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STATE UNIVERSITY SYSTEM OF FLORIDA

# Request to Increase Tuition of Approved Market Rate Education Course or Program In accordance with Board of Governors Regulations 7.001 & 8.002

| | |
|---|---|
| **University of South Florida (USF)** | **Fall 2027** |
| **Institution Submitting Proposal** | **Implementation Term** |
| **52.0201** | **Doctorate of Business Administration** |
| **Program CIP Code** | **Complete Name of Degree** |
| **$1,250 per credit hour** | **Spring 2016** |
| **Currently Approved Market Tuition Rate** | **Date Approved by the Board of Governors** |
| **$1,550 per credit hour** | **Fall 2027** |
| **Proposed Market Rate Tuition** | **Effective Term for New Tuition Rate** |

**The submission of this proposal constitutes a commitment by the university that, if the proposal is approved, the necessary financial resources and the criteria for establishing new programs have been met before the program's initiation.**

| | |
|---|---|
| November 4, 2026 | DocuSigned by: Moez Limayem A122F9AE551D48C... 11/4/2026 \| 11:48 EST |
| **Date Approved by the University Board of Trustees** | **President's Signature** **Date** |
| Signed by: FDE5A8A240A6492... | DocuSigned by: Prasant Mohapatra 2179A8CE023D4C9... 11/4/2026 \| 10:46 EST |
| **Board of Trustees Chair's Signature** | **Provost's Signature** **Date** |

**A. Provide details on any changes to the program that have occurred since the proposal was approved by the Board of Governors**.

Effective Fall 2026, the DBA program implemented a comprehensive redesign of its 72-credit curriculum while retaining its three-year, cohort-based practitioner-scholar format. The revised curriculum provides a more deliberate progression from foundational research competencies to advanced applied research. It includes strengthened preparation in doctoral research and writing, research design, applied linear models, advanced statistics, qualitative and quantitative methods, and mixed-methods research. Two key foundational courses are shared with students in the Muma College of Business' Ph.D. program, increasing academic rigor and interaction across doctoral programs.

The redesign also introduced a three-course interdisciplinary Survey of Research in Business sequence covering information systems, marketing, management, entrepreneurship, finance, and accounting. This sequence exposes students to exemplary contemporary research across the principal business domains and helps them understand how different disciplines frame important organizational problems, develop theory, and apply varied research methods. It also brings students into contact with a broader range of the college's research-active faculty, expanding their access to disciplinary expertise, potential research mentors, and perspectives that can inform the development of interdisciplinary, practice-relevant dissertation projects.

The revised curriculum provides a more structured transition from coursework to the dissertation and places greater emphasis on producing and disseminating applied scholarship. Two publication-focused courses help students develop research suitable for conference presentation and potential publication, followed by dedicated coursework in dissertation preparation and the theoretical foundations of applied business research.

Beginning late in the second year, students enter a sequenced series of dissertation courses that continues through the third year and is paired with five Executive Issues courses that address emerging developments across the major business disciplines.

The revised curriculum also strengthened expectations for scholarly engagement by establishing clearer standards for presenting student research at peer-reviewed academic conferences.

Collectively, these changes improve research preparation, reinforce timely progress toward the dissertation, and more closely align the curriculum with the program's practitioner-scholar mission.

**B. Explain why the tuition increase is needed and how it will support program quality, competitiveness, or student outcomes.**

The proposed tuition increase is needed to support the significant enhancements made to the DBA program and to ensure that the program has the resources necessary to sustain a high-quality executive doctoral experience. Effective Fall 2026, the DBA implemented a comprehensive redesign of its 72-credit curriculum, strengthening preparation in research design, quantitative and qualitative methods, advanced statistics, doctoral writing, interdisciplinary business research, and

dissertation development. The revised curriculum also increases students' exposure to research-active faculty and places greater emphasis on conference participation, publication-oriented research, and timely progression through the dissertation. Additional revenues will support research-design and statistical assistance, access to leading AI and research tools, ongoing development and maintenance of the online curriculum, and competitive faculty compensation needed to attract the College's strongest research-active faculty.

The increase is also important for maintaining the DBA's competitiveness in the executive doctoral market. USF's current tuition rate was approved in 2016, while comparable executive-format DBA programs, including those at the University of Florida and the University of Miami, now charge substantially higher tuition. The proposed increase will allow USF to preserve a strong value proposition while investing in program quality, student support, and the College's broader research infrastructure. This includes providing summer research support for highly productive research faculty, which is intended to strengthen the College's research output and reputation while also enhancing the scholarly environment in which DBA students are educated and mentored.

**C. For the most recent tuition increase approved for the program, provide the information below.**

☒ No tuition increase has been approved since program inception.

Effective date:
Dollar amount:
Percentage increase:

**D. Is this program a Program of Strategic Emphasis? If yes, does the university offer the same program as an E&G-funded program?**

Yes. The Doctor of Business Administration (DBA) is designated as a Program of Strategic Emphasis. USF offers a Doctor of Philosophy (PhD) in Business Administration as an Education and General (E&G)-funded program under the same CIP code (52.0201). Beyond a shared core of two courses, however, the two programs are very different. While the PhD is a four-to-five year, full-time program producing graduates seeking tenure-track positions at research-intensive universities in the U.S. and beyond, the DBA is a three-year, part-time program producing graduates that pursue varying career paths as outlined in Section I.

**E. Identify the program's degree level, method of delivery, and provide a link to the program website showing tuition and fee information.**

- Degree level: Doctoral
- Method of delivery (face-to-face, hybrid, online): Face-to-face and online
- Website **link:** **https://www.usf.edu/business/graduate/dba/**

**F. Provide information on the comparable E&G-funded program.**

☐ No comparable E&G-funded program exists.

| Comparable E&G-Funded Program | |
|---|---|
| **Program name** | Doctor of Philosophy in Business Administration |
| **Degree level** | Doctoral |
| **CIP code** | 52.0201 |
| **Method of delivery** | In-person |
| **Tuition Rate 2026-27 Resident & Non-Resident** | $466.34 per credit hour for residents;<br>$1,030.20 per credit hour for non-residents. |

Describe any material differences between the market tuition rate program and the comparable E&G-funded program.

**G. Complete the table below showing the current and proposed tuition and fees for the program.**

| | Current | Proposed |
|---|---|---|
| **Tuition per credit hour** | $1,250 | $1,550 |
| **Total credits required** | 72 | 72 |
| **Total program tuition** | $90,000 | $111,600 |
| **Mandatory program fees** | $2,500 | $500 |
| **Total program cost** | $92,500 | $112,100 |

The current mandatory program fees of $2,500 comprised $2,000 for a laptop and $500 for costs associated with the required introductory workshop. We are no longer providing students with a laptop, as we have found that students prefer to use their own existing laptop. Accordingly, effective Fall 2027, the mandatory program fees will be decreased to $500 from $2,500 if the proposal is approved. The reduced mandatory program fee to $500 will cover costs such as library support, USF IDs, and other workshop related expenses.

**H. Provide enrollment and graduation outcomes for the last five academic years and projected enrollment for the next three academic years. Enter N/A when the defined graduation period has not expired.**

**Enrollment and Graduation History**

| Academic Year | Number of Unduplicated Students | Percentage Who Graduated | Percentage Who Left the Program Prior to Graduation |
|---|---|---|---|
| **2021-2022** | 101 | 17 | 6 |
| **2022-2023** | 102 | 17 | 6 |
| **2023-2024** | 111 | 13 | 6 |
| **2024-2025** | 129 | 20 | 10 |
| **2025-2026** | 133 | 14 | 8 |
| **Total** | 576 | | |

Note: “Percentage Who Graduated” represents the percentage of the total number of unduplicated students and not the percentage of students in their final year who were eligible to graduate.

**Projected Enrollment**

| Academic Year | Number of Unduplicated Students |
|---|---|
| **2027-2028** | 152 |
| **2028-2029** | 163 |
| **2029-2030** | 144 |

**I. Provide at least three examples of tuition amounts from other comparable programs at public and private four-year universities. If the proposed tuition rates differ for resident and non-resident students, explain why.**

| Items | Program at Proposed Rate | Comparable Programs | | |
|---|---|---|---|---|
| | | Example 1 | Example 2 | Example 3 |
| **Institution** | University of South Florida | University of Florida | Florida International University | University of Miami |
| **Program name** | Doctorate in Business Administration | Doctorate in Business Administration | Doctorate in Business Administration | Executive Doctorate in Business Administration |
| **Program location (city and state)** | Tampa, Florida | Gainesville, Florida | Miami, Florida | Coral Gables, Florida |
| **Public or private institution** | Public | Public | Public | Private |
| **Total credits required** | 72 | 60 | 75 | 60 |
| **Tuition per credit hour** | $1,550 | $1,720 | $900.00 | $3,179 |
| **Total program tuition** | $111,600 | $103,200 | $67,500 | $190,730 |

The proposed tuition rate is the same for residents and non-residents for all institutions listed in the table above.

**J. Does any employer pay all or part of tuition for students in the program? If yes, provide the number of students receiving tuition support from an employer.**

We do not formally collect such data. Therefore, we are unable to provide reliable data on the number of students who receive tuition support from their employers.

**K. Does the proposed market rate tuition exceed the annual or total cap authorized by the U.S. Department of Education for federal loans?**

Yes. The proposed DBA market-rate tuition exceeds both the $20,500 annual Direct Loan limit and the $100,000 aggregate limit applicable to graduate students beginning July 1, 2026. Under the U.S. Department of Education's final regulations, Doctor of Business Administration programs are classified as graduate programs for federal loan-limit purposes and are not eligible for the higher limits applicable to designated professional-degree programs. Accordingly, for students requiring

financial assistance, federal Direct Loans alone will not be sufficient to finance the program's full tuition.

**L. Provide a declaratory statement that offering the proposed program at the market tuition rate does not increase the state's fiscal liability or obligation.**

Offering the Doctor of Business Administration program at the proposed market tuition rate will not increase the State of Florida's fiscal liability or obligation. The program is self-supporting, and all costs associated with its delivery and administration will be funded through market-rate tuition and other program-generated revenues, without reliance on Education and General funds or additional state appropriations.

**M. Explain any proposed restrictions, limitations, or conditions to be placed on the program.**

Students are admitted specifically into either the online or the in-person delivery method and are expected to complete the program in the delivery format to which they were admitted. Routine movement between the online and in-person formats will not be permitted. Students from the two formats may, however, participate together in selected networking, professional-development, and scholarly activities; such interaction does not constitute a change in enrollment format. Because the in-person DBA is a part-time program, it is not available to international students who require F-1 or J-1 visa status.

The DBA is a graduate program, and its students are subject to the standard USF graduate academic policies published in the Graduate Catalog. No exceptions to those policies are proposed.

**N. List the campuses and/or sites at which the proposed program will be offered. If the program is offered only online, indicate that and specify the location from which it will be managed. Note any changes from the original program.**

The DBA program is offered through USF's Muma College of Business on the Tampa campus in both in-person and online formats. The online delivery method is administered from the Tampa campus. The DBA was originally offered only in-person; a fully online option was added in 2022 to make the program accessible to qualified working professionals regardless of geographic location.

**O. Provide the total projected additional annual revenue based on the proposed increase and expected credit hours.**

The total projected additional annual revenue is estimated to be $1,078,732 in Estimated Year 2, $1,383,626 in Estimated Year 3, and $1,564,922 in Estimated Year 4, if the tuition rate increase is approved. The total tuition grown for FY2026-27 represents only enrollment growth, as the projected tuition increase will go into effect (if approved) in Fall 2027. In Fall 2027, the additional revenue attributable solely to the increase in the tuition rate from $1,250 to $1,550 per credit hour is estimated to be $345,600 in Year 1 (1,152 SCH), $691,200 in Year 2 (2,304 SCH), and $1,036,800 in Year 3 (3,456 SCH).

| Tuition Revenue Comparison | Estimated FY2026–27 (Base) | Estimated FY2027–28 | Estimated FY2028–29 | Estimated FY2029–30 |
|---|---|---|---|---|
| Estimated Tuition Revenue | $3,415,171 | $4,493,903 | $4,798,797 | $4,980,093 |
| Incremental Revenue vs. Base | — | $1,078,732 | $1,383,626 | $1,564,922 |
| Enrollment Growth | — | $733,132 | $692,426 | $528,122 |
| Tuition Increase | — | $345,600 | $691,200 | $1,036,800 |
| Expected SCH | — | 1,152 | 2,304 | 3,456 |

Incremental revenue = estimated tuition revenue for each future year minus FY2026–27 base-year tuition revenue ($3,415,171).

**P. Describe how revenues will be spent, including whether private vendors will be utilized and for what purpose. Additionally, identify all budget entities used for the program.**

Revenues generated by the proposed tuition increase will be used both to improve the quality of the DBA program and to fund research-related strategic initiatives of the Muma College of Business. Anticipated expenditures include:

- AI fluency: The DBA program will invest in providing students with access to leading AI and agentic AI tools to support their scholar-practitioner focused research. Exposure to tools such as Claude, ChatGPT, and Microsoft Copilot, along with scientific research platforms such as SciSpace, Elicit, and Consensus, will help ensure that DBA graduates remain current with emerging AI capabilities, agent-based systems, and evidence-driven research methods increasingly used across business and academia.

- Research-design and statistical support: Hire a full-time research-support professional with expertise in quantitative and qualitative research design and data-analysis methods. This position will assist faculty, DBA, and PhD students college-wide. Estimated cost: $100,000 plus fringe benefits.

- Online course development and maintenance: Fund services provided by USF's Innovative Education, including initial online course design, annual refreshes of emerging-issues courses, and refreshes of other online courses approximately every three years. These costs are currently being finalized with Innovative Education.

- Competitive faculty compensation: Increase faculty compensation from $16,500 to $18,500 per course. Faculty compensation has not increased since the program's inception, and the adjustment is necessary to attract the college's strongest research-active faculty to teach in an executive doctoral program.

- Summer research support: Highly productive faculty who have demonstrated their ability to publish in the top journals in their field will be provided with summer research grants of up to $25,000 each. It is anticipated that over time this investment will result in an increase in the number of elite publications by college faculty, enhancing the reputation and rankings of the college.

The program does not anticipate relying substantially on private vendors. Limited specialized services may be obtained externally when the required expertise or capacity cannot be provided efficiently within USF.

Program revenues and expenditures will be administered through the existing DBA market-rate tuition budget entity. Internal services supplied by units such as Innovative Education will be paid from this entity through the appropriate USF internal-service accounts. No Education and General budget entity or state appropriation will be used to support the program.

The budget entity used for this program will be an auxiliary fund.

**Q. Use Appendix F-2 to provide the operating budget for the program, including three years of history at the currently approved market tuition rate and three estimated years reflecting the proposed rate. In narrative form, describe the receipts and revenues, operating and non-operating expenditures, and the resulting change in fund balance, and explain how the proposed increase addresses the program's financial position. Data should reflect each year's activity rather than cumulative totals.**

Please see the separate spreadsheet for Appendix F-2.

Appendix F-2 presents the historical and projected financial position of the Doctorate of Business Administration program for FY2023-24 through FY2029-30. Although tuition and fee revenue increased from approximately $2.07 million in FY2023-24 to $2.59 million in FY2025-26 due to an increase in enrollment and SCH, the program experienced annual reductions in its fund balance. Specifically, the ending fund balance declined from approximately $1.86 million to $854,241 over this period. FY2025-26 reflects the largest annual reduction, totaling $744,458, of which $656,189 comprises non-operating expenditures. These non-operating expenditures represent the college's investment in faculty excellence including summer research support.

The projected budget anticipates a return to positive annual financial results beginning in FY2026-27. Tuition and fee revenue is projected to increase to approximately $3.42 million in FY2026-27, reflecting enrollment growth from two factors: a larger average online cohort and the restructuring of when cohorts start. Historically, hybrid cohorts started in January and online cohorts started in May. In calendar year 2026, the program enrolled an in-person cohort in Spring, an online cohort in Summer, and both an online and an in-person cohort in Fall, which increased overall SCH. Going forward, online and in-person cohorts will both be enrolled only in the Fall. Note that the increase of $821,817 from History Year 1 to Estimated Year 1 represents enrollment growth only (line 4 in Appendix F-2).

Tuition and fee revenue is projected to reach $4.98 million by FY2029-30, and tuition is proposed to increase in Fall 2027 (FY2027-28) for incoming students. Operating expenditures are projected to increase from approximately $3.04 million in FY2026-27 to $4.22 million in FY2027-28, before moderating to $4.17 million by FY2029-30.

Under these projections, annual fund balance increases range from $20,663 in Estimated Year 2 to $527,838 in Estimated Year 4. The ending fund balance is projected to grow from $854,241 in FY2025-26 to approximately $1.93 million by FY2029-30. These results indicate a projected rebuilding of financial reserves, although the relatively small surplus in FY2027-28 leaves limited room for revenue shortfalls or expenditure increases.

STATE UNIVERSITY SYSTEM OF FLORIDA

APPENDIX F-2 — TUITION INCREASE BUDGET

Doctor of Business Administration

| | | History Year 3 FY2023-24 | History Year 2 FY2024-25 | History Year 1 FY2025-26 | Estimated Year 1 FY2026-27 | Estimated Year 2 FY2027-28 | Estimated Year 3 FY2028-29 | Estimated Year 4 FY2029-30 |
|---|---|---|---|---|---|---|---|---|
| 1 | Beginning Fund Balance | $1,974,603 | $1,855,505 | $1,598,699 | $854,241 | $1,041,048 | $1,061,711 | $1,400,255 |
| 2 | | | | | | | | |
| 3 | Receipts/Revenues | | | | | | | |
| 4 | Student Tuition & Fees | $2,071,123 | $2,569,120 | $2,593,354 | $3,415,171 | $4,493,903 | $4,798,797 | $4,980,093 |
| 5 | Other Receipts / Revenues | $19,390 | $13,147 | $9,794 | $20,000 | $20,000 | $20,000 | $20,000 |
| 7 | Transfers In | $ - | $ - | $ - | $ - | $ - | $ - | $ - |
| 8 | Total - Receipts / Revenues: | $ 2,090,513 | $ 2,582,267 | $ 2,603,148 | $ 3,435,171 | $ 4,513,903 | $ 4,818,797 | $ 5,000,093 |
| 9 | | | | | | | | |
| 10 | Total Operating Expenditures[1] | $2,087,336 | $2,692,929 | $2,670,461 | $3,042,254 | $4,222,406 | $4,191,125 | $4,172,249 |
| 11 | | | | | | | | |
| 12 | Non-Operating Expenditures[2] | $125,882 | 156,461 | $656,189 | $206,110 | $270,834 | $289,128 | $300,006 |
| 13 | | | | | | | | |
| 14 | Change in Accounts Receivable[3] | ($3,707) | -275 | $10,914 | $0 | $0 | $0 | $0 |
| 15 | Change in Accounts Payable[3] | ($100) | 10,042 | ($10,042) | $0 | $0 | $0 | $0 |
| 16 | | | | | | | | |
| 17 | Ending Fund Balance : | $1,855,505 | $1,598,699 | $854,241 | $1,041,048 | $1,061,711 | $1,400,255 | $1,928,093 |
| 18 | | | | | | | | |
| 19 | Fund Balance Increase / Decrease : | $ (119,098) | $ (256,806) | $ (744,458) | $ 186,807 | $ 20,663 | $ 338,544 | $ 527,838 |
| 20 | Fund Balance Percentage Change : | -6.03% | -13.84% | -46.57% | 21.87% | 1.98% | 31.89% | 37.70% |

[1] *Includes Salaries & Benefits, OPS, Expenses, OCO, Risk Management, Financial Aid, Scholarships, Waivers, Finance Expense, Dept Service, Salary Incentive Payments, Other Operating Expenditures*

[2] *Includes Transfers, FCO, Carryforward from prior period funds, Other Non-Operating Expenditures*

[3] *Change from accrual basis to cash basis accounting*