 5% of tuition (MU OCR) (Appendix D). Other expenses include operating costs associated with meals, office supplies, advertising, guest speakers, assessment of learning, and travel to DBA-related conferences.

3.8 Source of Operating Resources

The DBA program will not require state funding; its revenues must cover all costs. The pro forma financial projection shows that the proposed program will generate a positive cash flow (Appendix D).

4. Appendices

4.1 Appendix A - Schedule

Year 1					
Fall 20XX		**Spring 20XX**		**Summer 20XX**	
Course	Credits	Course	Credits	Course	Credits
DBA 701	3	DBA 702	3	DBA 703	3
DBA 710	3	DBA 712	3	ACC/HCM/MGT 721	3
DBA 711	3	ACC/HCM/MGT 720	3		
Total Credits	9	Total Credits	9	Total Credits	6
Year 2					
Fall 20XX		**Spring 20XX**		**Summer 20XX**	
Course	Credits	Course	Credits	Course	Credits
DBA 704	3	DBA 705	3	DBA 730	6
DBA 713	3	DBA 714	3		
ACC/HCM/MGT 722	3	DBA 730	3		
Total Credits	9	Total Credits	9	Total Credits	6
Year 3					
Fall 20XX		**Spring 20XX**			
Course	Credits	Course	Credits		
DBA 731	9	DBA 731	9		
Total Credits	9	Total Credits	9		

4.2 Appendix B - Proposed Course Descriptions

Current Research Issues in Business

DBA 701: Current Research Issues in Business and Economic Development (3 credit hours)
This course exposes students to key issues surrounding business and economic development and other related contemporary business topics. Students will learn how matters such as poverty, jobs, and unemployment; policymaking, budget, taxes, and public investment; and green economics apply to business research and impact practice.

DBA 702: Current Research Issues in Business Innovation and New Ventures (3 credit hours)
Students in this course will be introduced to contemporary research topics in business innovation and new ventures. They will study research on founder and entrepreneurship teams; resources (human capital, networks, financial capital); and stages-of-growth models. Students will be exposed to the research questions, methodologies, contributions, and practical implications of this research.

DBA 703: Current Research Issues in Business Technology (3 credit hours)
This course covers research topics related to business technology including information technology investments, governance, and strategy; social networks and digital collaboration; cybersecurity and privacy; adoption and diffusion; and e-commerce and e-government. By the end of the course, students will have explored the academic literature in this area and gained an understanding of its contributions to theory and practice.

DBA 704: Current Research Issues in Global and International Business (3 credit hours)
Students will be exposed to key topics in global and international business. Students will investigate academic research on multinationalism and performance; global competition and strategic management; and global finance and markets to discover and understand important and contemporary research questions.

DBA 705: Pedagogy in Business Schools (3 credit hours)
This course focuses on pedagogical practices in business schools including both traditional and innovative teaching methods. Students will understand effective teaching and learning practices in business schools based on case studies and educational research. The course will help students form the foundation of their teaching and training skills in future academic and non-academic careers. As appropriate, some students will assist faculty in teaching online courses and participate in online course design training.

Research Design, Methods, and Statistics

DBA 710: Research Design and Methods (3 credit hours)
Students will be introduced to research designs such as exploratory, descriptive, and causal research designs. The course explores basic concepts of experimental, case study, cross-sectional, and longitudinal research designs. Students will be exposed to quantitative and qualitative research methods.

DBA 711: Quantitative Methods I: Applied Business Statistics I (3 credit hours)
This course covers techniques and applications of regression analysis, including inference and model diagnostics. The focus is on multiple linear regression and ANOVA models using statistical software. Students will learn how to apply the methods to real world problems and make valid statistical conclusions.

DBA 712: Quantitative Methods II: Applied Business Statistics II (3 credit hours)
This course focuses on the applications of various multivariate statistical methods including factor analysis, discriminant analysis, cluster analysis, conjoint analysis, and structural equations modeling.

DBA 713: Quantitative Methods III: Advanced Business Statistics (3 credit hours)
This course extends the basic linear model framework to non-linear regressions and non-parametric statistical tools and data driven techniques. This course takes a modern, data-analytic approach to regression emphasizing graphical tools for interpreting and presenting results. This course covers topics like data selection, missing data, and multiple imputation.

DBA 714: Qualitative Methods in Business Research (3 credit hours)
Major qualitative approaches in business research including case study research, ethnography, narrative inquiry, discourse analysis, grounded theory, text analysis, and action research will be introduced in this course. Within these methods, students will learn how to frame the research, generate research questions, get access, collect empirical materials, report the results and evaluate the research. Business research will be used to demonstrate the practical applications of the methods discussed.

Concentration Areas

ACC 720: Research Seminar in Managerial Accounting and Accounting Information Systems (3 credit hours)
This course includes a study of managerial accounting and accounting information systems research topics and methods. Students will review and critically analyze research articles on budgeting, compensation, incentives, and the allocation of resources within an enterprise. They will examine research relating to ontological investigations, expert systems and decision aides, information processing assurance, security, controls, system usability, and system performance.

ACC 721: Research Seminar in Auditing (3 credit hours)
Seminal and contemporary research articles on the audit environment, auditor decision making, auditor independence, the effects of auditing on the financial reporting process, and auditor fees will be introduced. Students will be exposed to the theories, constructs, designs, and methods used to investigate and advance knowledge on the issues and problems related to auditing.

ACC 722: Research Seminar in Financial Accounting (3 credit hours)
Students in this course will learn to critically analyze financial accounting research to identify potential areas for future study that can advance the current body of knowledge. This course presents students with an array of research in the area including research on financial accounting, capital markets, and decision making based on financial accounting information.

HCM 720: Research Seminar in Health Care Delivery (3 credit hours)
This course includes a study of health care delivery research topics. Students will review and critically analyze the literature on integrated health care delivery systems, clinical effectiveness, innovative technologies, workforce issues, incentive structures, alternative service designs, and healthcare disparities.

HCM 721: Research Seminar in Managerial Epidemiology and Health Data Analytics (3 credit hours)
This course provides insight into research on topics that explore managerial epidemiology and health data analytics. Students will be exposed to research articles on disease control and transmission; population

health measurement; planning and quality management; incidence, prevalence, morbidity, and mortality; financial management; cost-effectiveness; and healthcare decision making.

HCM 722: Research Seminar in Health Care Information Management (3 credit hours)
This course addresses contemporary issues in health care information management research. Topics on electronic health records, coding and reimbursing, data analytics, safety and privacy, compliance and regulations, and health information technology will be discussed. Students will learn how researchers investigate these areas of study and will be able to identify important research gaps in the literature.

MGT 720: Research Seminar in Human Resource Management and Organizational Behavior (3 credit hours)
This seminar provides a comprehensive overview of seminal and contemporary research related to human resource management and organizational behavior. Students will learn the theories and methods involved in studying individual differences, motivation and commitment, leadership, organizational culture, as well as employee recruitment, selection, and turnover.

MGT 721: Research Seminar in Operations, Business Models, and Strategic Management (3 credit hours)
This management course addresses issues in operations, business models, and strategic management. Extensive reviews of the literature in different areas are conducted. Sustainable operations, strategic positioning, business models and organizational structure, organizational performance, and corporate governance are discussed and analyzed.

MGT 722: Research Seminar in Entrepreneurship, Small Business, and Family Firms (3 credit hours)
Students in this research seminar will review and analyze seminal and current research on the idiosyncratic nature of entrepreneurship, small business, and family firms. Theories, methods, contributions, and potential areas for future research will be discussed. Students will make connections between the findings from this academic research and its impact on practice.

Dissertation Courses

DBA 730: Dissertation Design (3 credit hours, can be repeated)
This course is an individualized scholarly investigation of an important topic in business. It prepares students for the dissertation process, and focuses on a variety of issues including dissertation committee selection and approval, dissertation structure and design, and identification and evaluation of potential topics. Students will write a proposal that includes an introduction, literature review, research questions, hypotheses, and methodology to conduct the research. A dissertation proposal must be completed and approved by the student's dissertation committee.

DBA 731: Dissertation (3 credit hours, can be repeated)
Coursework supports and guides doctoral candidates in the implementation of their research and the development and defense of the dissertation. The course provides individual time with members of the student's dissertation committee and collegial and academic support from peers. This course may be repeated as necessary. A final defense before the dissertation committee is required.

4.3 Appendix C - Competitive Analysis

	School	Location	Website	Program	Tuition*	Cohort Size**
AACSB Schools						
1	Case Western Reserve University***	Cleveland, OH	https://weatherhead.case.edu/degrees/doctorate/doctor-management/	Doctor of Management	$150,000 for a 3-year program	na
2	Cleveland State University***	Cleveland, OH	https://www.csuohio.edu/business/academics/DBA-program	Doctor of Business Administration with Finance, Global Business, Information Systems, Management, Marketing, and Ops & Supply Chain Concentrations	na	na
3	Creighton University*	Omaha, NE	https://www.creighton.edu/program/doctorate-business-administration-dba	Doctor of Business Administration	$2,222/credit hour	na
4	CUNY Baruch College***	New York	https://zicklin.baruch.cuny.edu/academic-programs/executive-programs/executive-doctorate-business/	Executive Doctorate in Business	$125,000 for a 3-year program	8 (inaugural class)
5	DePaul University***	Chicago, IL	https://business.depaul.edu/academics/doctoral/Pages/default.aspx	Doctorate in Business Administration	na	na
6	Drexel University*	Philadelphia, PA	http://www.lebow.drexel.edu/academics/doctorate/executive-dba	Executive Doctorate in Business Administration	$1,192/credit hour	17 (class of 2020)
7	Florida International University***	Miami, FL	https://business.fiu.edu/graduate/doctor-of-business-administration/index.cfm	Doctorate in Business Administration	$1,019/credit hour	new
8	Georgia State University***	Athens, GA	https://robinson.gsu.edu/executive-doctorate-in-business/	Executive Doctorate in Business	$107,500 for a 3-year program	22 (class of 2020)
9	Jacksonville University*	Jacksonville, FL	https://www.ju.edu/dcob/doctorate/index.php	Doctor of Business Administration	$1,428/credit hour	13 (cohort 4 per website)
10	Kennesaw State*	Kennesaw, GA	http://coles.kennesaw.edu/dba/index.php	Doctor of Business Administration with Accounting, Information Systems, Marketing, and Management Concentrations	$1,930/credit hour	11 (2016)

	School	Location	Website	Program	Tuition[*]	Cohort Size[**]
11	Louisiana Tech University[***]	Ruston, LA	http://www.business.latech.edu/graduate/dba/index.htm	Doctor of Business Administration with Accounting, Computer Information Systems, Finance, Marketing, and Management Concentrations	na	na
12	Oklahoma State University[***]	Stillwater, OK	https://business.okstate.edu/phdexec/	PhD in Business for Executives	$2,000/credit hour	13 (2017)
13	Pace University[***]	New York	http://www.pace.edu/lubin/lubin-academic-programs/executive-education/executive-doctoral-program	Doctor in Professional Studies, Executive Doctoral Program with Finance, Management, and Marketing Concentrations	na	na
14	Rollins College[***]	Winter Park, FL	https://www.rollins.edu/business/doctoral-program/index.html	Executive Doctorate in Business Administration	$1,690/credit hour	na
15	Sacred Heart University[*]	Fairfield, CT	http://www.sacredheart.edu/academics/jackwelchcollegeofbusiness/graduateprogramscertificates/dbainfinance/	Doctor of Business Administration in Finance	$1,212/credit hour	na
16	Shippensburg University[*]	Philadelphia, PA	http://www.ship.edu/graduate/doctorate_business_administration/	Doctorate of Business Administration	$1,014/credit hour	na
17	Temple University[*]	Philadelphia, PA	https://www.fox.temple.edu/executive-doctorate-in-business-administration/	Executive Doctorate in Business	$2,300/credit hour	27 (class of 2020)
18	University of Dallas[*]	Irving, TX	http://www.udallas.edu/cob/academics/dba/index	Doctor of Business Administration	$1,895/credit hour	6 (2016)
19	University of Florida[*]	Gainsville, FL	https://warrington.ufl.edu/doctor-of-business-administration/	Doctor of Business Administration	$1,720/credit hour	14 (2017)
20	University of Missouri St. Louis[***]	St. Louis, MO	http://dba.umsl.edu/	Doctor of Business Administration	$32,000/year for 3 years	12 (class of 2020)
21	University of North Carolina at Charlotte[*]	Charlotte, NC	https://dba.uncc.edu/	Doctorate in Business Administration	$1,555/credit hour	16 (2017)

	School	Location	Website	Program	Tuition[*]	Cohort Size[**]
22	University of Scranton[*]	Scranton, PA	http://www.scranton.edu/academics/ksom/dba-program/index.shtml	Doctorate in Business Administration with a Concentration in Accounting	$1,888/credit hour	na
23	University of South Alabama[***]	Mobile, AL	http://www.southalabama.edu/colleges/mcob/dba/index.html	Doctor in Business Administration	$16,000/year	na
24	University of South Florida[*]	Tampa, FL	http://www.usf.edu/business/graduate/dba/	Doctor of Business Administration	$1,250/credit hour	30 (class of 2020)
25	University of Wisconsin at Whitewater[*]	Whitewater, WI	http://www.uww.edu/cobe/dba	Doctorate of Business Administration	$1,400/credit hour	11 (2017)
26	Washington University in St. Louis	St. Louis, MO	https://olin.wustl.edu/EN-US/academic-programs/dba-in-finance/Pages/default.aspx?requestUrl=https://olin.wustl.edu/EN-US/academic-programs/dba-in-	Doctor of Business Administration in Finance or Marketing	$1,676/credit hour	na
Non-AASCB Schools						
27	Anderson University[*]	Anderson, IN	https://www.anderson.edu/business/dba	Doctor of Business Administration with Management, Marketing, Accounting, and Finance Concentrations	$580/credit hour	na
28	Argosy University	Nashville, TN	https://www.argosy.edu/graduate-school-of-business-and-management/doctor-of-business-administration-in-business-administration	Doctor of Business Administration with Accounting, Global Business Sustainability, Information Systems, International Business Concentrations	na	na
29	Cabrini College	Radnor, PA	https://www.cabrini.edu/graduate-degrees/programs/doctoral/organizational-development	Doctorate in Organizational Development	na	na
30	Florida Institute of Technology[*]	Melbourne, FL	http://web2.fit.edu/programs/9062/	Doctor of Business Administration	$1,288/credit hour	na

	School	Location	Website	Program	Tuition[*]	Cohort Size[**]
31	Holy Family University	Philadelphia, PA	https://www.holyfamily.edu/choosing-holy-family-u/academics/schools-of-study/school-of-business-administration/graduate-programs/doctor-of-business-administration	Doctor of Business Administration	na	new
32	Liberty University	Lynchburg, VA	https://www.liberty.edu/online/business/doctoral/dba/	Doctor of Business Administration with Health Care Management, Human Resources, International Business, Nonprofit Leadership, Strategic Management, Supply Chain Management and Logistics Concentrations	$595/credit hour	na
33	Lincoln Memorial University	Knoxville, TN	https://www.lmunet.edu/academics/graduate-professional/doctoral-degrees/doctor-of-business-administration-dba	Doctor of Business Administration with Accounting, Management, & Sport Management Concentrations	$852/credit hour	na
34	Saint Leo University[*]	Tampa Bay, FL	https://www.saintleo.edu/business-administration-doctor-degree	Doctor of Business Administration in Management	$900/credit hour	na
35	Saint Mary's University of Minnesota[*]	Twin Cities, MN	http://www.smumn.edu/academics/graduate/business-technology/programs/doctor-of-business-administration-dba	Doctor of Business Administration with Economics and Finance, Management and Strategy Concentrations	$810/credit hour	na
36	St. Ambrose University[*]	Davenport, IA	https://www.sau.edu/doctor-of-business-administration	Doctor of Business Administration	$1,043/credit hour	na
37	Stratford University	Falls Church, VA	https://www.stratford.edu/business-administration/doctor-of-business-administration#student-life-col	Doctor of Business Administration with Four Concentrations	na	na

	School	Location	Website	Program	Tuition*	Cohort Size**
38	University of Management and Technology	Arlington, VA	https://www.umtweb.edu/Program6.aspx?key=dba	Doctor of Business Administration	$400/credit hour	na

* From https://www.collegechoice.net/rankings/best-doctor-of-business-administration-degrees
** From the University's website if available
*** From https://www.dba-compass.com/knowledge/accreditations-for-doctor-of-business-administration-dba-programs/

Competitive Analysis Map

  This map depicts the state in which each DBA program listed in the previous program is located. The numbers correspond to the number in the first column of the table.

4.4 Appendix D - Pro Forma Financial Projections

Pro Forma Assumptions		
Cohort Intake	10	Class 1
	10	Class 2
	12	Class 3
	12	Class 4
	14	Class 5
	14	Class 6
	17	Class 7
	17	Class 8
	17	Class 9
	17	Class 10
Tuition	$850	per Credit Hour
	$56,100	per Program
Tuition Increase	2%	per Year
Expenses Inflation	3%	per Year
Staff Admin Cost Allocation	$6,000	20% of Existing Staff (1 Day per Week) Effort Grade 3 - $30,000
Director Stipend	$9,000	per Year
Faculty Overload	$9,000	per Course
Part-Time Faculty	$9,000	per Course
Number Part-Time Faculty Courses	1	per Year
Dissertation Stipend	$1,000	per Student per Year
Grad Student Worker	$10,000	$10 per Hour-20 Hours per Week-50 Weeks
PT CFB Rate	10%	per Year
Number of Visits	5	per Year
Number of Meals	4	per Visit
Meals-Allocation	$20	per Meal

	FY 2021			FY 2022			FY 2023			FY 2024		
Pro Forma Enrollments, Credit Hours, Courses, and Tuition												
	Fall	Spring	Summer	Fall	Spring	Summer	Fall	Spring	Summer	Fall	Spring	Summer
Enrollments												
FY 2021	10	10	10	9	9	9	8	8				
FY 2022				10	10	10	9	9	9	8	8	
FY 2023							12	12	12	11	11	11
FY 2024										12	12	12
FY 2025												
FY 2026												
FY 2027												
FY 2028												
FY 2029												
FY 2030												
Total Enrolled	10	10	10	19	19	19	29	29	21	31	31	23
Credit Hours												
Yr1 Cr Hours	90	90	60	90	90	60	108	108	72	108	108	72
Yr2 Cr Hours	0	0	0	81	81	54	81	81	54	99	99	66
Yr3 Cr Hours	0	0	0	0	0	0	72	72	0	72	72	0
Total Cr Hours	90	90	60	171	171	114	261	261	126	279	279	138
Cr Hours FY			240			456			648			696
Courses												
Yr1 Courses	3	3	2	3	3	2	3	3	2	3	3	2
Yr2 Courses				3	3	2	3	3	2	3	3	2
Yr3 Courses							1	1		1	1	
Total Courses	3	3	2	6	6	4	7	7	4	7	7	4
OL Courses			8			16			16			16
Tuition												
Rate/Increase					2%			2%			2%	
Per Cr Hour		$850			$867			$884			$902	
1st Year	$76,500	$76,500	$51,000	$78,030	$78,030	$52,020	$95,472	$95,472	$63,648	$97,416	$97,416	$64,944
2nd Year	0	0	0	70,227	70,227	46,818	71,604	71,604	47,736	89,298	89,298	59,532
3rd Year	0	0	0	0	0	0	63,648	63,648	0	64,944	64,944	0
FY Tuition			$204,000			$395,352			$572,832			$627,792

	FY 2025			FY 2026			FY 2027			FY 2028		
Pro Forma Enrollments, Credit Hours, Courses, and Tuition												
	Fall	Spring	Summer	Fall	Spring	Summer	Fall	Spring	Summer	Fall	Spring	Summer
Enrollments												
FY 2021												
FY 2022												
FY 2023	10	10										
FY 2024	11	11	11	10	10							
FY 2025	14	14	14	13	13	13	12	12				
FY 2026				14	14	14	13	13	13	12	12	
FY 2027							17	17	17	16	16	16
FY 2028										17	17	17
FY 2029												
FY 2030												
Total Enrolled	35	35	25	37	37	27	42	42	30	45	45	33
Credit Hours												
Yr1 Cr Hours	126	126	84	126	126	84	153	153	102	153	153	102
Yr2 Cr Hours	99	99	66	117	117	78	117	117	78	144	144	96
Yr3 Cr Hours	90	90	0	90	90	0	108	108	0	108	108	0
Total Cr Hours	315	315	150	333	333	162	378	378	180	405	405	198
Cr Hours FY			780			828			936			1,008
Courses												
Yr1 Courses	3	3	2	3	3	2	3	3	2	3	3	2
Yr2 Courses	3	3	2	3	3	2	3	3	2	3	3	2
Yr3 Courses	1	1		1	1		1	1		1	1	
Total Courses	7	7	4	7	7	4	7	7	4	7	7	4
OL Courses			16			16			16			16
Tuition												
Rate/Increase	2%			2%			2%			2%		
Per Cr Hour	$920			$938			$957			$976		
1st Year	$115,920	$115,920	$77,280	$118,188	$118,188	$78,792	$146,421	$146,421	$97,614	$149,328	$149,328	$99,552
2nd Year	91,080	91,080	60,720	109,746	109,746	73,164	111,969	111,969	74,646	140,544	140,544	93,696
3rd Year	82,800	82,800	0	84,420	84,420	0	103,356	103,356	0	105,408	105,408	0
FY Tuition			$717,600			$776,664			$895,752			$983,808

Pro Forma Enrollments, Credit Hours, Courses, and Tuition						
	FY 2029			**FY 2030**		
	Fall	Spring	Summer	Fall	Spring	Summer
Enrollments						
FY 2021						
FY 2022						
FY 2023						
FY 2024						
FY 2025						
FY 2026						
FY 2027	15	15				
FY 2028	16	16	16	15	15	
FY 2029	17	17	17	16	16	16
FY 2030				17	17	17
Total Enrolled	48	48	33	48	48	33
Credit Hours						
Yr1 Cr Hours	153	153	102	153	153	102
Yr2 Cr Hours	144	144	96	144	144	96
Yr3 Cr Hours	135	135	0	135	135	0
Total Cr Hours	432	432	198	432	432	198
Cr Hours FY			1,062			1,062
Courses						
Yr1 Courses	3	3	2	3	3	2
Yr2 Courses	3	3	2	3	3	2
Yr3 Courses	1	1		1	1	
Total Courses	7	7	4	7	7	4
OL Courses			16			16
Tuition						
Rate/Increase		2%			2%	
Per Cr Hour		$996			$1,016	
1st Year	$152,388	$152,388	$101,592	$155,448	$155,448	$103,632
2nd Year	143,424	143,424	95,616	146,304	146,304	97,536
3rd Year	134,460	134,460	0	137,160	137,160	0
FY Tuition			$1,057,752			$1,078,992

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	Total
Pro Forma Sources and Uses Projection											
Sources:											
Tuition	$204,000	$395,352	$572,832	$627,792	$717,600	$776,664	$895,752	$983,808	$1,057,752	$1,078,992	$7,310,544
Uses:											
Labor Costs											
Director Stipend	9,000	9,000	9,000	9,0	9,000	9,000	9,000	9,000	9,000	9,000	90,000
Admin Staff	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	60,000
FT Faculty OLs	63,000	135,000	135,000	135,000	135,000	135,000	135,000	135,000	135,000	135,000	1,278,000
PT Faculty	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000	90,000
Dissertation Stipends	0	0	16,000	16,000	20,000	20,000	24,000	24,000	30,000	30,000	180,000
Grad Student Worker	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	100,000
Contingency	0	2,910	8,067	13,859	19,825	26,090	32,543	39,309	46,278	53,636	242,517
PT CFB	8,700	16,191	18,307	18,886	19,883	20,509	21,554	22,231	23,528	24,264	194,053
Total Labor Costs	105,700	188,101	211,374	217,745	228,708	235,599	247,097	254,540	268,806	276,900	2,234,570
Operating Expenses											
Meals	4,000	7,600	11,600	12,400	14,000	14,800	16,800	18,000	19,200	19,200	137,600
Office Supplies	500	515	530	546	562	579	596	614	632	651	5,725
Advertising	6,000	5,000	5,150	5,305	5,464	5,628	5,797	5,971	6,150	6,335	56,800
Guest Speaker	5,000	5,150	5,305	5,464	5,628	5,797	5,971	6,150	6,335	6,525	57,325
AOL	2,000	2,060	2,122	2,186	2,252	2,320	2,390	2,462	2,536	2,612	22,940
AACSB	10,000	10,300	10,609	10,927	11,255	11,593	11,941	12,299	12,668	13,048	114,640
Travel	3,000	3,090	3,183	3,278	3,376	3,477	3,581	3,688	3,799	3,913	34,385
MU OCR	10,200	19,768	28,642	31,390	35,880	38,833	44,788	49,190	52,888	53,950	365,529
Contingency	5,000	5,150	5,305	5,464	5,628	5,797	5,971	6,150	6,335	6,525	57,325
Total	45,700	58,633	72,446	76,960	84,045	88,824	97,835	104,524	110,543	112,759	852,269
Total Op Exp	151,400	246,734	283,820	294,705	312,753	324,423	344,932	359,064	379,349	389,659	3,086,839
Net Tuition	$52,600	$148,618	$289,012	$333,087	$404,847	$452,241	$550,820	$624,744	$678,403	$689,333	$4,223,705