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Dear Courtney:

This letter serves as UNC Charlotte's response to the questions posed following review of the Appendix A Request to Plan the Doctor of Business Administration (DBA) in the March 25, 2014 memo:

1. **Faculty – The proposal states no additional faculty are needed (p. 18) but we are not comfortable yet with this assertion.**

We appreciate the questions relating to faculty. We have spent considerable time and effort analyzing our faculty and their ability to take on this new program. We are confident we have the faculty in place to deliver a very high quality program. We have addressed each of the three points you have raised below.

- a. **P.7 indicates the existing BPHD program is at capacity given faculty constraints. Are these the same faculty who would be teaching in the DBA program on an overload basis? If they are already at capacity, how can they take on more?**

These are not the same faculty members. The BPHD program only offers one major, which is in finance. As a result that program utilizes only faculty members from the Departments of Finance, Economics, and Mathematics. The curriculum of the proposed DBA program will focus in areas other than finance. Specifically the program will primarily utilize faculty members in our Management, Marketing, and BISOM departments.

- b. **Would you need to hire faculty with different types of training and preparation to teach in the DBA program (similar to the way Doctor of Nursing Practice programs seek to add DNP faculty who are prepared to guide the applied doctoral work of a DNP program)?**

We believe that our current faculty members have the necessary skills to deliver the program. Key distinctions between a Ph.D. program and the proposed DBA program is that the DBA program will be geared to focus on applied research and it will be marketed to working professionals. For many years our master's programs, and especially our MBA program, have focused on working professionals. Because of this, our faculty members have developed the skills needed to deliver a high-quality program while also recognizing and accommodating the needs of a full time professional and executive student body. While the DBA will necessarily be a more research-focused program than an MBA program, we are highly confident that we already have in place the faculty needed to direct the applied research which DBA students will produce.

In addition, over the past three or four years the Belk College has substantially increased the number of faculty members in its marketing and management departments. During those hiring processes we have specifically looked for faculty members that have either had experience in DBA programs, or have at least had experience teaching executive audiences.

- c. **P. 8 indicates “relative few faculty will participate in the program,” but you project 45-60 enrolled students at steady-state. Even if these faculty are not the same ones teaching in the BPHD program, that is a substantial number of new advisees and doctoral committees. How will this be managed among existing faculty, in addition to their existing teaching loads?**

Our plan is to admit up to 15 students per year, with most students needing three years to complete the degree and only modest attrition. We therefore think that the steady-state enrollment in the program will be approximately 35-40 students, and that we anticipate having 10-12 dissertations ongoing at any one point in time. The three departments which will be the primary participants in the program, Management, Marketing, and BISOM, have combined 34 faculty members between them. We believe this is adequate to support the 10-12 dissertation committees which will be needed at any given point in time.

We intend to augment our faculty with doctoral-qualified outside experts. We see two sources for these experts. The first source is the Charlotte business community itself. We know that within the Charlotte business community there are senior managers and executives who hold Ph.D.'s or DBAs. We believe that many of them would be willing to serve as outside experts for the types of applied dissertations these students would be doing. The second source would be faculty members at other institutions, both inside and outside of the UNC system. Given the pricing of the degree, we believe that there will be sufficient revenue to allow

us to compensate these outside experts sufficiently well to attract them.

**2. Societal Demand/Employment – The proposal discusses that the program will target executives who want to advance in industry, and perhaps pursue academic or consulting opportunities. Although the proposal indicates that the focus of the program is not to prepare academics, a thread of evidence runs throughout the proposal regarding a shortage of qualified b-school faculty and how the DBA can help fill that gap.**

**a. What evidence exists that DBA graduates are being/would be hired into academic positions? (other than the experience of Case Western, p. 10)**

Case Western does not track their student progress and does not get actively involved in placing their graduates. A more proximate school, Kennesaw State, however, keeps track of the students and is actively involved in trying to place their doctoral students. All but one of their graduates that wanted to pursue an academic position have placed in AACSB accredited business schools (the exception has placed at a business school, where her husband is dean, but which is not accredited). Placements range from lecturer type positions to tenure track positions.

**b. Are you aware of job postings that specify DBA graduates? For what types of positions.**

We anticipate that the majority of the students that go through this program will either take senior industry positions or academic positions. Within industry it is not uncommon to find positions for senior consultants, executives, and senior managers that will specify that the candidate should have a doctoral degree. Typically these position descriptions do not differentiate between a Ph.D. or a DBA.

Similarly, we do not see where academic job postings differentiate between Ph.D. and DBA degrees. In fact, AACSB has explicitly stated that faculty members that hold DBA degrees with an applied research focus meet the “research doctorate” requirement that AACSB has for faculty qualifications. We acknowledge that students who earn this degree are unlikely to be viewed as competitive for tenure-track faculty positions at top-tier research universities, i.e. at universities with Carnegie Classifications of say Doctoral/Research and above. We do think, however, that they will be competitive for non-tenure track “clinical” positions at those universities and for tenure track positions at institutions with Master’s and Baccalaureate Carnegie Classifications. Evidence from Kennesaw State shows that their graduates (with a more practice/applied DBA) compete for tenure track positions at their peer and aspirant schools.

**c. If it is appropriate to suggest that DBA graduates could fulfill b-school faculty shortages, then the source report for those shortages, the DFR report, is quite old (2002). Has there been any update – for example is there any way to know if the projected shortage of 2,419 faculty in 2012 was a good projection (p. 16)?**

We anticipate that DBA graduates will pursue both industry and faculty positions, so we do agree that it is appropriate to suggest that at least some of the graduates could fulfill business school faculty shortages. Unfortunately the DFC report has not been updated. There are, however, other indications that there is continuing and strong demand for business faculty and that this demand will continue.

There are approximately 1600 business schools at U.S. universities and colleges. AACSB is the premier accrediting body for business schools, and it accredits slightly more than 650 of those 1600 business schools, or slightly more than one third of the market. Each year AACSB conducts a faculty salary and hiring survey of its membership. Included in this survey are data on new hires by the association’s members. Table 1 presents information extracted from these AACSB surveys for a ten year period.

**Table 1. New Hires Sorted By Rank at AACSB Accredited Business Schools in the United States 2003-2012.**

Year	Schools Responding	Professor	Associate Professor	Assistant Professor	Instructor	Total New Hires
2012	517	133	182	1411	612	2338
2011	517	133	184	1322	555	2194
2010	505	136	162	1196	522	2016
2009	503	118	157	1036	474	1785
2008	510	121	231	1141	368	1861
2007	498	185	265	1448	609	2507
2006	485	130	259	1330	565	2284
2005	491	161	258	1296	580	2295
2004	485	175	257	1198	481	2111
2003	510	112	210	1062	463	1847

Source: AACSB Salary Survey Reports, 2002-2003 through 2012-2013 inclusive.

These data demonstrate that demand for business school faculty members is strong, and has remained very robust even during the recession period. Even at the height of the recession the demand for new assistant professor hires never dropped below 1000 positions per year. We further note that AACSB includes in the “Instructor” rank not only non-doctoral faculty members, but also doctoral-holding faculty members in non-tenure track roles, such as “clinical professors” or “professors of practice.” We anticipate that at least some DBA graduates would take those types of positions. When combined with the assistant professor positions this brings the number of potential positions open each year to between 1500 and 2000.

The new hires presented in Table 1 include both new doctorates hired as assistant professors or instructors, and when a faculty member is hired away from another school. The AACSB salary survey also reports how many of the new hires were new doctorates or ABDs. These data are presented in Table 2.

**Table 2. Number of New Doctorate and ABD hires at US Business Schools 2003-2012.**

Year	New Doctorates	ABDs	Total
2012	430	69	499
2011	372	49	421
2010	358	47	405
2009	284	53	337
2008	311	66	377
2007	431	84	515
2006	422	97	519
2005	424	92	516
2004	357	114	471
2003	602	178	780

Source: AACSB Salary Survey Reports, 2002-2003 through 2012-2013 inclusive.

Table 2 demonstrates that typically between 400 and 500 new doctorates are hired by AACSB accredited business schools. Given that Table 1 demonstrates that total new assistant professor and instructor new hires range between 1500 and 2000, it stands to roughly 1000 or so of the new hires each year are situations where faculty at one school are recruited away by another institution. We do recognize that some of these moves are due to frictional reasons, i.e. a faculty member seeks to move to a new school for a pay raise, to reset their tenure clock, or because of geographic preference. We also recognize that some schools prefer to recruit more seasoned assistant professors. Our sense, however, is that in the majority of cases new doctorates and seasoned assistant professors are competing for the same positions. The fact that in two thirds of the cases where business schools seek to hire assistant professors or instructors they hire seasoned assistant professors from other schools is strong evidence that there is unfilled demand for new assistant professors.

This argument is further buttressed by salary data. The AACSB survey presents salary data on newly hired seasoned assistant professors as well as newly hired assistant professors that have new doctorates. Table 3 presents the 75<sup>th</sup> percentile of the salary distribution at AACSB accredited schools in the three disciplines in which graduates of the proposed DBA program will most likely find employment, management, marketing, and MIS. Further, to demonstrate the evolution in this trend over time, Table 3 presents this data for both 2003 and 2012.

**Table 3. Salary Data for Newly Hired Assistant Professors in Selected Disciplines.**

	2003	2012
New Doctorate	95,000	130,000
Management Seasoned Assistant Professor	92,000	125,000

	New Doctorate	105,000	145,000
Marketing	Seasoned Assistant Professor	100,000	142,000
	New Doctorate	106,000	138,400
MIS	Seasoned Assistant Professor	100,000	125,000

Source: AACSB Salary Survey Reports 2003-2004 through 2013-2014 inclusive.

We note that over the roughly ten year period covered in this report that salaries in these disciplines have risen very rapidly, with annualized growth rates of between three and five percent. We note that this growth occurred despite the very significant recession that occurred during this time period. Further, we note that new doctorates command a significant premium relative to seasoned assistant professors. That is, business schools are evidently willing to pay more to hire a new doctorate than to hire away a faculty member from another institution. We again take this as very strong evidence that there is significant demand for faculty members with new doctorates, and that there remains a significant shortage for new faculty in business schools.

The DBA program is designed for mid-career professionals. Our expectation is that these professionals will either return to industry in executive or consulting positions, or they will enter academic positions as either tenure-track assistant professors or as non-tenure track “clinical” or “professor of practice” faculty. Our expectation is that graduates of the program will tend to focus in three areas, management, management information systems, and marketing. We have, therefore, organized our analysis of society demand into two main sections. In the first section we examine the labor market for senior executives and consultants. In the second section we examine the academic labor market for management, MIS, and marketing professors.

- d. Please see attached recent recommendations of the BOG Education Planning, Policies, and Programs (EPPP) committee regarding evidence of employment opportunities for graduate and sources of data. Although we imagine it will be challenging in this case, please work to incorporate these sources into the proposal.**

We have worked to incorporate data into the proposal. As we are sure you are aware, the challenge is that most of the data sources listed in the EPPP recommendations focus on very broad job classifications which necessarily incorporate mostly entry level and early career information. The graduates of this program will typically be applying for very senior and executive positions, as well as faculty positions. That said, we do believe that we present credible evidence from these and similar sources that will demonstrate that there is demand for the graduates of the program in the attached revised Appendix A.

3. **Student Demand** The demand case presented is quite unique from what we typically see; the proposal compares the Charlotte region to others offering executive doctorates (Georgia, Ohio, OK) via population statistics, education statistics, company headquarter statistics, etc. Discussions with HR executives suggest that the companies may provide some support, but most of the cost would be paid by the student.

- a. **Were the prospective students surveyed (99) and interviews (25) (pp. 14-15) asked about cost and willingness to pay? If so, what were the responses?**

We acknowledge that we have presented a somewhat unique case for student demand. This is driven, of course, by our trying to be innovative and at the forefront of what we think will be a new trend in business education. There simply are not enough other programs in the country like this to generate the typical data which would be used to justify a traditional degree program.

When the prospective students were surveyed it quickly became apparent that the dollar cost was not a deciding factor for them. Again, these potential students are very senior, and in many cases wealthy, individuals. For them the monetary cost was not the biggest cost; the biggest cost is opportunity costs of the time they must devote to the program. Even in the executive format this program will still be a major time investment for them, and their opportunity costs are very high. For those potential students that were willing to make the time commitment, the dollar cost did not appear to be a major issue.

Finally, although we realize that the dollar costs are high, they are not out of line with other executive degree programs. Certainly at a national level Executive MBA programs, which are frequently funded by the student, will cost in the low six figures. We do not feel that this is a similar price point for an executive format DBA will be out of reach for the types of students we are targeting for the program.

4. **Budget – Implications of the proposed tuition model (\$120k for the three-year program for all enrollees) are being considered from both a policy and procedural standpoint.**
- a. **Please provide more information on the cost model. Is the program off-model in terms of enrollment funding/entirely tuition receipt-supported and to receive no state appropriations? Is the rate all-inclusive for students enrolled and covers all related expenses for the duration of the program?**

The program will be on the state funding model. Students will pay the regular graduate tuition, resident or nonresident depending on their residency status, plus a substantial CBTI to cover the costs of offering and operating the program. The pricing for the program will be such that North Carolina residents will pay a total cost of \$80,000 over the three years of the program, and nonresidents will pay approximately \$117,000. This puts the resident tuition well below our other U.S. competitors for DBA programs like this one, thus enabling us to attract interested NC residents to our program. This allows us to keep NC DBA candidates in state. The nonresident tuition will be competitive with other programs and will allow us

to attract strong candidates from across the U. S. and the world. The cost is all inclusive and will cover related expenses for the duration of the program.

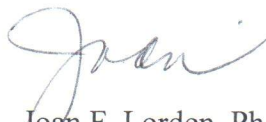
**b. What will be the functions of the two new staff members required? (p. 18)**

If approved, we intend to allocate one staff member to student recruitment and intake, and the second staff member to logistical support. Our assumption is that because we will be recruiting very senior business leaders into the program that we will have to take a very personal approach to recruiting. This will be more time-intensive than say our MBA recruiting process, and will require a staff person that is capable of identifying potential students, making contact with them, and then demonstrating to them the benefits of obtaining the degree. This will necessarily be a high level person. Although they will work with the faculty member assigned to be the program director, this recruiter will have to be able to work independently and with little day to day supervision.

The pricing of this program as a premium program means that the students will expect a very high level of logistical support. The second staff member will be assigned to providing this support. This staff member will be responsible for insuring that students' books and supplies are available, that there is food and beverages available during class sessions, and that they can help arrange the students make travel or hotel arrangements. This staff member will also be responsible for monitoring the program budget.

Enclosed please find an updated *Appendix A* that reflects the changes noted above and also utilizes the new template. Thank you for your consideration of this request and please let me know if I can provide additional information.

Cordially,



Joan F. Lorden, Ph.D.

Provost and Vice Chancellor for Academic Affairs

Enclosure

cc: Steven Ott, Dean, Belk College of Business, UNC Charlotte  
Cody Thompson, Assistant to the Vice President for Academic & University Programs



**APPENDIX A UNIVERSITY OF  
NORTH CAROLINA  
REQUEST FOR AUTHORIZATION TO PLAN  
A NEW DEGREE PROGRAM**

THE PURPOSE OF ACADEMIC PROGRAM PLANNING: Planning a new academic degree program provides an opportunity for an institution to make the case for need and demand and for its ability to offer a quality program. The notification and planning activity to follow do not guarantee that authorization to establish will be granted.

**Date:** 5/13/14

**Constituent Institution:** University of North Carolina at Charlotte

**CIP Discipline Specialty Title:** Business Administration and Management, General

**CIP Discipline Specialty Number:** 52.0201 **Level:** B \_\_\_\_\_ M \_\_\_\_\_ **1<sup>st</sup> Prof** \_\_\_\_\_ **D** X

**Exact Title of the Proposed Program:** Business Administration

**Exact Degree Abbreviation (e.g. B.S., B.A., M.A., M.S., Ed.D., Ph.D.):** D.B.A

**Does the proposed program constitute a substantive change as defined by SACS?** Yes X

**The current SACS Substantive Change Policy Statement may be viewed at:**  
***<http://www.sacscoc.org/pdf/081705/Substantive%20Change%20policy.pdf>***

**If yes, please briefly explain.**

As required by the Policy Statement on Substantive Change for Accredited Institutions of the Commission on Colleges, the University of North Carolina at Charlotte (UNC Charlotte) is required to submit a letter of notification prior to implementation for new degree programs. Notification of this new degree program will be provided to SACS after approval by the University of North Carolina Board of Governors and prior to implementation.

**Proposed date to enroll first students in degree program:** *Month* August *Year* 2015

**1. Provide a summary of the status of this proposal in your campus review processes.**

**a. List the campus bodies that reviewed and commented on this Appendix A proposal before submission to UNC General Administration. What were their determinations? Include any votes, if applicable.**

This *Request for Authorization to Plan for a Doctor of Business Administration* degree has been reviewed and commented on by:

- Belk College DBA planning committee (unanimous vote to approve);
- Belk College Dean's Office;
- UNC Charlotte Graduate School Dean's Office;
- Academic Affairs/Provost Office.

**b. Summarize any issues, concerns or opposition raised throughout the campus process and comment periods. Describe revisions made to address areas of concern.**

There has been no opposition raised through the campus review process.

The main questions or concerns about the program focused on the pricing of the degree and the ability to attract students at that price point. To address these concerns the College undertook extraordinary market research. Specifically the College commissioned an external survey of potential candidates as well as a more general market research study. The results of these studies are presented in detail in section 3 of this document, but these studies satisfied the faculty committee and administration of the Belk College that there is sufficient demand for this program to be successful.

A second concern about the program related to whether the program would be on the normal funding model. Originally we anticipated asking for the program to be entirely off the funding model. After consultations with both the General Administration and UNC Charlotte Academic Affairs, we came to the conclusion that it would be best to stay on the funding model, but with a very high College Based Tuition Increment.

Following approval of the *Request to Plan*, the faculty committee will complete the on-campus review processes for approval of the curriculum, including syllabi for the specific classes. The *Request to Establish* document will be reviewed through the UNC Charlotte graduate program approval process, which includes review and votes from the Belk College Graduate Faculty, the UNC Charlotte Graduate Council, consultations with each of the Departments participating in the program, and a final vote by the Faculty Council.

**2. Describe the proposed new degree program. The description should include:**

**a. A brief description of the program and a statement of educational objectives;**

The proposed executive Doctor of Business Administration (DBA) is a professional degree that will provide doctoral-level preparation for senior-level business professionals who wish to enhance their understanding of business theory, integrate cutting edge business

theory and practice, and learn to address complex business problems through advanced research methodology. The focus of this degree is on providing a sound theoretical grounding and understanding of research methodology to address emerging issues in the practice of business. More so than a Ph.D., the executive DBA is broad in scope, cutting across business disciplines to address applied problems facing executives in the workplace. The executive DBA emphasizes the testing, application, and extension of existing theory more than the development of theory.

The proposed executive DBA program will target a select group of senior executives who hold an MBA or a master's degree in a related field and have extensive business experience but who do not want to leave their careers to pursue a full-time Ph.D. Individuals who are attracted to the executive DBA often seek to deepen their overall business knowledge and understanding of high-level research skills in order to better address the complex challenges facing them in today's dynamic business environment. Others pursue the executive DBA as a means of transitioning into a career in higher education or to enhance their expertise for a career in consulting.

The professional doctorate, while common in some fields (e.g. medicine, law and education), is an emerging trend in business (Gill and Hoppe 2009). Executive-scholars in doctoral programs are more common in Europe and Australia. Recently, this trend has gained momentum in the U.S. and other regions of the world (Bisoux 2009). Two factors appear to be driving the interest in executive doctoral level education: (a) the deluge of information and increasing complexity that faces high-level business executives; and (b) the shortage of academically qualified business faculty.<sup>1</sup>

Despite the increased demand for doctoral level executive programs, there are still relatively few U.S. universities offering these programs. The current list of AACSB-accredited executive DBA and executive doctorate programs includes only six U.S. programs. A survey of these programs indicates a consistently high level of demand. In addition, unlike traditional full time doctoral programs, executive doctoral programs tend to generate a significant amount of revenue that can cover much of the costs of operating the program

The educational objectives of the proposed executive Doctor of Business Administration (DBA) can be summarized as follows:

1. To foster executive-scholars' pursuit of interdisciplinary business theory and advanced research methodologies to inform the practice of business decision making in an increasingly complex business environment. Graduates of the program will be prepared to:

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<sup>1</sup> The Doctoral Faculty Commission (DFC), tasked by the Board of Directors of AACSB International (Association to Advance Collegiate Schools of Business) to analyze past and future trends in the supply and demand of doctoral trained business faculty determined that the shortage in doctoral faculty in business fields is due both to a reduction in the production of business Ph.D.s and to an increased demand for doctoral-trained individuals in both the academy and industry (Doctoral Faculty Commission 2002). Thus, programs such as the proposed executive DBA represent an efficient response to the increased for doctoral level faculty and practitioners.

- a. Lead organizations as senior executives and change agents
  - b. Acquire faculty positions in academic institutions, addressing the shortage of doctoral-trained business faculty
  - c. Launch successful careers in management consulting
2. To facilitate the dissemination of complex academic research into the practice of business. Exposure to leading business research and research methods will provide graduates with the knowledge, skills, and abilities to lead the application and adaptation of theoretical research to business practice. The executive DBA program will offer the opportunity to develop information channels between academia and practice leading to:
- a. Better understanding by business practitioners of the value of academic research in solving practical business problems
  - b. Collaborative partnerships between business and the University that provide faculty access to corporate data sources for academic research and provide businesses with access to cutting-edge academic research. This collaboration may open new avenues for funding academic and applied research.
  - c. Integration of academic business research with the practice of business to benefit organizations, employees, customers, the larger community and other stakeholders.

### **Proposed Curriculum Overview**

The executive DBA will be a three-year (six-semester), lockstep program consisting of 18, three credit hour courses (54 credit-hour total)<sup>2</sup>. Students will complete three courses per semester, for a total of nine credit hours. Courses in the executive DBA will be offered in an executive format (e.g., four, three-day residencies per semester) to accommodate the needs of business executives who work full time.

The initial focus of the program will be on research methodology courses. As students progress in the program, the emphasis will shift toward practice-focused content courses and projects that address issues confronting contemporary business leaders. The program will culminate with a dissertation that addresses a complex, cross-functional business problem of strategic interest to a company or non-profit organization. A potential sample curriculum appears below.

#### *Prerequisite Business Core Courses*

Since students will be required to have completed an MBA or master's degree in a

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<sup>2</sup> The executive DBA will require 54 credit hours, including 12 hours of dissertation credit. Since the UNC Charlotte Graduate School requires that any student earning a doctoral degree must have completed at least 72 post-baccalaureate semester-hours, students entering the program must have already completed an MBA or master's degree in a business related field with more than 18 hours transferable credit. The Graduate School 18 hours of research credit requirement will be met by 12 credit hours of research methods courses and 12 credit hours of dissertation research.

business related field and have extensive business experience to be admitted to the executive DBA program, entering students should have had the equivalent of the following business core courses:

1. Foundations in Accounting
2. Macro and Microeconomics
3. Financial Management
4. Marketing Management
5. Management Policy
6. Foundations in Information Technology

Students admitted to the program who are lacking coursework in business core areas will be required to make up this deficiency before taking relevant executive DBA courses. It is possible that a student may apply to the program who has not taken a specific business core course(s) but who has, nevertheless, acquired the same skill and technical abilities that the course would convey. In such cases the Program Director may waive the course(s) with appropriate evidence of competency.

#### *Major Courses*

Students will complete 30 credit hours of DBA major courses (3 credits each):

1. Global Economic and Financial Systems Seminar
2. Organization Management and Leadership Seminar
3. Organizational Learning and Knowledge Management
4. Decision Modeling and Analysis
5. Business and Consumer Analytics
6. Social Media and the Network Economy
7. Executive Decision Making Seminar I: Systems Thinking
8. Executive Decision Making Seminar II: Strategy
9. Innovation and Change Management
10. Creating and Managing the Sustainable Business Enterprise

#### *Research Support Courses*

Students will take the following 12 credit hours of research support courses (3 credits each):

1. Designing Quantitative Research Studies
2. Quantitative Analysis
3. Model Building and Validation
4. Designing and Analyzing Qualitative Research Studies

#### *Dissertation Research*

Upon completion of a qualifying examination, students will select an Advisory Committee. The Advisory Committee consists of three members selected by the student and approved by the Program Director. One additional committee member will be a Graduate Faculty Representative appointed by the Dean of the Graduate School. During the last two semesters, students will take six-credit-hours each semester for dissertation research. While students are expected to complete the dissertation at the end of the third academic year, consistent with Graduate School policy students who do not finish within that time period must be continuously enrolled in dissertation hours until the dissertation is

completed.

**b. The relationship of the proposed new program to the institutional mission;**

The executive DBA is consistent with the Mission Statement of UNC Charlotte. As North Carolina's urban research university, UNC Charlotte seeks opportunities to engage business and other community organizations in partnerships that enhance its research and educational goals. The executive DBA is designed as a program for senior-level executives and organizational leaders. Bringing these individuals into the University over an extended period of time strengthens our relationships with them and their organizations thus facilitating "collaborations among university, business and community leaders" (UNC Charlotte Mission Statement).

Engaging business professionals in applied academic research enhances the practice of business in the region and aids in the diffusion of academic research to the profession. Both activities help achieve UNC Charlotte's mission to achieve a leadership position in higher education and to offer internationally competitive programs of research. Programs that foster the understanding of academic research and advanced research methodology by practitioners enhance the reputation of research faculty and the institution. Business schools have been criticized for ignoring business practice. Executive DBA programs offer synergistic platforms for integrating business theory and practice. Collaborative, cross-disciplinary research and engagement can expose business faculty to ideas and provides data that produces research of interest to the business community.

**c. The relationship of the proposed new program to existing programs at the institution and to the institution's strategic plan; and**

The proposed executive DBA provides the opportunity to create an entirely new doctoral program at the institution that is offered in a unique, executive format. Little opportunity exists to create relationships between the executive DBA and other existing programs at the institution. The focus on engaging real business problems with research methods that drive solutions plus the executive format precludes sharing of doctoral courses with other doctoral programs. There may be some overlap in the skills that are developed in doctoral-level research methods courses, but the executive format limits including courses that are designed for full-time Ph.D. students.

There is little relationship between the executive DBA and the current Business Administration Ph.D. (BPHD) program. Executive DBA students will have a much different skill sets and career aspirations than those enrolled in the BPHD, requiring different course content and delivery. While graduates of the executive DBA program may transition into academic positions, the executive DBA program focuses on individuals who intend to stay in industry. The industry focus dictates that courses in the executive DBA program and the type of research conducted by executive DBA students will likely be significantly more applied in nature than would be the case for courses and research in the BPHD program. Currently, the finance track is the only track in the BPHD program which means that

coursework and research focus almost exclusively on finance rather than on a more general business focus for the executive DBA. The two programs are sufficiently different, both in terms of focus and research methods, that there will be little overlap in the degree programs, suggesting few opportunities for sharing of classes.

We do not anticipate the executive DBA to directly affect the growth of the BPHD program. The two programs will be taught by different faculty members. The BPHD program only offers one major, which is in finance. As a result, that program utilizes only faculty members from the Departments of Finance, Economics, and Mathematics. That program is at its capacity given faculty and funding constraints, and so is unlikely to grow in the short run. The curriculum of the proposed DBA program focuses in areas other than finance. Specifically the program will primarily utilize faculty members in the Departments of Management, Marketing, and Business Information Systems/Operations Management. The executive DBA will be taught on an overload basis, preventing conflicts between the executive DBA and other doctoral/graduate programs with respect to faculty teaching resources. The tuition increment for the executive DBA is expected to generate the necessary resources for the program and student support.

Since teaching in the executive DBA program is a competing activity, it has the potential to reduce faculty research productivity. However, relatively few faculty will participate in the program and the program is expected to generate resources to enhance research productivity throughout the College. Since high-level executives with the ability to direct company resources and policy are the target audience for the executive DBA, it is anticipated that dissertations and projects completed by these students will lead to research synergies for faculty participating in the program. Research from student dissertations could lead to new data sources and further research opportunities.

We see little relationship to the existing MBA program. Although not as great an emphasis as in the Ph.D. program, the EDDBA is still a research degree and will have a significantly higher level of research expectations than the MBA. Further, the weekend/executive format is not well suited to our current MBA student population of part-time working professionals. Those students strongly prefer to attend classes on weekday evenings as opposed to weekend classes.

Rather than overlapping with existing programs, the executive DBA opens a new pool of students for doctoral education in business because of the uniqueness of its content and delivery. Business executives who are able to self-fund their doctoral education or who are supported by their organization create the opportunity for a new doctoral model. Executive scholars also link the University to the business community, fostering business commitment and funding opportunities. Existing programs will benefit from resources generated from the executive DBA and from the synergy that will come from high-level executive scholars working with our faculty. These industry relationships will foster the sharing of ideas and data while producing both academic research and research of interest to the business community.

The executive DBA supports UNC Charlotte's strategic plan. The University Goal #1 is to "improve educational opportunities that respond to the intellectual and professional needs of the region". The first action step for meeting this goal is to "increase number of doctoral programs in high demand fields". The demand for doctoral-level business faculty

is high with many universities in the United States paying increasingly high salaries to attract business faculty. Moreover, European executives regularly seek to advance their careers through executive doctorates, a trend that is spreading to the United States. Universities currently offering executive business doctorates prepare students to meet the demand in the academy and in the profession.

**d. Special features or conditions that make the institution a desirable, unique, or cost effective place to initiate such a degree program.**

UNC Charlotte is the center of the nation's sixth largest urban region. Charlotte, the region's largest city, is the 19<sup>th</sup> largest U.S. city and is a financial, distribution and transportation center for the urban region. Hoover's lists 3,464 companies with \$1 million or more in revenues located in Charlotte-Mecklenburg. Of these companies, 274 of the Fortune 500 companies have facilities here with eight headquartered in Charlotte. The strong business presence and urban region makes UNC Charlotte uniquely positioned within the state for an executive DBA that attracts senior business executives.

Most Belk College of Business tenure-track faculty currently participate in master's and/or doctoral-level programs. Since many of the students in our master's programs are working professionals, Belk College faculty must work with students both on the theoretical and applied level to solve current business problems. These skills make Belk College faculty well suited for teaching in an executive DBA program. In addressing UNC Charlotte's mission as North Carolina's urban research university, the Belk College of Business has evolved into a research-oriented college. Faculty joining the college do so with a mandate to produce top-quality research. This faculty research focus provides a rich environment for executive DBA students who seek to acquire high-level research skills that they can bring to the workplace.

**3. Provide documentation of student demand. Discuss the extent to which students will be drawn from a pool of students not previously served by the institution. Evidence of student demand should reflect likely applicant pools (local, regional, statewide, national, or global) and could include:**

**a. Surveys of potential enrollees (such as students or alumni of feeder programs, community college enrollees, etc.).**

**b. Enrollment data from existing minor, concentration or certificate programs on your campus.**

**c. Enrollment data from similar programs in UNC, the state, or country.**

In this section we present evidence of student demand. No institution in North Carolina offers an executive-format DBA, so we cannot point to enrollment data from existing minors, concentrations, or certificate programs on our campus or elsewhere in the UNC system. We do note, however, that these programs are relatively common in Europe and that a number of programs have started here in the United States. We look to these programs, as well as extensive survey and market studies that we have commissioned, to demonstrate that there is adequate student demand.



Few options for practitioner-focused education beyond the master's degree level currently exist. This is particularly true for executives who choose to pursue advanced education while still fully employed. However, senior executives who participate in executive education frequently request information about furthering their education beyond the MBA or specialized business master's degree. The explosion of data, complex technology and the increasing complexities of operating in a rapidly changing global environment require abilities that exceed the MBA or executive MBA level. There has been an evolution of executive education needs from the bachelor's degree to the MBA/EMBA.

Between 2002 and 2007, the compounded annual growth rate in master's-level degrees in business administration, management and operations grew at 4.3 percent, only marginally more than that of master's-level degrees awarded in all disciplines. Between 2007 and 2012, the compound annual growth rate in master's-level business degrees grew to 6 percent while the growth rate of master's-level degrees awarded grew to 4.9 percent. Given the recent growth in business master's degrees, master's-level executive education no longer provides the competitive advantage executives need to resolve complex business problems and to advance their careers. Many see the executive doctorate as the next step in this evolutionary process.

While professional doctoral programs are more prevalent in Europe and Australia, with at least 16 programs in the U.K., an estimated 58.5 percent of executives holding doctoral degrees in Germany and 20 programs created in Australia from 1993 to 2005, few U.S. universities offer executive doctorates. AACSB International lists six AACSB-accredited DBA and Executive Doctorate Programs in the U.S. ([http://www.bestbizschools.com/doctorate/professional\\_doctorate\\_degrees.asp](http://www.bestbizschools.com/doctorate/professional_doctorate_degrees.asp)). Two of the six, Cleveland State University and Louisiana Tech University offer DBA programs, patterned after traditional Ph.D. programs (i.e., full time, non-executive format). Case Western Reserve University, Georgia State University and Kennesaw State University (GA) offer doctorates in an executive format. Oklahoma State University's Executive Ph.D. in Business began in January 2012.

Colleges of Business offering executive doctorates report strong demand, even at relatively high tuitions. The program director at Kennesaw State University reports receiving 400 inquiries to fill 15 spots in the DBA program<sup>3</sup> and that more than 250 students have shown up at the program's information session in each of the past two years<sup>4</sup>. The Case Western Reserve University program began in 1995 and they accept, on average, 25 students per year. Georgia State University's program began in 2009. The program enrolled 17 students in 2009, 19 students in 2010 and 23 students in 2014, for a current total enrollment of 59 students. Kennesaw State University enrolled its first class in 2009 with 17 students. By August 2010, 43 students were enrolled in the program. The most recent program at Oklahoma State University enrolled 19 students into the first cohort that began January 2012.

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<sup>3</sup> Source: Bisoux, Tricia. "Solving the Doctoral Dilemma", *BizEd*, March/April, 2009, pp. 24-31.

<sup>4</sup> Source: Damast, Alison. "Ph.D. Programs for Executives Gain Traction", *Bloomberg Businessweek*, August 16, 2010, available at: [http://www.businessweek.com/bschools/content/aug2010/bs20100816\\_081076.htm](http://www.businessweek.com/bschools/content/aug2010/bs20100816_081076.htm)

Executive doctoral programs at Georgia State, Case Western Reserve and Oklahoma State focus on executives who pursue an executive doctorate to enhance their careers in business or consulting. Statistics from Georgia State's first cohort indicate that 25 percent of students come from *Fortune* 500 companies, 25 percent come from independent companies and the remaining 50 percent come from small- to medium-sized companies. Georgia State reports that virtually all graduates seek the executive doctorate to enhance career opportunities in industry or consulting. Similarly, of the 19 students enrolled in the Oklahoma State program, 18 indicate a primary interest in pursuing business career advancement. Case Western Reserve program administrators report that about one half of their graduates pursue advancement in business careers and one-half transition to academic careers.

The population characteristics and business climate in the Charlotte region and the state compare favorably with those of universities with successful executive doctoral programs. Population provides an indication of the potential demand for educational programs. Table 1 considers Metropolitan Statistical Area (MSA) population for MSAs within a 100 and 200 mile radius of UNC Charlotte (Charlotte), Georgia State (Atlanta), Case Western Reserve (Cleveland) and Oklahoma State (Stillwater). Charlotte, Atlanta and Cleveland are major population centers with more than 6 million people in MSAs within 200 miles. Stillwater is a significantly smaller population center with just a little over 2 million people. (See Table 1.)

**Table 1: 2011 Fortune 500 Company Headquarters**

<i>MSA</i>	<i>2010 Population</i>
<b>UNC Charlotte</b>	
Asheville	425,000
Charlotte-Gastonia-Concord, NC-SC	1,758,000
Durham-Chapel Hill, NC	504,000
Fayetteville, NC	366,000
Greensboro-High Point, NC	724,000
Greenville-Mauldin-Easley, SC	637,000
Hickory-Lenoir-Morganton, NC	365,000
Raleigh-Cary, NC	1,130,000
Spartanburg, SC	284,000
Wilmington, NC	362,000
Winston Salem, NC	478,000
<i>Total MSA Population 100 Miles</i>	<i>4,246,000</i>
<i>Total MSA Population 200 Miles</i>	<i>7,033,000</i>
<b>Georgia State / Kennesaw State</b>	
Atlanta-Sandy Springs-Marietta, GA	5,269,000
Augusta-Richmond County, GA-SC	557,000
Columbus, GA-AL	295,000
Greenville-Mauldin-Easley, SC	637,000
Spartanburg, SC	284,000
<i>Total MSA Population 100 Miles</i>	<i>5,564,000</i>
<i>Total MSA Population 200 Miles</i>	<i>7,042,000</i>
<b>Case Western Reserve</b>	
Canton-Massillon, OH	404,000
Cleveland-Elyria-Mentor, OH	2,077,000
Columbus, OH	1,837,000
Dayton, OH	842,000
Toledo, OH	651,000
Youngstown-Warren-Boardman, OH-PA	566,000
<i>Total MSA Population 100 Miles</i>	<i>3,047,000</i>
<i>Total MSA Population 200 Miles</i>	<i>6,377,000</i>
<b>Oklahoma State</b>	
Oklahoma City, OK	1,253,000
Tulsa, OK	937,000
<i>Total MSA Population 100 Miles</i>	<i>2,190,000</i>
<i>Total MSA Population 200 Miles</i>	<i>2,190,000</i>

Source: 2012 Statistical Abstract of the United States, U.S. Census Bureau

A better indication of demand comes from population statistics qualified by age and educational attainment. Table 2 provides state population with advanced degrees. Since executive doctoral programs generally attract students in the 45-59 age demographic, the number of individuals with advanced degrees is also provided for that age group. The North Carolina profile compares favorably with that of Georgia and Ohio and is significantly more positive than Oklahoma.

**Table 2: 2009 Comparison of North Carolina with States with Comparable Executive DBA Programs**

<i>State</i>	<i>Population &gt; 25 yrs.</i>	<i>Population 45-59 yrs.</i>	<i>Percent Advanced Degrees</i>	<i>Advanced Degrees &gt; 25 yrs.</i>	<i>Advanced Degrees 45-59 yrs.</i>
North Carolina	6,316,000	1,970,000	8.8%	555,808	173,360
Georgia	6,227,000	1,965,000	9.9%	616,473	194,535
Ohio	7,705,000	2,529,000	8.8%	678,040	222,552
Oklahoma	2,440,000	762,000	7.4%	180,560	56,388

Source: 2012 Statistical Abstract of the United States, U.S. Census Bureau

Most programs also draw students from other states and internationally, increasing the geographic reach of executive doctoral programs. The extent to which students are willing to travel to complete the program requirements illustrates the potential value of developing these programs in a greater number of regions. Because so few programs exist, many business schools could be losing local talent to institutions that, traditionally, may not have been considered competitors. Based on available information for executive doctoral students and alumni at these three schools, Case Western Reserve has enrolled students from 31 states plus the District of Columbia and 11 countries with 25 percent of its students from Ohio; Georgia State has enrolled 77 percent of students from Georgia; Oklahoma State enrolled 47 percent of students from Oklahoma and an additional 26 percent from Texas. Table 3 summarizes the reported residencies of current and former DBA students from Case Western Reserve University, Oklahoma State University, Kennesaw State University and Georgia State University.

**Table 3. Student Enrollment Patterns**

	Cohorts Represented in Student Profiles	Enrollments				Average Distance Traveled
		Total Students	In- State	Domestic Out-of- State	International	
Case Western Reserve	2014,2015	44	10	31	3	734 mi.
Oklahoma State	2015,2016	17	4	10	3	505 mi.
Kennesaw State	2012.2013,2014	52	29	23	0	266 mi.
Georgia State	2012.2013	33	26	7	0	212 mi.

Source: University websites

The Charlotte region provides opportunities to attract business executives into a business doctoral program. According to the Charlotte Chamber:

*Seven of the nation's 500 largest corporations, listed by Fortune magazine, have headquarters in the Charlotte area. Nine hundred fifty seven firms with annual revenues exceeding \$1 million and 31 companies with revenues exceeding \$1 billion have operations in Mecklenburg County. Of the companies with over \$1 million in revenue, 525 are headquartered here.*

While students in existing business doctoral programs are employed in large, independent and small- to medium-sized businesses as well as consulting, non-profit and government, the number of *Fortune* 500 company headquarters offer a way to compare potential opportunity for UNC Charlotte’s executive DBA program with that of other successful programs. Table 4 provides information that suggests that UNC Charlotte should have a business community with the ability to sustain an executive DBA program.

**Table 4: 2011 Fortune 500 Company Headquarters**

	<i>Fortune 500 Comp. Headquarters</i>
<i>UNC Charlotte</i>	
North Carolina	15
Charlotte	7
<i>Case Western Reserve</i>	
Ohio	27
Cleveland	5
<i>Georgia State / Kennesaw State</i>	
Georgia	14
Atlanta	10
<i>Oklahoma State</i>	
Oklahoma	4
Stillwater	0

In an effort to gain information about demand for the proposed executive DBA, the program concept and an outline of the program was presented to the Belk College Board of Advisors. The Board of Advisors is a group of accomplished business and civic leaders who work closely with the Belk College to ensure our relevance to the business community. The Board is frequently used as a sounding board for refining and improving our curriculum and programing. The reaction to the proposed executive DBA was favorable and subsequent meetings with individual members confirmed that Board members may have a personal interest in the executive DBA program. They were also interested in making this educational opportunity available to top executives in their companies. Board members also suggested that the executive DBA would provide necessary education beyond the MBA level and enhanced credibility for executives, especially in consulting firms. Informal conversations with other business and civic leaders reinforce the belief by the Belk Board of Advisors that the proposed executive DBA would generate significant interest and demand within the Charlotte region and beyond.

In a further effort to establish demand for the executive DBA, the Belk College of Business initiated a three-phase demand analysis consisting of a review of secondary sources of information and existing program websites, in-depth interviews with 25 potential students and 5 human resource executives in major Charlotte-region companies and a survey of alumni from the Belk College MBA and specialized master’s programs. Hanover Research conducted the secondary research and alumni studies. A local consultant conducted the in-depth interviews.

Key findings from the secondary research study:

- A growing number of American executive DBA programs attract highly qualified students from around the country and world. Current programs have successfully grown and maintained student enrollment.
- Labor market trends indicate mixed levels of growth for occupations most closely associated with business administration. Slow growth for some occupations, including chief executives and general managers, may indicate that workers will seek new opportunities to demonstrate their qualifications. In other cases, occupations with significant proportions of employees with master's level degrees may seek and reward applicants with more significant levels of education. However, because successful candidates for admission to executive DBA programs typically already possess a considerable level of professional success, employment projections may prove less relevant to degree-seekers than potential for academic exploration.
- Existing executive DBA and Ph.D. programs vary significantly in terms of commitment and total cost.

The Hanover secondary research study also concluded that candidates in executive doctorate programs may be motivated by more than the promise of financial gain. They quote one Georgia State University executive DBA student who said: "People don't go into a program like this at 45 or 50 years old to make another \$100,000 on their base salary. It seems like we're all doing this more for a personal quest and the desire to make a difference somehow in the world at large."

In the in-depth interview component of the research, 25 prospective students who have an MBA or master's degree in a business field plus significant executive experience participated in 30-45 minute executive interviews. In addition, 5 human resource executives, who represented major employers in the Charlotte region, participated in an in-depth discussion aimed at understanding company interest and willingness to participate in the executive DBA program. Although the executive doctorate is a new type of degree program in the U.S. and few of the participants were familiar with the executive doctorate concept, 60 percent of the prospective students (15 individuals) expressed some interest in the program. Most indicated they would need more information about the specific program that would be offered by the Belk College before making a decision. However, 3 of the respondents indicated that they were highly interested and would be very likely to participate in a program if it were offered by the Belk College. Given that the target population for each cohort is around 15-20 students, this was an encouraging demand picture. Both potential students and human resource executives perceived the program to be unique with the potential to attract students beyond the Charlotte region.

Human resource executives were mixed in their perception of company support for the executive DBA program. Most saw the executive DBA as a degree that would benefit the individual more than the company and while companies may provide some support, most of the cost would be borne by the student. However, when asked about company benefit most of the human resource executives believed that there would be benefit to the company. Two comments that summarize this discussion appear below:

“It would be a huge value-add to use a company problem as the focus of the dissertation”

“The executive DBA candidate employee would gain new perspectives and critical thinking skills that could enhance the success of the organization through innovative thought and strategic vision.”

In support letters from senior executives, the value of executive scholars to the company is reiterated. (See appendix.) Typical comments include:

“I believe the vision you have set forth for this program can grow to become an answer to the challenges I see before our organization. I also see specific opportunity in the lack of market-proven options for professions who wish to deeply improve their own rigor and skills as we lead increasingly complex organizations in the future. *Richard Maltsbarger, Senior VP, Lowe’s Inc.*

“I endorse the EDBA because it appears to afford businesses such as mine the opportunity to enhance the skillset of senior level personnel (in a time efficient manner) to support them undertaking long term projects of strategic importance to the business and industry.” *Michael Mulligan, President, General Dynamics Armament and Technical Products*

“The program will fill a great need in our business community by providing an opportunity to develop senior managers beyond the present academic opportunities now available locally. To be successful in this new environment, executives need additional tools beyond those provided by the MBA or executive MBA.” *Manuel Zapata, President, Zapata Engineering*

The Hanover Research survey of alumni who graduated five to seven years ago from one of the Belk College of Business (BCOB) graduate programs support the findings of the in-depth interviews. Of the 99 alumni who responded to the survey, approximately one third (31 respondents) indicated they would be interested in enrolling in the proposed executive DBA program. Approximately 30 percent of this interested respondent group indicated that they would be willing to consider enrolling “immediately” or “within the next year”. While BCOB alumni would be one audience for the program, the experience of other business executive doctorate programs in the U.S. suggests that the executive DBA program would attract students beyond graduate program alumni and region. With a maximum cohort size in the 15 – 20 student range, the results of the in-depth interviews and the alumni survey add further support to our believe that there is adequate student demand for this program.

**4. Provide evidence of societal demand and employability of graduates from as many of the following sources as feasible unless a good reason exists why such evidence cannot be obtained and similar evidence is presented from sources not listed here.**

The DBA program is designed for executives and other senior business leaders. A major attribute of the program is that students entering the program will generally continue to be employed during their time in the program. Indeed, this is one of the defining attributes of the program – students in the program will be taking classes with other senior business leaders. We anticipate that the majority of the students that enter the program will remain in industry upon graduation. We do think that many of the students will leverage earning a DBA to transition either to new positions within their current company or to senior roles at major consulting firms. We also expect that a not insignificant minority of students will elect to leave industry and pursue academic positions upon

graduation.

In formulating our response to the question of societal demand and employment prospects for these students, we have looked at both industry and academic positions. With respect to societal demand for DBA graduates in industry, when answering the questions below we have broadly focused on the areas of senior corporate management and management consulting. We have done this because we feel these areas most broadly represent the demand and prospect for these students. When looking at academic positions we have generally looked at the demand for assistant professors in business schools, and particularly at such positions in management, marketing, and MIS/Operations Management departments.

Because these are going to be very senior positions, not all of the recommended sources below provide appropriate data. Where that is the case, we have noted that in the space provided. Where the data the source can provide are accurate we have, of course, provided the data. We also use data sources which are not specified below but which we think are very good indicators of the societal demand and job employment prospects for these students. We have placed those sources, along with some of the sources requested in the questions below, into a narrative at the end of this section. We believe that all of the data, when taken together, provide a compelling case that there is a societal demand for these students and that they will be very marketable when they graduate.

- a. Labor market information ([www.ncworks.gov](http://www.ncworks.gov)) – Current and projected industry and occupational data by region and statewide from the NC Department of Commerce. Available data include (but are not limited to):**
- (1) Area, occupation, and industry profiles.**
  - (2) NC Occupational and employment projections.**
  - (3) Job Postings.**
  - (4) Economic and demographic indicators.**

The [ncworks.gov](http://ncworks.gov) web site is a portal for a wide variety of data on the North Carolina labor market. This web-site provides data on everything from entry-level positions that require no higher education to position that require significant work and experience. Further, the web-site can provide data at the state level, the metropolitan area level, or city level.

As already noted, the DBA program is one that will admit students that are already very senior business leaders. This has two implications for how we built our analysis of the [ncworks.gov](http://ncworks.gov) data. First, we elected to work with State-level data. We did this because we anticipate drawing students from across North Carolina, and even nationally, to the program. We fully anticipate that graduates of the program will place in industry jobs throughout the State. As a result, we believe that State-level data are the most representative of the labor market into which graduates of this program will graduate. Second, we have limited our analysis to positions which require very significant work and/or educational backgrounds.

The [ncworks.gov](http://ncworks.gov) web site provides State-level occupational projections for a variety of disciplines. The most relevant for graduates of the DBA program would be Management Occupations. The web-site estimated that in 2010 there were 268,130 people estimated to be employed in those occupations, and projects that by 2020 there will be 274,280 people employed in those occupations in North Carolina. Indeed, as of May 2014 the [ncworks.gov](http://ncworks.gov) web site listed 16,544 open positions within the Management Occupations category. While many of



these positions would be more junior in nature and would not be appropriate for DBA graduate, these data do demonstrate that there is significant demand for managerial talent in the state, and that the demand for such talent is only likely to increase in the future.

We also note that the [networks.gov](http://networks.gov) web site provides data on median wages in North Carolina for selected occupations. For example, it shows median annual wage for marketing managers as being \$120,380, for Compensation and Benefits Managers as \$111,330, and for unclassified managers as being \$107,350. We again note that many of the positions which fall into this classification would include more junior positions that would clearly not require the DBA. Our sense is that DBA graduates would in general be very competitive for positions with salaries from the upper end of that distribution.

Finally, the [networks.gov](http://networks.gov) web-site provides some information on attributes of jobs currently listed as open through the NC Department of Labor. We do note that many of the types of jobs which DBA graduate would seek would probably not be listed with the Department of Labor, but would instead be filled through search-firms or other types of advertising. As a result, we believe these data understate the demand for employees with this level of skill and experience. That being said, we do note that as of May, 2014 more than 5% of the total jobs advertised in the state require between five or more years of work experience. Further, over 7% of the jobs listed required a graduate degree of some form.

**b. National occupational and industry projections (<http://www.bls.gov/data/>) National, regional and state outlook for occupations, also including wage data.**

The Bureau of Labor Statistics maintains the *Occupational Outlook Handbook* on the web ([www.bls.gov/data/](http://www.bls.gov/data/)). Within this Handbook the management consulting field is referred to as “Management Analyst” (SOC code 13-1111.) The BLS estimates that over the ten year period 2012-2022 employment in this field will grow by 19% from 718,700 to 852,500. The challenge in interpreting these projections, however, is that the BLS includes all levels of position, including entry-level positions. Our expectation for these graduates is that they will generally be senior-level people prior to entering the program and they will certainly be looking for very senior level positions upon graduation.

If one digs deeper within the BLS data, however, it is possible to tease out some additional information. Specifically the Bureau provides their projections on “Management Analyst” job growth by industry. One such industry is “Management, Scientific, and Technical Consulting Services.” This industry would typically employ the more senior and highly skilled people that are the target market graduates of this program. The BLS estimates that this field will see 41% job growth between 2012 and 2022, with growth from 142,000 positions to 200,400 positions. A second such industry is “Administrative and Support Services.” The BLS estimates that this field will see 27.7% growth from 25,800 to 33,000 between 2012 and 2022.

In addition to the BLS data, the Census Bureau also provides employment information by NAICS code by state. These codes tend to be somewhat broader than those used by BLS. Students graduating with the DBA degree that enter management consulting positions would tend to fall into either NAICS code 540000, “Professional, Scientific, and Technical Services” or NAICS code 550000, “Management of Companies and Enterprises.” The Census Bureau

reports that in the second quarter of 2013, 292,446 people were employed in North Carolina in these two fields. While we again acknowledge that these are rather broad sectors which include entry level positions which will not be appropriate for graduates of this program, these data do indicate that these are vibrant and healthy employment sectors in North Carolina, and that there should be significant opportunities for graduates of these programs to obtain positions.

**c. Wages and employment of graduates in North Carolina – Percentage of graduates of UNC programs employed in North Carolina and wages paid to graduates of UNC programs employed in North Carolina.**

There are no professional-oriented doctoral degrees in business in North Carolina. As a result we cannot provide wage data on similar UNC program graduates in North Carolina.

**d. Wages and employment of graduates nationally when these data becomes available (see [http://www.doleta.gov/performance/pfdocs/wris2\\_status\\_state\\_optin.pdf](http://www.doleta.gov/performance/pfdocs/wris2_status_state_optin.pdf)) – Wages paid to graduates of UNC programs employed nationally (North Carolina partnership in WRIS2 forthcoming).**

These data are not yet available.

**e. Job-posting analyses.**

As mentioned earlier the data from networks.gov provides some evidence that there are executive positions in North Carolina which graduate from this program would be ideally suited to fill. To supplement those data we looked at other job-posting sites which might tend to cater to more executive and senior manager positions.

We looked first at Monster.com. There are, as of May 2014, 178 jobs listed in North Carolina as being at the executive level. These positions include many job titles, including CFO, VP of Quality Assurance , Business Development Regional Vice Presidents, Operations Vice Presidents, Management Consultants, and many other positions. Listed salaries ranged from a low of about \$72,000 to as high of approximately \$300,000.

Another site, Jobs.com, listed 856 jobs in North Carolina under the “executive management” heading. Once again, there were a wide variety of job titles listed, including Senior Vice President of Marketing, Vice President for Data Analytics, Division Vice President of Operations, National Sales Manager, as well as CFO and COO positions. While there were many other positions listed which probably were not senior enough to be appropriate for graduates of this program, the job postings on both Monster.com and Jobs.com, when coupled with the more general data from networks.gov, demonstrate that there is a significant demand for executive talent throughout North Carolina. Graduates from the DBA program would help fill that senior talent need.

**f. Projections from professional associations or industry reports.**

Please see following narrative.

**g. Data concerning employment and wages for graduates of a particular program area from the UNC alumni survey when this survey and data become available.**

This survey and data are not yet available.

### **Societal Demand Analysis**

In developing our internal analysis of societal demand, we examined a number of factors and sources of data. Some, but not all, of those factors and sources of data we have referenced above. To provide the fullest possible picture of the demand for this degree, we have provided our entire internal analysis below. This analysis looks at not only industry positions which the graduates might pursue, but also the opportunities which would await them should they elect to pursue employment as a faculty member in a business school.

### **Demand for Business Doctorates in Industry and Consulting**

Since it is expected that most graduates of the proposed executive DBA program will pursue career goals within their current organization or as consultants within their industry, general employment data provide little insight as to the demand for graduates. That said, the growing complexity in business and government will create a need for business doctorates beyond those acquired by executives within organizations. The 2012 Survey of Earned Doctorates<sup>5</sup> estimates that slightly more than 20 percent of traditional U.S. business doctorates will be employed in industry or government. It is likely that executive DBA degrees, focused on blending theory and practice with strong research skills to drive business solutions may better prepare students for these fields and may be preferred by industry or government employers. To get a sense of the demand for these students in industry, we focus on the management consulting field. While we recognize that these students would not enter this field exclusively, our view is that it is a field in which they would be broadly employable and which is comparable to the other types of senior positions for which they would be eligible.

The Bureau of Labor Statistics maintains the *Occupational Outlook Handbook* on the web ([www.bls.gov/data/](http://www.bls.gov/data/)). Within this Handbook the management consulting field is referred to as “Management Analyst” (SOC code 13-1111.) The BLS estimates that over the ten year period 2012-2022 employment in this field will grow by 19% from 718,700 to 852,500. The challenge in interpreting these projections, however, is that the BLS includes all levels of position, including entry-level positions. Our expectation for these graduates is that they will generally be senior-level people prior to entering the program and they will certainly be looking for very senior level positions upon graduation.

If one digs deeper within the BLS data, however, it is possible to tease out some additional information. Specifically the Bureau provides their projections on “Management Analyst” job growth by industry. One such industry is “Management, Scientific, and Technical Consulting Services.” This industry would typically employ the more senior and highly skilled people that are the target market graduates of this program. The BLS estimates that this field will see 41% job growth between 2012 and 2022, with growth from 142,000 positions to 200,400 positions. A second

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<sup>5</sup> Source: NSF/NIH/USED/USDA/NEH/NASA, 2014 Survey of Earned Doctorates

such industry is “Administrative and Support Services.” The BLS estimates that this field will see 27.7% growth from 25,800 to 33,000 between 2012 and 2022.

In addition to the BLS data, the Census Bureau also provides employment information by NAICS code by state. These codes tend to be somewhat broader than those used by BLS. Students graduating with the DBA degree that enter management consulting positions would tend to fall into either NAICS code 540000, “Professional, Scientific, and Technical Services” or NAICS code 550000, “Management of Companies and Enterprises.” The Census Bureau reports that in the second quarter of 2013, 292,446 people were employed in North Carolina in these two fields. While we again acknowledge that these are rather broad sectors which include entry level positions which will not be appropriate for graduates of this program, these data do indicate that these are vibrant and healthy employment sectors in North Carolina, and that there should be significant opportunities for graduates of these programs to obtain positions.

### **Demand for Business Doctorates in Universities**

The primary focus for the proposed executive DBA program will be senior executives pursuing career goals in industry or consulting. There are, however, also opportunities to attract senior executives who plan at some point in their careers to transition into higher education. The shortage of doctoral faculty in business was identified by the AACSB International Management Education Task Force (METF) in the document, *Management Education at Risk* and was further analyzed by the Doctoral Faculty Commission (DFC) and reported in *Sustaining Scholarship in Business School*. Both documents are available online at <http://www.aacsb.edu/resources/doctoral/publications.asp>. These studies suggest that significant demand exists for doctoral-trained faculty. In fact, the DFC proposed creating alternative educational models to attract other sources of doctoral candidates as a way to address the shortage of business doctoral faculty. Expanding doctoral programs for executives was presented as a key strategy to address the faculty needs of business schools with non-research missions and to augment the teaching capacity in research focused business schools.

The DFC analysis confirms that the problem facing business schools is one of demand outstripping supply. Based on data from the National Science Foundation, the DFC reports that U.S. business doctorates decreased by 19 percent to 1,071 in 1999-2000 from 1,327 in 1994-1995. By contrast most other fields remained stable or increased over the same period. More recently, AACSB reports that U.S. universities awarded 1,029 doctoral degrees in 2010-2011, down from 1,062 in 2009-2010 and 1,129 in 2008-2009. This shortage is exacerbated by an increased rate of faculty retirement. Data from the U.S. Department of Education, *Digest of Educational Statistics, 2010*<sup>6</sup> provides a clear picture of the looming retirement issue. Even if it were assumed that all full-time business faculty who were 60 and older in 2003 have already retired, 9,372 additional doctoral-trained full-time business faculty would be needed in the next 10 years to maintain the status quo.

Although the number of business doctorates is projected to continue to decline, several trends suggest strong demand for doctoral degrees in business: (1) increased undergraduate and graduate business school enrollment in the U.S. and worldwide, (2) enhanced research focus of

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<sup>6</sup> Source: *Digest of Educational Statistics, 2010*, U.S. Department of Education.

many business schools, (3) AACSB International and EQUIS requirements for higher faculty qualification standards and (4) graduates pursuing positions in industry. The DFC report estimates approximately 302,000 U.S. business undergraduate degrees awarded in 2011-2012, up from 253,000 in 1999-2000. Similarly, the DFC report estimates the number of U.S. master's-level degrees awarded to grow to 125,250 in 2011-2012 from 111,664 in 1999-2000. Based on this analysis the DFC concluded that the shortage of business doctorates would continue to grow. The DFC estimated a shortage of 1,142 by 2007 and 2,419 by 2012. Under the worst-case scenarios, shortages were expected to be 3,043 by 2007 and 5,689 by 2012. More recent analysis of hiring needs of AACSB accredited schools indicate that "many schools reported that efforts to attract and retain qualified faculty members are becoming increasingly difficult in a highly competitive and resource-constrained hiring environment."<sup>7</sup>

The DFC report was issued in 2002 and ideally would have been updated in the intervening time. Unfortunately AACSB has not updated the report. There are, however, other indications that there is continuing and strong demand for business faculty and that this demand will continue.

There are approximately 1600 business schools at US universities and colleges. AACSB is the premier accrediting body for business schools, and it accredits slightly more than 650 of those 1600 business schools, or slightly more than one third of the market. Each year AACSB conducts a faculty salary and hiring survey of its membership. Included in this survey are data on new hires by the association's members. Table 5 presents information extracted from these AACSB surveys for a ten year period.

**Table 5. New Hires Sorted By Rank at AACSB Accredited Business Schools in the United States 2003-2012.**

Year	Schools Responding	Professor	Associate Professor	Assistant Professor	Instructor	Total New Hires
2012	517	133	182	1411	612	2338
2011	517	133	184	1322	555	2194
2010	505	136	162	1196	522	2016
2009	503	118	157	1036	474	1785
2008	510	121	231	1141	368	1861
2007	498	185	265	1448	609	2507
2006	485	130	259	1330	565	2284
2005	491	161	258	1296	580	2295
2004	485	175	257	1198	481	2111
2003	510	112	210	1062	463	1847

Source: AACSB Salary Survey Reports, 2002-2003 through 2012-2013 inclusive.

<sup>7</sup> Source: AACSB eNewslines, June/July 2010.

These data demonstrate that demand for business school faculty members is strong, and has remained very robust even during the recession period. Even at the height of the recession the demand for new assistant professor hires never dropped below 1000 positions per year. We further note that AACSB includes in the “Instructor” rank not only non-doctoral faculty members but also doctoral-holding faculty members in non-tenure track roles, such as “clinical professors” or “professors of practice.” We anticipate that at least some DBA graduate would take those types of positions. When combined with the assistant professor positions this brings the number of potential positions open in each year to between 1500 and 2000.

The new hires presented in Table 5 include both new doctorates hired as assistant professors or instructors, and when a faculty member is hired away from another school. The AACSB salary survey also reports how many of the new hires were new doctorates or ABDs. These data are presented in Table 6.

**Table 6. Number of New Doctorate and ABD hires at US Business Schools 2003-2012.**

Year	New		Total
	Doctorates	ABDs	
2012	430	69	499
2011	372	49	421
2010	358	47	405
2009	284	53	337
2008	311	66	377
2007	431	84	515
2006	422	97	519
2005	424	92	516
2004	357	114	471
2003	602	178	780

Source: AACSB Salary Survey Reports, 2002-2003 through 2012-2013 inclusive.

Table 6 demonstrates that typically between 400 and 500 new doctorates are hired by AACSB accredited business schools. Given that Table 5 demonstrates that total new assistant professor and instructor new hires range between 1500 and 2000, it stands to reason that roughly 1000 or so of the new hires each year are situations where faculty at one school are recruited away by another institution. We do recognize that some of these moves are due to frictional reasons, i.e. a faculty member seeks to move to a new school for a pay raise, to reset their tenure clock, or because of geographic preference. We also recognize that some schools prefer to recruit more seasoned assistant professors. Our sense, however, is that in the majority of cases new doctorates and seasoned assistant professors are competing for the same positions. The fact that in two thirds of the cases where business schools seek to hire assistant professor or instructors they hire seasoned assistant professors from other schools is strong evidence that there is unfilled demand for new assistant professors.

This argument is further buttressed by salary data. The AACSB survey presents salary data on newly hired seasoned assistant professors as well as newly hired assistant professors that have new doctorates. Table 3 presents the 75<sup>th</sup> percentile of the salary distribution at AACSB accredited schools in the three disciplines in which graduates of the proposed DBA program will most likely find employment, management, marketing, and MIS. Further, to demonstrate the evolution in this trend over time, Table 7 presents this data for both 2003 and 2012.

**Table 7. Salary Data for Newly Hired Assistant Professors in Selected Disciplines.**

		2003	2012
Management	New Doctorate	95,000	130,000
	Seasoned Assistant Professor	92,000	125,000
Marketing	New Doctorate	105,000	145,000
	Seasoned Assistant Professor	100,000	142,000
MIS	New Doctorate	106,000	138,400
	Seasoned Assistant Professor	100,000	125,000

Source: AACSB Salary Survey Reports 2003-2004 through 2013-2014 inclusive.

We note that over the roughly ten year period covered in this report that salaries in these disciplines have risen very rapidly, with annualized growth rates of between 3 and 5 percent. We note that this growth occurred despite the very significant recession that occurred during this time period. Further, we note that new doctorates command a significant premium relative to seasoned assistant professors. That is, business schools are evidently willing to pay more to hire a new doctorate than to hire away a faculty member from another institution. We again take this as very strong evidence that there is significant demand for faculty members with new doctorates, and that there remains a significant shortage for new faculty in business schools.

**5. List all other public and private institutions of higher education in North Carolina currently operating programs similar to the proposed new degree program, including their mode of delivery.**

No universities in North Carolina offer an executive DBA or any other executive doctorate in business. This will be the first executive DBA offered in the state. The closest similar programs are the Executive Doctorate in Business at Georgia State University and the Doctor of Business Administration (DBA) at Kennesaw State University. Note that these programs are all offered in an on-site, in-person delivery mode, but in an executive format. That is, the students attend courses in intensive weekend-long formats.

Two universities in North Carolina offer a Ph.D. in Business Administration (distance from UNC Charlotte):

1. Duke University, The Fuqua School of Business (132 miles.) The delivery mode is in-person and on campus only;

2. University of North Carolina at Chapel Hill, Kenan-Flagler Business School (132 miles.) The delivery mode is in-person and on campus only;

Three universities in North Carolina offer an EMBA (distance from UNC Charlotte):

1. Duke University, The Fuqua School of Business (132 miles.) Duke has two EMBA programs. The first is a traditional weekend EMBA. The delivery mode is in-person and meets on campus in a highly compressed format. The second is their Global Executive MBA. That program meets both on their campus and at locations overseas. Courses include a residency period as well as a distance-learning period;
2. Queens University of Charlotte (12 miles.) This program is delivered in person and on campus;
3. University of North Carolina at Chapel Hill, Kenan-Flagler Business School (132 miles.) The delivery mode is in-person. Two of their programs are offered on campus, while their Global OneMBA is offered at a variety of international locations.

**a. Show a four-year history of enrollments and degrees awarded in similar programs offered at other UNC institutions (using the format below for each institution with a similar program); describe what was learned in consultation with each program regarding their experience with student demand and job placement. Indicate how their experiences influenced your enrollment projections.**

There are no DBA programs in North Carolina.

**Institution:**

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**Program Title:**

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	(year)	(year)	(year)	(year)
<b>Enrollment</b>				
<b>Degrees-awarded</b>				

**b. Identify opportunities for collaboration with institutions offering related degrees and discuss what steps have been or will be taken to actively pursue those opportunities where appropriate and advantageous.**

Since no other universities in public or private institutions of higher education in North Carolina offer an executive DBA or any other business doctoral program in an executive format, we see no opportunity at this time to collaborate with other universities.

**c. Present evidence that establishment of this program would not create unnecessary program duplication.**

Since there are no similar programs offered by any institution of higher education in North



Carolina, we do not believe that there will be any program duplication.

**6. Are there plans to offer all or a portion of this program to students off-campus or online?**

The program will be offered in the UNC Charlotte Center City Building and on the UNC Charlotte Main Campus. There are no plans to offer the program in any other locations.

If so,

- a. Briefly describe these plans, including sites and method(s) of delivering instruction.
- b. Indicate any similar programs being offered off-campus or online in North Carolina by other institutions (public or private).
- c. What is the estimated percentage of courses in the degree program that will be offered/available off-campus or online: \_\_\_\_
- d. Estimate the number of off-campus or online students that would be enrolled in the first and fourth years of the program:

*First Year Full-Time* \_\_\_\_\_ *Part-Time* \_\_\_\_\_

*Fourth Year Full-Time* \_\_\_\_\_ *Part-Time* \_\_\_\_\_

**Note:** If a degree program has not been approved by the Board of Governors, its approval for alternative, online, or distance delivery is conditioned upon BOG program approval. (400.1.1[R], page 3)

7. Estimate the total number of students that would be enrolled in the program during the first year of operation: *Full-Time* 0 *Part-Time* 15-20

Estimate the total number of students that would be enrolled in the program during the fourth year of operation: *Full-Time* 0 *Part-Time* 35-40

Our plan is to admit up to 15 students per year, with most students needing 3 years to complete the degree. We anticipate that there will be some modest attrition. We therefore think that the steady-state enrollment in the program will be approximately 35-40 students, and that we anticipate having 10-12 dissertations ongoing at any one point in time.

8. Will the proposed program require development of any new courses: Yes X  
No \_\_\_\_ If yes, briefly explain.

We expect that new courses would need to be added. Since the executive DBA program is aimed at working professionals at senior levels within organizations, current Ph.D. courses will not provide an applied focus on a breadth of high-level business topics. MBA and other master's-level courses would not provide doctoral coverage. All courses in this program would need to be taught in an executive format, requiring new courses or extensively modified courses.

**9. Will any of the resources listed below be required to deliver this program? (If yes, please briefly explain in the space below each item, state the estimated new dollars required at steady state after four years, and state the source of the new funding and resources required.)**

- a. **New Faculty:** Yes \_\_\_\_\_ No  \_\_\_\_\_
- b. **Additional Library Resources:** Yes \_\_\_\_\_ No  \_\_\_\_\_
- c. **Additional Facilities and Equipment:** Yes \_\_\_\_\_ No  \_\_\_\_\_
- d. **Additional Other Program Support:** Yes  \_\_\_\_\_ No \_\_\_\_\_  
(for example, additional administrative staff, new Master's program graduate student assistantships, etc.)

The new executive DBA would require a program director and two staff members. The funding for these positions would come from the tuition differential for the program. This program will recruit very senior business leaders. Supporting them will require a very personal approach to recruiting. This will be more time-intensive than say our MBA recruiting process, and will require a staff person that is capable of identifying potential students, making contact with them, and then demonstrating to them the benefits of obtaining the degree. This will necessarily be a high level person. Although they will work with the faculty member assigned to be the program director, this recruiter will have to be able to work independently and with little day to day supervision.

The pricing of this program as a premium program means that the students will expect a very high level of logistical support. The second staff member will be assigned to providing this support. This staff member will be responsible for insuring that students' books and supplies are available, that there is food and beverages available during class sessions, and that they can help arrange the students make travel or hotel arrangements. This staff member will also be responsible for monitoring the program budget.

**10. Does the program require enrollment growth funding in order to be implemented and sustained? If so, can the campus implement and sustain the program should enrollment growth funding be unavailable? Letters of commitment should be provided.**

Yes, the program with the proposed enrollment can be implemented and sustained without enrollment increase funding. UNC Charlotte has prioritized the DBA as a high campus initiative and will prioritize the program for funding due to the critical importance of this program to our students and to the Charlotte business community. The substantial College Based Tuition Increment requested will allow the program to continue even if enrollment growth money were not available.

**11. For graduate programs only:**

**Does the program require a tuition differential or program specific fee in order to be implemented and sustained? Yes  No**

**a. If yes, state the amount of tuition differential or fee being considered, and give a brief justification.**

The program will be on the state funding model. Students will pay the regular graduate tuition, resident or nonresident depending on their residency status, plus a substantial CBTI to cover the costs of offering and operating the program. The pricing for the program will be such that North Carolina residents will pay a total cost of \$80,000 over the three years of the program, and nonresidents will pay approximately \$120,000. This puts the resident tuition well below our other U.S. competitors for DBA programs like this one, thus enabling us to attract interested NC residents to our program. This allows us to keep NC DBA candidates in state. The nonresident tuition will be competitive with other programs and will allow us to attract strong candidates from across the U. S. and the world. The cost is all inclusive and will cover related expenses for the duration of the program.

The executive DBA program is designed to attract senior-level business executives. The nature of this student population provides funding opportunities through a substantial Campus-Initiated Tuition Increment. Moreover, these students will be self-funded, requiring no financial aid or assistantships. Other executive doctoral programs in business charge comparable tuition.

Tuition for three similar programs is provided below:

	Tuition per Semester	Tuition for Program
Case Western Reserve	\$25,000	\$150,000
Georgia State	\$18,000	\$109,000*
Oklahoma State	\$20,000	\$120,000

\*Includes a one-time \$1,000 seat deposit.

**b. Can the campus implement and sustain the program if the tuition differential or program fee is not approved? Letters of commitment should be provided.**

No, the program will not be financially viable without the Campus-Based Tuition Increment. This program is aimed at senior business professionals. The program will have to provide a level of service and logistical support which is unusual for programs at UNC Charlotte. For example, we will provide textbooks and other class materials directly to the students. To support this level of service, and to position ourselves to compete with other institutions nationally, we are relying on the Campus Based Tuition Increment.

**12. For doctoral programs only:**

**a. Describe the research and scholarly infrastructure in place (including faculty) to support the proposed program.**

UNC Charlotte and the Belk College have substantial research and scholarly infrastructure in place to support this program. This infrastructure has been put in place over the past fifteen years as the Belk College has begun to participate in and lead four doctoral programs. In particular the University and College have made very substantial commitments to hiring faculty capable of teaching doctoral classes and supervising doctoral dissertations. The College has seventy tenured or tenure-track faculty members, all of whom hold doctoral degrees. Belk College faculty members are extremely active in research, with over five hundred peer-reviewed journal articles published in the past five years.

The College has also made a very substantial commitment to providing appropriate electronic databases in support of its research mission. The College spends almost \$300,000/year on subscriptions to financial and other electronic databases. A partial list of the major databases to which the College subscribes include the Wharton Research Data System, the Center for Research in Securities Prices (CRSP), Compustat database, CBOE Indices, DataStream, Dow Jones, Mergent, Academic EDGAR, IBES, IBIS World, MorningStar, SEC Order Execution, Trace, SDC Platinum, and SNL. In addition, the College maintains a subscription to Bloomberg.

The University and College also have significant research computing resources. In particular the University Research Computing office maintains a series of high-performance grid computing cluster with over 1000 computing cores, with each core having more than 2 GB of RAM. The Belk College provides all faculty and doctoral students with appropriate local research computing support.

**b. Describe the method of financing the proposed new program (including extramural research funding and other sources) and indicate the extent to which additional state funding may be required.**

No additional state funds will be required to start or maintain the executive DBA program. Funding for the program will come from a Campus-Initiated Tuition Increment. The executive DBA program is designed to attract senior-level business executives. The nature of this student population provides funding opportunities through a substantial Campus-Initiated Tuition Increment. Moreover, these students will be self-funded, requiring no financial aid or assistantships. Ample space is available in the newly opened UNC Charlotte Center City Building. Since classes will be scheduled primarily during weekends, current space is sufficient and no additional physical facilities will be required. Classes will be taught, on an overload basis if needed, by current Belk College of Business faculty and when necessary by qualified faculty from other regionally accredited universities, including other UNC system schools. The determination of faculty qualification would follow the current policy for hiring adjunct graduate faculty. Operating funds for program director stipend, staff and recruiting will come from the Campus-Initiated Tuition Increment.

**c. State the number, amount, and source of proposed graduate student stipends and related tuition benefits that will be required to initiate the program.**

Students in the program will be working professionals at the executive level in their organization. These students will be self-funded, requiring no stipends or related tuition benefits.

**13. List the names, titles, e-mail addresses and telephone numbers of the person(s) responsible for planning the proposed program.**

Planning for the proposed executive DBA program will begin with the formation of an executive DBA planning committee. The committee will consist of faculty members from the three academic departments in the Belk College of Business that will have primary responsibility for courses taught in the program. These three departments include: Business Information Systems and Operation Management (BISOM), Management and Marketing. Faculty members from support departments may be added as the planning process proceeds. Committee members include:

Dr. David Woehr, Professor and Chair, Department of Management, [dwoehr@uncc.edu](mailto:dwoehr@uncc.edu), 704-687-5452 (Chair of committee)

Dr. Sunil Erevelles, Professor and Chair, Department of Marketing, [Sunil.Erevelles@uncc.edu](mailto:Sunil.Erevelles@uncc.edu), 704-698-6171

Dr. Franz Kellermanns, Professor and Addison H. & Gertrude C. Reese Endowed Chair, [kellermanns@uncc.edu](mailto:kellermanns@uncc.edu), 704-687-1421

Dr. Sungjune Park, Associate Professor of Management Information Systems, [supark@uncc.edu](mailto:supark@uncc.edu), 704-687-7628

Dr. Steven Rogelberg, Professor of Management and Director, Organizational Science Ph.D. Program, [sgrogeb@unc.edu](mailto:sgrogeb@unc.edu), 704-687-4742

This committee will be charged with the design, development, and implementation of the executive DBA program. It is anticipated that this committee will begin this process by collecting benchmarking data with respect to existing executive doctoral programs both in the U.S. and worldwide. This data will provide a starting point with respect to:

- academic content and curriculum;
- program format and delivery;
- potential student demand;
- degree cost; and,
- program expenses and overhead.

The benchmarking data will be reviewed and adapted to the specific context of the Belk College of Business, UNC Charlotte, and Charlotte. Committee members will be asked to review the proposed curriculum and coursework with members of the respective academic departments. Committee members will also collect information from business executives with interest in the

executive DBA program and representatives of companies who would support senior employees attending this program or hire graduates. Once planning is completed, the executive DBA planning committee will establish a permanent executive DBA program committee. This executive DBA program committee will consist of faculty representatives from each academic unit in the college. The role of this committee will include:

- Overseeing program structure and governance
- Ongoing program review
- Assessing and supporting student progress
- Curriculum development and delivery
- Screening and recommending applicants for admission to the program
- Approving the student's advisory committee and dissertation topic
- Recommending course additions and alterations as appropriate
- Approving participation of faculty in the program
- Planning and evaluating the program
- Approving minor areas of study
- Deciding on waivers of course requirements
- Evaluating applicants for admission to the program
- Recommending to the executive DBA faculty changes in admission requirements, and degree requirements
- Recommending to the executive DBA faculty changes in the governance of the executive DBA program.

This request for authorization to plan a new program has been reviewed and approved by the appropriate campus committees and authorities.

**Chancellor:** \_\_\_\_\_ **Date:** \_\_\_\_\_



# UNC CHARLOTTE

## Office of the Chancellor

9201 University City Boulevard, Charlotte, NC 28223-0001  
t/ 704.687.5727 f/ 704.687.1700 [www.uncc.edu](http://www.uncc.edu)

November 12, 2013

Dr. Chris Brown  
Vice President for Research and Graduate Education  
General Administration  
University of North Carolina  
Post Office Box 2688  
Chapel Hill, North Carolina 27515-2688

Dear Dr. Brown:

Enclosed is UNC Charlotte's request for authorization to plan a Doctor of Business Administration (DBA). The proposed program is a professional degree for senior-level business executives who wish to enhance their understanding of the conceptual and methodological underpinnings of business theory and apply cutting edge theory to emerging business issues. The professional doctorate is gaining currency in the field of business higher education. The proposed DBA will be one of only seven similar programs in the country and the only such program in the state designed in an executive format for working business professionals.

Thank you for your consideration of this request. Provost Joan Lorden or I would be pleased to respond to any questions that you may have.

Cordially,

Philip L. Dubois  
Chancellor

cc: Joan Lorden, Provost and Vice Chancellor for Academic Affairs  
Steve Ott, Dean, Belk College of Business  
Courtney Thornton, Associate Vice President, UNC General Administration  
Cody Thompson, Assistant to the VP for Academic Planning, UNC General Administration



**The University of North Carolina at Charlotte**

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**Doctor of  
Business Administration  
Request for Authorization  
to Plan**

**APPENDIX A**  
**UNIVERSITY OF NORTH CAROLINA**  
**REQUEST FOR AUTHORIZATION TO PLAN**  
**A NEW DEGREE PROGRAM**

THE PURPOSE OF ACADEMIC PROGRAM PLANNING: Planning a new academic degree program provides an opportunity for an institution to make the case for need and demand and for its ability to offer a quality program. The notification and planning activity to follow do not guarantee that authorization to establish will be granted.

**Date:** 10/25/13

**Constituent Institution:** University of North Carolina at Charlotte

**CIP Discipline Specialty Title:** Business Administration and Management, General

**CIP Discipline Specialty Number:** 52.0201 **Level:** B \_\_\_\_\_ M \_\_\_\_\_ **1<sup>st</sup> Prof** \_\_\_\_\_ **D** X

**Exact Title of the Proposed Program:** Business Administration

**Exact Degree Abbreviation (e.g. B.S., B.A., M.A., M.S., Ed.D., Ph.D.):** D.B.A

**Does the proposed program constitute a substantive change as defined by SACS?** Yes X

**The current SACS Substantive Change Policy Statement may be viewed at:**  
**<http://www.sacscoc.org/pdf/081705/Substantive%20Change%20policy.pdf>**

**If yes, please briefly explain.**

As required by the Policy Statement on Substantive Change for Accredited Institutions of the Commission on Colleges, the University of North Carolina at Charlotte (UNC Charlotte) is required to submit a letter of notification prior to implementation for new degree programs. Notification of this new degree program will be provided to SACS after approval by the University of North Carolina Board of Governors and prior to implementation.

**Proposed date to establish degree:** *Month* August *Year* 2014

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<sup>1</sup>This Appendix A supersedes the preceding Appendix A entitled, "Notification of Intent to Plan a New Baccalaureate or Master's Program," adopted May 6, 2009.

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**1. Describe the proposed new degree program. The description should include:**  
**a. a brief description of the program and a statement of educational objectives**

The proposed executive Doctor of Business Administration (DBA) is a professional degree that will provide doctoral-level preparation for senior-level business professionals who wish to enhance their understanding of business theory, integrate cutting edge business theory and practice, and learn to address complex business problems through advanced research methodology. The focus of this degree is on providing a sound theoretical grounding and understanding of research methodology to address emerging issues in the practice of business. More so than a Ph.D., the executive DBA is broad in scope, cutting across business disciplines to address applied problems facing executives in the workplace. The executive DBA emphasizes the testing, application, and extension of existing theory more than the development of theory.

The proposed executive DBA program will target a select group of senior executives who hold an MBA or a master's degree in a related field and have extensive business experience but who do not want to leave their careers to pursue a full-time Ph.D. Individuals who are attracted to the executive DBA often seek to deepen their overall business knowledge and understanding of high-level research skills in order to better address the complex challenges facing them in today's dynamic business environment. Others pursue the executive DBA as a means of transitioning into a career in higher education or to enhance their expertise for a career in consulting.

The professional doctorate, while common in some fields (e.g. medicine, law and education), is an emerging trend in business (Gill and Hoppe 2009). Executive-scholars in doctoral programs are more common in Europe and Australia. Recently, this trend has gained momentum in the U.S. and other regions of the world (Bisoux 2009). Two factors appear to be driving the interest in executive doctoral level education: (a) the deluge of information and increasing complexity that faces high-level business executives; and (b) the shortage of academically qualified business faculty.<sup>2</sup>

Despite the increased demand for doctoral level executive programs, there are still relatively few U.S. universities offering these programs. The current list of AACSB-accredited executive DBA and executive doctorate programs includes only six U.S. programs. A survey of these programs indicates a relatively high level of demand. In addition, unlike traditional full time doctoral programs, executive doctoral programs tend to generate a significant amount of revenue that can cover much of the costs of operating the program

The educational objectives of the proposed executive Doctor of Business Administration (DBA) can be summarized as follows:

1. To foster executive-scholars' pursuit of interdisciplinary business theory and advanced research methodologies to inform the practice of business decision

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<sup>2</sup> The Doctoral Faculty Commission (DFC), tasked by the Board of Directors of AACSB International (Association to Advance Collegiate Schools of Business) to analyze past and future trends in the supply and demand of doctoral trained business faculty determined that the shortage in doctoral faculty in business fields is due both to a reduction in the production of business Ph.D.s and to an increased demand for doctoral-trained individuals in both the academy and industry (Doctoral Faculty Commission 2002). Thus, programs such as the proposed executive DBA represent an efficient response to the increased for doctoral level faculty and practitioners.

making in an increasingly complex business environment. Graduates of the program will be prepared to:

- a. Lead organizations as senior executives and change agents
  - b. Acquire faculty positions in academic institutions, addressing the shortage of doctoral-trained business faculty
  - c. Launch successful careers in management consulting
2. To facilitate the dissemination of complex academic research into the practice of business. Exposure to leading business research and research methods will provide graduates with the knowledge, skills, and abilities to lead the application and adaptation of theoretical research to business practice. The executive DBA program will offer the opportunity to develop information channels between academia and practice leading to:
- a. Better understanding by business practitioners of the value of academic research in solving practical business problems
  - b. Collaborative partnerships between business and the University that provide faculty access to corporate data sources for academic research and provide businesses with access to cutting-edge academic research. This collaboration may open new avenues for funding academic and applied research.
  - c. Integration of academic business research with the practice of business to benefit organizations, employees, customers, the larger community and other stakeholders.

### **Proposed Curriculum Overview**

The executive DBA will be a three-year (six-semester), lockstep program consisting of 18, three credit hour courses (54 credit-hour total)<sup>3</sup>. Students will complete three courses per semester, for a total of nine credit hours. Courses in the executive DBA will be offered in an executive format (e.g., four, three-day residencies per semester) to accommodate the needs of business executives who work full time.

The initial focus of the program will be on research methodology courses. As students progress in the program, the emphasis will shift toward practice-focused content courses and projects that address issues confronting contemporary business leaders. The program will culminate with a dissertation that addresses a complex, cross-functional business problem of strategic interest to a company or non-profit organization. A potential sample curriculum appears below.

#### *Prerequisite Business Core Courses*

Since students will be required to have completed an MBA or master's degree in a business related field and have extensive business experience to be admitted to the

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<sup>3</sup> The executive DBA will require 54 credit hours, including 12 hours of dissertation credit. Since the UNC Charlotte Graduate School requires that any student earning a doctoral degree must have completed at least 72 post-baccalaureate semester-hours, students entering the program must have already completed an MBA or master's degree in a business related field with more than 18 hours transferable credit. The Graduate School 18 hours of research credit requirement will be met by 12 credit hours of research methods courses and 12 credit hours of dissertation research.

executive DBA program, entering students should have had the equivalent of the following business core courses:

1. Foundations in Accounting
2. Macro and Microeconomics
3. Financial Management
4. Marketing Management
5. Management Policy
6. Foundations in Information Technology

Students admitted to the program who are lacking coursework in business core areas will be required to make up this deficiency before taking relevant executive DBA courses. It is possible that a student may apply to the program who has not taken a specific business core course(s) but who has, nevertheless, acquired the same skill and technical abilities that the course would convey. In such cases the Program Director may waive the course(s) with appropriate evidence of competency.

#### *Major Courses*

Students will complete 30 credit hours of DBA major courses (3 credits each):

1. Global Economic and Financial Systems Seminar
2. Organization Management and Leadership Seminar
3. Organizational Learning and Knowledge Management
4. Decision Modeling and Analysis
5. Business and Consumer Analytics
6. Social Media and the Network Economy
7. Executive Decision Making Seminar I: Systems Thinking
8. Executive Decision Making Seminar II: Strategy
9. Innovation and Change Management
10. Creating and Managing the Sustainable Business Enterprise

#### *Research Support Courses*

Students will take the following 12 credit hours of research support courses (3 credits each):

1. Designing Quantitative Research Studies
2. Quantitative Analysis
3. Model Building and Validation
4. Designing and Analyzing Qualitative Research Studies

#### *Dissertation Research*

Upon completion of a qualifying examination, students will select an Advisory Committee. The Advisory Committee consists of three members selected by the student and approved by the Program Director. One additional committee member will be a Graduate Faculty Representative appointed by the Dean of the Graduate School. During the last two semesters, students will take six-credit-hours each semester for dissertation research. While students are expected to complete the dissertation at the end of the third academic year, consistent with Graduate School policy students who do not finish within that time period must be continuously enrolled in dissertation hours until the dissertation is completed.

#### **b. the relationship of the proposed new program to the institutional mission**

The executive DBA is consistent with the Mission Statement of UNC Charlotte. As North Carolina's urban research university, UNC Charlotte seeks opportunities to

engage business and other community organizations in partnerships that enhance its research and educational goals. The executive DBA is designed as a program for senior-level executives and organizational leaders. Bringing these individuals into the University over an extended period of time strengthens our relationships with them and their organizations thus facilitating “collaborations among university, business and community leaders” (UNC Charlotte Mission Statement).

Engaging business professionals in applied academic research enhances the practice of business in the region and aids in the diffusion of academic research to the profession. Both activities help achieve UNC Charlotte’s mission to achieve a leadership position in higher education and to offer internationally competitive programs of research. Programs that foster the understanding of academic research and advanced research methodology by practitioners enhance the reputation of research faculty and the institution. Business schools have been criticized for ignoring business practice. Executive DBA programs offer synergistic platforms for integrating business theory and practice. Collaborative, cross-disciplinary research and engagement can expose business faculty to ideas and provides data that produces research of interest to the business community.

**c. the relationship of the proposed new program to existing programs at the institution and to the institution’s strategic plan**

The proposed executive DBA provides the opportunity to create an entirely new doctoral program at the institution that is offered in a unique, executive format. Little opportunity exists to create relationships between the executive DBA and other existing programs at the institution. The focus on engaging real business problems with research methods that drive solutions plus the executive format precludes sharing of doctoral courses with other doctoral programs. There may be some overlap in the skills that are developed in doctoral-level research methods courses, but the executive format limits including courses that are designed for full-time Ph.D. students.

There is little relationship between the executive DBA and the current Business Administration Ph.D. (BPHD) program. Executive DBA students will have a much different skill sets and career aspirations than those enrolled in the BPHD, requiring different course content and delivery. While graduates of the executive DBA program may transition into academic positions, the executive DBA program focuses on individuals who intend to stay in industry. The industry focus dictates that courses in the executive DBA program and the type of research conducted by executive DBA students will likely be significantly more applied in nature than would be the case for courses and research in the BPHD program. Currently, the finance track is the only track in the BPHD program which means that coursework and research focus almost exclusively on finance rather than on a more general business focus for the executive DBA. The two programs are sufficiently different, both in terms of focus and research methods, that there will be little overlap in the degree programs, suggesting few opportunities for sharing of classes.

We do not anticipate the executive DBA to directly affect the growth of the BPHD program. The BPHD program is at its capacity given faculty and funding constraints, and so is unlikely to grow in the short run. The executive DBA will be taught on an overload basis, preventing conflicts between the executive DBA and other doctoral/graduate programs with respect to faculty teaching resources. The tuition increment for the executive DBA is expected to generate the necessary resources for the program and student support.

Since teaching in the executive DBA program is a competing activity, it has the potential to reduce faculty research productivity. However, relatively few faculty will participate in the program and the program is expected to generate resources to enhance research productivity throughout the College. Since high-level executives with the ability to direct company resources and policy are the target audience for the executive DBA, it is anticipated that dissertations and projects completed by these students will lead to research synergies for faculty participating in the program. Research from student dissertations could lead to new data sources and further research opportunities.

We see little relationship to the existing MBA program. Although not as great an emphasis as in the Ph.D. program, the EDDBA is still a research degree and will have a significantly higher level of research expectations than the MBA. Further, the weekend/executive format is not well suited to our current MBA student population of part-time working professionals. Those students strongly prefer to attend classes on weekday evenings as opposed to weekend classes.

Rather than overlapping with existing programs, the executive DBA opens a new pool of students for doctoral education in business because of the uniqueness of its content and delivery. Business executives who are able to self-fund their doctoral education or who are supported by their organization create the opportunity for a new doctoral model. Executive scholars also link the University to the business community, fostering business commitment and funding opportunities. Existing programs will benefit from resources generated from the executive DBA and from the synergy that will come from high-level executive scholars working with our faculty. These industry relationships will foster the sharing of ideas and data while producing both academic research and research of interest to the business community.

The executive DBA supports UNC Charlotte's strategic plan. The University Goal #1 is to "improve educational opportunities that respond to the intellectual and professional needs of the region". The first action step for meeting this goal is to "increase number of doctoral programs in high demand fields". The demand for doctoral-level business faculty is high with many universities in the United States paying increasingly high salaries to attract business faculty. Moreover, European executives regularly seek to advance their careers through executive doctorates, a trend that is spreading to the United States. Universities currently offering executive business doctorates prepare students to meet the demand in the academy and in the profession.

**d. special features or conditions that make the institution a desirable, unique, or cost effective place to initiate such a degree program**

UNC Charlotte is the center of the nation's sixth largest urban region. Charlotte, the region's largest city, is the 19<sup>th</sup> largest U.S. city and is a financial, distribution and transportation center for the urban region. Hoover's lists 3,464 companies with \$1 million or more in revenues located in Charlotte-Mecklenburg. Of these companies, 274 of the Fortune 500 companies have facilities here with eight headquartered in Charlotte. The strong business presence and urban region makes UNC Charlotte uniquely positioned within the state for an executive DBA that attracts senior business executives.

Most Belk College of Business tenure-track faculty currently participate in master's and/or doctoral-level programs. Since many of the students in our master's programs are working professionals, Belk College faculty must work with students both on the theoretical and applied level to solve current business problems. These skills make Belk College faculty well suited for teaching in an executive DBA program. In addressing UNC Charlotte's mission as North Carolina's urban research university, the Belk College



of Business has evolved into a research-oriented college. Faculty joining the college do so with a mandate to produce top-quality research. This faculty research focus provides a rich environment for executive DBA students who seek to acquire high-level research skills that they can bring to the workplace.

**2. Provide documentation of student demand and evidence of the proposed program's responsiveness to the needs of the region, state, or nation.**

Few options for executive education beyond the master's degree level currently exist. This is particularly true for executives who choose to pursue advanced education while still fully employed. However, senior executives who participate in executive education frequently request information about furthering their education beyond the MBA or specialized business master's degree. The explosion of data, complex technology and the increasing complexities of operating in a rapidly changing global environment require abilities that exceed the MBA or executive MBA level. There has been an evolution of executive education needs from the bachelor's degree to the MBA/EMBA.

Between 2002 and 2007, the compounded annual growth rate in master's-level degrees in business administration, management and operations grew at 4.3 percent, only marginally more than that of master's-level degrees awarded in all disciplines. Between 2007 and 2012, the compound annual growth rate in master's-level business degrees grew to 6 percent while the growth rate of master's-level degrees awarded grew to 4.9 percent. Given the recent growth in business master's degrees, master's-level executive education no longer provides the competitive advantage executives need to resolve complex business problems and to advance their careers. Many see the executive doctorate as the next step in this evolutionary process. Executive doctoral programs draw students who are interested in furthering their careers within their organization or as a consultant and those who may later in their careers transition into academics, full or part-time. The following discussion will provide support for the demand for executive scholars pursuing those two career goals.

**Demand for Business Doctorates in Industry and Consulting**

Since it is expected that most graduates of the proposed executive DBA program will pursue career goals within their current organization, general employment data provides little insight as to the demand for graduates. That said, the growing complexity in business and government may create a need for business doctorates beyond those acquired by executives within organizations. The 2010 Survey of Earned Doctorates<sup>4</sup> estimates that slightly more than 20 percent of traditional U.S. business doctorates will be employed in industry or government. It is likely that executive DBA degrees, focused on blending theory and practice with strong research skills to drive business solutions may better prepare students for these fields and may be preferred by industry or government employers. Perhaps the best indication of this demand comes from the trend toward new executive doctoral programs and their recruiting experiences as well as from formal and informal communication with business leaders.

Executive doctoral programs are gaining traction in the U.S. as evidenced by the increasing number of universities offering these programs and the discussion of these programs by the news media, businesses and business accrediting organizations like AACSB International. The demand for doctorates in industry has long been the norm in Europe. In the past year a group of U.S., European and Asian-Pacific business schools

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<sup>4</sup> Source: NSF/NIH/USED/USDA/NEH/NASA, 2010 Survey of Earned Doctorates

have created the Executive DBA Council to foster executive business doctoral education and share ideas and best practices.

While professional doctoral programs are more prevalent in Europe and Australia, with at least 16 programs in the U.K., an estimated 58.5 percent of executives holding doctoral degrees in Germany and 20 programs created in Australia from 1993 to 2005, few U.S. universities offer executive doctorates. AACSB International lists six AACSB-accredited DBA and Executive Doctorate Programs in the U.S. ([http://www.bestbizschools.com/doctorate/professional\\_doctorate\\_degrees.asp](http://www.bestbizschools.com/doctorate/professional_doctorate_degrees.asp)). Two of the six, Cleveland State University and Louisiana Tech University offer DBA programs, patterned after traditional Ph.D. programs (i.e., full time, non-executive format). Case Western Reserve University, Georgia State University and Kennesaw State University (GA) offer doctorates in an executive format. Oklahoma State University's Executive Ph.D. in Business began in January 2012.

Colleges of Business offering executive doctorates report strong demand, even at relatively high tuitions. The program director at Kennesaw State University reports receiving 400 inquiries to fill 15 spots in the DBA program<sup>5</sup> and that more than 250 students have shown up at the program's information session in each of the past two years<sup>6</sup>. The Case Western Reserve University program began in 1995 and they accept, on average, 25 students per year. Georgia State University's program began in 2009. The program enrolled 17 students in 2009, 19 students in 2010 and 23 students in 2014, for a current total enrollment of 59 students. Kennesaw State University enrolled its first class in 2009 with 17 students. By August 2010, 43 students were enrolled in the program. The most recent program at Oklahoma State University enrolled 19 students into the first cohort that began January 2012.

Executive doctoral programs at Georgia State, Case Western Reserve and Oklahoma State focus on executives who pursue an executive doctorate to enhance their careers in business or consulting. Statistics from Georgia State's first cohort indicate that 25 percent of students come from *Fortune* 500 companies, 25 percent come from independent companies and the remaining 50 percent come from small- to medium-sized companies. Georgia State reports that virtually all graduates seek the executive doctorate to enhance career opportunities in industry or consulting. Similarly, of the 19 students enrolled in the Oklahoma State program, 18 indicate a primary interest in pursuing business career advancement. Case Western Reserve program administrators report that about one half of their graduates pursue advancement in business careers and one-half transition to academic careers.

The population characteristics and business climate in the Charlotte region and the state compare favorably with those of universities with successful executive doctoral programs. Population provides an indication of the potential demand for educational programs. Table 1 considers Metropolitan Statistical Area (MSA) population for MSAs within a 100 and 200 mile radius of UNC Charlotte (Charlotte), Georgia State (Atlanta), Case Western Reserve (Cleveland) and Oklahoma State (Stillwater). Charlotte, Atlanta and Cleveland are major population centers with more than 6 million people in MSAs within 200 miles. Stillwater is a significantly smaller population center with just a little over 2 million people. (See Table 1.)

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<sup>5</sup> Source: Bisoux, Tricia. "Solving the Doctoral Dilemma", *BizEd*, March/April, 2009, pp. 24-31.

<sup>6</sup> Source: Damast, Alison. "Ph.D. Programs for Executives Gain Traction", *Bloomberg Businessweek*, August 16, 2010, available at: [http://www.businessweek.com/bschools/content/aug2010/bs20100816\\_081076.htm](http://www.businessweek.com/bschools/content/aug2010/bs20100816_081076.htm)

**Table 1: Metropolitan Statistical Area (MSA) Population Density**

<i>MSA</i>	<i>2010 Population</i>
<b>UNC Charlotte</b>	
Asheville	425,000
Charlotte-Gastonia-Concord, NC-SC	1,758,000
Durham-Chapel Hill, NC	504,000
Fayetteville, NC	366,000
Greensboro-High Point, NC	724,000
Greenville-Mauldin-Easley, SC	637,000
Hickory-Lenoir-Morganton, NC	365,000
Raleigh-Cary, NC	1,130,000
Spartanburg, SC	284,000
Wilmington, NC	362,000
Winston Salem, NC	478,000
<i>Total MSA Population 100 Miles</i>	<i>4,246,000</i>
<i>Total MSA Population 200 Miles</i>	<i>7,033,000</i>
<b>Georgia State / Kennesaw State</b>	
Atlanta-Sandy Springs-Marietta, GA	5,269,000
Augusta-Richmond County, GA-SC	557,000
Columbus, GA-AL	295,000
Greenville-Mauldin-Easley, SC	637,000
Spartanburg, SC	284,000
<i>Total MSA Population 100 Miles</i>	<i>5,564,000</i>
<i>Total MSA Population 200 Miles</i>	<i>7,042,000</i>
<b>Case Western Reserve</b>	
Canton-Massillon, OH	404,000
Cleveland-Elyria-Mentor, OH	2,077,000
Columbus, OH	1,837,000
Dayton, OH	842,000
Toledo, OH	651,000
Youngstown-Warren-Boardman, OH-PA	566,000
<i>Total MSA Population 100 Miles</i>	<i>3,047,000</i>
<i>Total MSA Population 200 Miles</i>	<i>6,377,000</i>
<b>Oklahoma State</b>	
Oklahoma City, OK	1,253,000
Tulsa, OK	937,000
<i>Total MSA Population 100 Miles</i>	<i>2,190,000</i>
<i>Total MSA Population 200 Miles</i>	<i>2,190,000</i>

Source: 2012 Statistical Abstract of the United States, U.S. Census Bureau

A better indication of demand comes from population statistics qualified by age and educational attainment. Table 2 provides state population with advanced degrees. Since executive doctoral programs generally attract students in the 45-59 age demographic, the number of individuals with advanced degrees is also provided for that age group. The

North Carolina profile compares favorably with that of Georgia and Ohio and is significantly more positive than Oklahoma.

Table 2: 2009 Comparison of North Carolina with States with Comparable Executive DBA Programs

<i>State</i>	<i>Population &gt; 25 yrs.</i>	<i>Population 45-59 yrs.</i>	<i>Percent Advanced Degrees</i>	<i>Advanced Degrees &gt; 25 yrs.</i>	<i>Advanced Degrees 45-59 yrs.</i>
North Carolina	6,316,000	1,970,000	8.8%	555,808	173,360
Georgia	6,227,000	1,965,000	9.9%	616,473	194,535
Ohio	7,705,000	2,529,000	8.8%	678,040	222,552
Oklahoma	2,440,000	762,000	7.4%	180,560	56,388

Source: 2012 Statistical Abstract of the United States, U.S. Census Bureau

Most programs also draw students from other states and internationally, increasing the geographic reach of executive doctoral programs. The extent to which students are willing to travel to complete the program requirements illustrates the potential value of developing these programs in a greater number of regions. Because so few programs exist, many business schools could be losing local talent to institutions that, traditionally, may not have been considered competitors. Based on available information for executive doctoral students and alumni at these three schools, Case Western Reserve has enrolled students from 31 states plus the District of Columbia and 11 countries with 25 percent of its students from Ohio; Georgia State has enrolled 77 percent of students from Georgia; Oklahoma State enrolled 47 percent of students from Oklahoma and an additional 26 percent from Texas. Table 3 summarizes the reported residencies of current and former DBA students from Case Western Reserve University, Oklahoma State University, Kennesaw State University and Georgia State University.

Table 3: Student Enrollment Patterns

	<b>Cohorts Represented in Student Profiles</b>	<b>Total number of Students</b>	<b>Total In-State</b>	<b>Total Out-of-State*</b>	<b>Total International</b>	<b>Average Distance Traveled</b>
Case Western Reserve	2014,2015	44	10	31	3	734 mi.
Oklahoma State	2015,2016	17	4	10	3	505 mi.
Kennesaw State	2012,2013, 2014	52	29	23	0	266 mi.
Georgia State	2012,2013	33	26	7	0	212 mi.

Source: University websites

\*Excludes international students.

The Charlotte region provides opportunities to attract business executives into a business doctoral program. According to the Charlotte Chamber:

*Seven of the nation's 500 largest corporations, listed by Fortune magazine, have headquarters in the Charlotte area. Nine hundred fifty seven firms with annual revenues exceeding \$1 million and 31 companies with revenues exceeding \$1 billion have operations in Mecklenburg County. Of the companies with over \$1 million in revenue, 525 are headquartered here.*

While students in existing business doctoral programs are employed in large, independent and small- to medium-sized businesses as well as consulting, non-profit and government, the number of *Fortune* 500 company headquarters offer a way to compare potential opportunity for UNC Charlotte's executive DBA program with that of other successful programs. Table 4 provides information that suggests that UNC Charlotte should have a business community with the ability to sustain an executive DBA program.

Table 4: 2011 Fortune 500 Company Headquarters

	<i>Fortune 500 Comp. Headquarters</i>
<i>UNC Charlotte</i>	
North Carolina	15
Charlotte	7
<i>Case Western Reserve</i>	
Ohio	27
Cleveland	5
<i>Georgia State / Kennesaw State</i>	
Georgia	14
Atlanta	10
<i>Oklahoma State</i>	
Oklahoma	4
Stillwater	0

In an effort to gain information about demand for the proposed executive DBA, the program concept and an outline of the program was presented to the Belk College Board of Advisors. The Board of Advisors is a group of accomplished business and civic leaders who work closely with the Belk College to ensure our relevance to the business community. The Board is frequently used as a sounding board for refining and improving our curriculum and programing. The reaction to the proposed executive DBA was favorable and subsequent meetings with individual members confirmed that Board members may have a personal interest in the executive DBA program. They were also interested in making this educational opportunity available to top executives in their companies. Board members also suggested that the executive DBA would provide necessary education beyond the MBA level and enhanced credibility for executives, especially in consulting firms. Informal conversations with other business and civic leaders reinforce the belief by the Belk Board of Advisors that the proposed executive DBA would generate significant interest and demand within the Charlotte region and beyond.

In a further effort to establish demand for the executive DBA, the Belk College of Business initiated a three-phase demand analysis consisting of a review of secondary sources of information and existing program websites, in-depth interviews with 25 potential students and 5 human resource executives in major Charlotte-region companies

and a survey of alumni from the Belk College MBA and specialized master's programs. Hanover Research conducted the secondary research and alumni studies. A local consultant conducted the in-depth interviews.

Key findings from the secondary research study:

- A growing number of American executive DBA programs attract highly qualified students from around the country and world. Current programs have successfully grown and maintained student enrollment.
  
- Labor market trends indicate mixed levels of growth for occupations most closely associated with business administration. Slow growth for some occupations, including chief executives and general managers, may indicate that workers will seek new opportunities to demonstrate their qualifications. In other cases, occupations with significant proportions of employees with master's level degrees may seek and reward applicants with more significant levels of education. However, because successful candidates for admission to executive DBA programs typically already possess a considerable level of professional success, employment projections may prove less relevant to degree-seekers than potential for academic exploration.
  
- Existing executive DBA and Ph.D. programs vary significantly in terms of commitment and total cost.

The Hanover secondary research study also concluded that candidates in executive doctorate programs may be motivated by more than the promise of financial gain. They quote one Georgia State University executive DBA student who said: "People don't go into a program like this at 45 or 50 years old to make another \$100,000 on their base salary. It seems like we're all doing this more for a personal quest and the desire to make a difference somehow in the world at large."

In the in-depth interview component of the research, 25 prospective students who have an MBA or master's degree in a business field plus significant executive experience participated in 30-45 minute executive interviews. In addition, 5 human resource executives, who represented major employers in the Charlotte region, participated in an in-depth discussion aimed at understanding company interest and willingness to participate in the executive DBA program. Although the executive doctorate is a new type of degree program in the U.S. and few of the participants were familiar with the executive doctorate concept, 60 percent of the prospective students (15 individuals) expressed some interest in the program. Most indicated they would need more information about the specific program that would be offered by the Belk College before making a decision. However, 3 of the respondents indicated that they were highly interested and would be very likely to participate in a program if it were offered by the Belk College. Given that the target population for each cohort is around 15-20 students, this was an encouraging demand picture. Both potential students and human resource executives perceived the program to be unique with the potential to attract students beyond the Charlotte region.

Human resource executives were mixed in their perception of company support for the executive DBA program. Most saw the executive DBA as a degree that would benefit the individual more than the company and while companies may provide some support, most of the cost would be borne by the student. However, when asked about company benefit most of the human resource executives believed that there would be benefit to the company. Two comments that summarize this discussion appear below:

"It would be a huge value-add to use a company problem as the focus of the dissertation"

"The executive DBA candidate employee would gain new perspectives and critical thinking skills that could enhance the success of the organization through innovative thought and strategic vision."

In support letters from senior executives, the value of executive scholars to the company is reiterated. (See appendix.) Typical comments include:

“I believe the vision you have set forth for this program can grow to become an answer to the challenges I see before our organization. I also see specific opportunity in the lack of market-proven options for professions who wish to deeply improve their own rigor and skills as we lead increasingly complex organizations in the future. *Richard Maltsbarger, Senior VP, Lowe’s Inc.*”

“I endorse the EDDBA because it appears to afford businesses such as mine the opportunity to enhance the skillset of senior level personnel (in a time efficient manner) to support them undertaking long term projects of strategic importance to the business and industry.” *Michael Mulligan, President, General Dynamics Armament and Technical Products*

“The program will fill a great need in our business community by providing an opportunity to develop senior managers beyond the present academic opportunities now available locally. To be successful in this new environment, executives need additional tools beyond those provided by the MBA or executive MBA.” *Manuel Zapata, President, Zapata Engineering*

The Hanover Research survey of alumni who graduated five to seven years ago from one of the Belk College of Business (BCOB) graduate programs support the findings of the in-depth interviews. Of the 99 alumni who responded to the survey, approximately one third (31 respondents) indicated they would be interested in enrolling in the proposed executive DBA program. Approximately 30 percent of this interested respondent group indicated that they would be willing to consider enrolling “immediately” or “within the next year”. While BCOB alumni would be one audience for the program, the experience of other business executive doctorate programs in the U.S. suggests that the executive DBA program would attract students beyond graduate program alumni and region. With a maximum cohort size in the 15 – 20 student range, the results of the in-depth interviews and the alumni survey add further support for the program beyond the very successful recruiting patterns of other colleges of business who offer executive doctorate degrees.

### **Demand for Business Doctorates in Universities**

While the primary focus for the proposed executive DBA program will be senior executives pursuing career goals in industry or consulting, there are also opportunities to attract senior executives who plan at some point in their careers to transition into higher education. The shortage of doctoral faculty in business was identified by the AACSB International Management Education Task Force (METF) in the document, *Management Education at Risk* and was further analyzed by the Doctoral Faculty Commission (DFC) and reported in *Sustaining Scholarship in Business School*. Both documents are available online at <http://www.aacsb.edu/resources/doctoral/publications.asp>. These studies suggest that significant demand exists for doctoral-trained faculty. In fact, the DFC proposed creating alternative educational models to attract other sources of doctoral candidates as a way to address the shortage of business doctoral faculty. Expanding doctoral programs for executives was presented as a key strategy to address the faculty needs of business schools with non-research missions and to augment the teaching capacity in research focused business schools.

The DFC analysis confirms that the problem facing business schools is one of demand outstripping supply. Based on data from the National Science Foundation, the DFC reports that U.S. business doctorates decreased by 19 percent to 1,071 in 1999-2000 from 1,327 in 1994-1995. By contrast most other fields remained stable or increased over the same period. More recently, AACSB reports that U.S. universities awarded 1,029

doctoral degrees in 2010-2011, down from 1,062 in 2009-2010 and 1,129 in 2008-2009. This shortage is exacerbated by an increased rate of faculty retirement. Data from the U.S. Department of Education, *Digest of Educational Statistics, 2010*<sup>7</sup> provides a clear picture of the looming retirement issue. Even if it were assumed that all full-time business faculty who were 60 and older in 2003 have already retired, 9,372 additional doctoral-trained full-time business faculty would be needed in the next 10 years to maintain the status quo.

Although the number of business doctorates is projected to continue to decline, several trends suggest strong demand for doctoral degrees in business: (1) increased undergraduate and graduate business school enrollment in the U.S. and worldwide, (2) enhanced research focus of many business schools, (3) AACSB International and EQUIS requirements for higher faculty qualification standards and (4) graduates pursuing positions in industry. The DFC report estimates approximately 302,000 U.S. business undergraduate degrees awarded in 2011-2012, up from 253,000 in 1999-2000. Similarly, the DFC report estimates the number of U.S. master's-level degrees awarded to grow to 125,250 in 2011-2012 from 111,664 in 1999-2000. Based on this analysis the DFC concluded that the shortage of business doctorates would continue to grow. The DFC estimated a shortage of 1,142 by 2007 and 2,419 by 2012. Under the worst-case scenarios, shortages were expected to be 3,043 by 2007 and 5,689 by 2012. More recent analysis of hiring needs of AACSB accredited schools indicate that "many schools reported that efforts to attract and retain qualified faculty members are becoming increasingly difficult in a highly competitive and resource-constrained hiring environment."<sup>8</sup>

**3. List all other public and private institutions of higher education in North Carolina currently operating programs similar to the proposed new degree program. Identify opportunities for collaboration with institutions offering related degrees and discuss what steps have been or will be taken to actively pursue those opportunities where appropriate and advantageous.**

No universities in North Carolina offer an executive DBA or any other executive doctorate in business. This will be the first executive DBA offered in the state. The closest similar programs are the Executive Doctorate in Business at Georgia State University and the Doctor of Business Administration (DBA) at Kennesaw State University. Since no other universities in public or private institutions of higher education in North Carolina offer an executive DBA or any other business doctoral program in an executive format, we see no opportunity at this time to collaborate with other universities.

Two universities in North Carolina offer a Ph.D. in Business Administration (distance from UNC Charlotte):

1. Duke University, The Fuqua School of Business (132 miles);
2. University of North Carolina at Chapel Hill, Kenan-Flagler Business School (132 miles)

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<sup>7</sup> Source: *Digest of Educational Statistics, 2010*, U.S. Department of Education.

<sup>8</sup> Source: AACSB eNewslines, June/July 2010.



The University of North Carolina at Greensboro (83 miles from Charlotte) offers a Ph.D. in Economics. None of these North Carolina programs are designed to provide doctoral-level preparation for senior business professionals in an executive format.

**4. Are there plans to offer all or a portion of this program to students off-campus or online? If so,**

The program will be offered in the UNC Charlotte Center City Building and on the UNC Charlotte Main Campus. There are no plans to offer the program in any other locations.

- a. Briefly describe these plans, including sites and method(s) of delivering instruction.**
- b. Indicate any similar programs being offered off-campus or online in North Carolina by other institutions (public or private).**
- c. What is the estimated percentage of courses in the degree program that will be offered/available off-campus or online: \_\_\_\_\_**
- d. Estimate the number of off-campus or online students that would be enrolled in the first and fourth years of the program:**

*First Year Full-Time* \_\_\_\_\_ *Part-Time* \_\_\_\_\_

*Fourth Year Full-Time* \_\_\_\_\_ *Part-Time* \_\_\_\_\_

**Note: If a degree program has not been approved by the Board of Governors, its approval for alternative, online, or distance delivery is conditioned upon BOG program approval. (400.1.1[R], page 3)**

**5. Estimate the total number of students that would be enrolled in the program during the first year of operation: *Full-Time* 0 *Part-Time* 15-20**

**Estimate the total number of students that would be enrolled in the program during the fourth year of operation: *Full-Time* \_\_\_\_\_ *Part-Time* 45 - 60**

By admitting 15-20 students per year and assuming three years to complete the degree, at a steady state the program will likely have 45-60 students at any one time. This is typical of other executive doctorates in business at other U.S. universities.

**6. Will the proposed program require development of any new courses: Yes X No \_\_\_\_\_**

**If yes, briefly explain.**

We expect that new courses would need to be added. Since the executive DBA program is aimed at working professionals at senior levels within organizations, current Ph.D. courses will not provide an applied focus on a breadth of high-level business topics. MBA and other master's-level courses would not provide doctoral coverage. All courses in this program would need to be taught in an executive format, requiring new courses or extensively modified courses.

**7. Will any of the resources listed below be required to deliver this program? (If yes, please briefly explain in the space below each item, and state the source of the new funding and resources required.)**

- a. **New Faculty:** Yes \_\_\_\_\_ No X\_\_\_\_\_
- b. **Additional Library Resources:** Yes \_\_\_\_\_ No X\_\_\_\_\_
- c. **Additional Facilities and Equipment:** Yes \_\_\_\_\_ No X\_\_\_\_\_
- d. **Additional Other Program Support:** Yes X\_\_\_\_\_ No \_\_\_\_\_  
(for example, additional administrative staff, new  
Master's program graduate student assistantships, etc.)

The new executive DBA would require a program director and two staff members. The funding for these positions would come from the tuition differential for the program.

**8. For graduate programs only:**

- a. **Does the campus plan to seek approval for a tuition differential or program specific fee for this new graduate program?** Yes X\_\_\_\_\_ No \_\_\_\_\_
- b. **If yes, state the amount of tuition differential or fee being considered, and give a brief justification.**

The Belk College of Business plans to charge \$120,000 for the three year (six-semester) program. This amount would include both the tuition differential and the regular tuition amount.

The executive DBA program is designed to attract senior-level business executives. The nature of this student population provides funding opportunities through a substantial Campus-Initiated Tuition Increment. Moreover, these students will be self-funded, requiring no financial aid or assistantships. Other executive doctoral programs in business charge comparable tuition.

Tuition for three similar programs is provided below:

	Tuition per Semester	Tuition for Program
Case Western Reserve	\$25,000	\$150,000
Georgia State	\$18,000	\$109,000*
Oklahoma State	\$20,000	\$120,000

\*Includes a one-time \$1,000 seat deposit.

**9. For doctoral programs only:**

- a. **Describe the research and scholarly infrastructure in place (including faculty) to support the proposed program.**

UNC Charlotte and the Belk College have substantial research and scholarly infrastructure in place to support this program. This infrastructure has been put in place over the past fifteen years as the Belk College has begun to participate in and lead four doctoral programs. In particular the University and College have made very substantial commitments to hiring faculty capable of teaching doctoral classes and supervising doctoral dissertations. The College has

seventy tenured or tenure-track faculty members, all of whom hold doctoral degrees. Belk College faculty members are extremely active in research, with over five hundred peer-reviewed journal articles published in the past five years.

The College has also made a very substantial commitment to providing appropriate electronic databases in support of its research mission. The College spends almost \$300,000/year on subscriptions to financial and other electronic databases. A partial list of the major databases to which the College subscribes include the Wharton Research Data System, the Center for Research in Securities Prices (CRSP), Compustat database, CBOE Indices, DataStream, Dow Jones, Mergent, Academic EDGAR, IBES, IBIS World, MorningStar, SEC Order Execution, Trace, SDC Platinum, and SNL. In addition, the College maintains a subscription to Bloomberg.

The University and College also have significant research computing resources. In particular the University Research Computing office maintains a series of high-performance grid computing cluster with over 1000 computing cores, with each core having more than 2 GB of RAM. The Belk College provides all faculty and doctoral students with appropriate local research computing support.

**b. Describe the method of financing the proposed new program (including extramural research funding and other sources) and indicate the extent to which additional state funding may be required.**

No additional state funds will be required to start or maintain the executive DBA program. Funding for the program will come from a Campus-Initiated Tuition Increment. The executive DBA program is designed to attract senior-level business executives. The nature of this student population provides funding opportunities through a substantial Campus-Initiated Tuition Increment. Moreover, these students will be self-funded, requiring no financial aid or assistantships. Ample space is available in the newly opened UNC Charlotte Center City Building. Since classes will be scheduled primarily during weekends, current space is sufficient and no additional physical facilities will be required. Classes will be taught, off-load, by current Belk College of Business faculty and when necessary by qualified faculty from other regionally accredited universities, including other UNC system schools. The determination of faculty qualification would follow the current policy for hiring adjunct graduate faculty. Operating funds for program director stipend, staff and recruiting will come from the Campus-Initiated Tuition Increment.

**c. State the number, amount, and source of proposed graduate student stipends and related tuition benefits that will be required to initiate the program.**

Students in the program will be working professionals at the executive level in their organization. These students will be self-funded, requiring no stipends or related tuition benefits.

**10. List the names, titles, e-mail addresses and telephone numbers of the person(s) responsible for planning the proposed program.**

Planning for the proposed executive DBA program will begin with the formation of an executive DBA planning committee. The committee will consist of faculty members from the three academic departments in the Belk College of Business that will have primary responsibility for courses taught in the program. These three departments include: Business Information Systems and Operation Management (BISOM), Management and Marketing. Faculty members from support departments may be added as the planning process proceeds. Committee members include:

Dr. David Woehr, Professor and Chair, Department of Management, [dwoehr@uncc.edu](mailto:dwoehr@uncc.edu), 704-687-5452 (Chair of committee)

Dr. Sunil Erevelles, Professor and Chair, Department of Marketing, [Sunil.Erevelles@uncc.edu](mailto:Sunil.Erevelles@uncc.edu), 704-698-6171

Dr. Franz Kellermanns, Professor and Addison H. & Gertrude C. Reese Endowed Chair, [kellermanns@uncc.edu](mailto:kellermanns@uncc.edu), 704-687-1421

Dr. Sungjune Park, Associate Professor of Management Information Systems, [supark@uncc.edu](mailto:supark@uncc.edu), 704-687-7628

Dr. Steven Rogelberg, Professor of Management and Director, Organizational Science Ph.D. Program, [sgrogeb@unc.edu](mailto:sgrogeb@unc.edu), 704-687-4742

This committee will be charged with the design, development, and implementation of the executive DBA program. It is anticipated that this committee will begin this process by collecting benchmarking data with respect to existing executive doctoral programs both in the U.S. and worldwide. This data will provide a starting point with respect to:

- academic content and curriculum;
- program format and delivery;
- potential student demand;
- degree cost; and,
- program expenses and overhead.

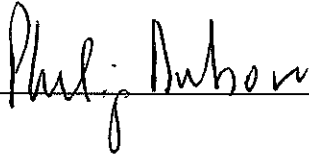
The benchmarking data will be reviewed and adapted to the specific context of the Belk College of Business, UNC Charlotte, and Charlotte. Committee members will be asked to review the proposed curriculum and coursework with members of the respective academic departments. Committee members will also collect information from business executives with interest in the executive DBA program and representatives of companies who would support senior employees attending this program or hire graduates. Once planning is completed, the executive DBA planning committee will establish a permanent executive DBA program committee. This executive DBA program committee will consist of faculty representatives from each academic unit in the college. The role of this committee will include:

- Overseeing program structure and governance
- Ongoing program review

- Assessing and supporting student progress
- Curriculum development and delivery
- Screening and recommending applicants for admission to the program
- Approving the student's advisory committee and dissertation topic
- Recommending course additions and alterations as appropriate
- Approving participation of faculty in the program
- Planning and evaluating the program
- Approving minor areas of study
- Deciding on waivers of course requirements
- Evaluating applicants for admission to the program
- Recommending to the executive DBA faculty changes in admission requirements, and degree requirements
- Recommending to the executive DBA faculty changes in the governance of the executive DBA program.

This request for authorization to plan a new program has been reviewed and approved by the appropriate campus committees and authorities.

Chancellor



Date

11/14/13

## **Appendix: Letters of Program Support**

**Richard Maltsbarger**  
Senior Vice President, Strategy  
Lowe's Companies, Inc.

Richard Maltsbarger has served as senior vice president of strategy for Lowe's since January 2011, having previously served as vice president of strategic planning, vice president of research and director of customer analytics since joining the company in 2004.

In his role, Mr. Maltsbarger is responsible for leading three functions with Lowe's including guiding corporate strategy planning and alignment processes; managing the strategic realization, delivery and portfolio management office for six key corporate initiatives and leading the business process management and improvement organization. Through these three roles, he is accountable for helping to guide the connection between corporate strategy, business planning, initiative delivery and ongoing business process design and improvement to realize Lowe's future.

Lowe's is a FORTUNE® 50 company that serves approximately 15 million customers a week at more than 1,745 home improvement stores in the United States, Canada and Mexico. Lowe's stores stock 40,000 products in 16 product categories ranging from appliances to tools, to paint, lumber and nursery products. Lowe's has more than 250,000 items available online at Lowes.com. Lowe's is the second-largest home improvement chain, after Home Depot, and the second-largest U.S. home appliance retailer after Sears.



Dr. Steve Ott  
Dean  
Belk College of Business Administration  
9201 University City Boulevard  
Charlotte, NC 28223

Dear Dean Ott:

Please allow me to offer my support and recommendation for our college moving forward with the proposed Executive Doctorate in Business Administration. I offer support from two different angles – one personally and one professionally.

On the personal angle, I specifically would have qualified for the type of student you are looking to engage. I can tell you about the great disappointment I have in the opportunity to advance my education while maintaining my role as a senior executive in a Fortune 50 company – I simply cannot find a good option. For background, I completed my MBA program within the part-time program at Olin School of Business at Washington University in St. Louis. I can personally vouch for the power of being able to learn the academic theory one evening and then immediately work to apply it the next morning. I fundamentally believe this immediate theory to practice connection is one of the most important foundations upon which the success of my career to date was built. I have explored how to replicate that experience within a doctorate program and, despite my interest and research into the matter, cannot find a suitable offering for location or for rigor. This lack of market-proven offerings inhibits my desire to transition to academia later in life.

From a professional angle, I lead a dynamic, challenging department that includes three functions, all of which could benefit from having graduates of this program. Specifically,

- In Strategic Planning, our group could use the rich systems thinking and challenging doctrine of academic research to push our assumptions and lead us to better insights and plans for how to grow and improve Lowe's fortunes and meaning to our stakeholders
- In Strategic Realization, we could leverage skills of these graduates in understanding the latest in academic rigor on organizational behavior and economics in order to guide the change management required to realize the benefits in over \$2 billion of capital investments
- In Business Process Management, we need skilled leaders who understand the dynamics of business process design, operations research and organizational behavior in order to build highly effective, replicable service-based processes

I believe the vision you have set forth for this program can grow to become an answer to the challenges I see before our organization. I also see specific opportunity in the lack of market-proven options for professionals who wish to deeply improve their own rigor and skills as we lead increasingly complex organizations in the future.

Thank you for your time and consideration and please let me know if there are any further steps I can provide to assist in the success of this program.

A handwritten signature in black ink, appearing to read "R. Mattison".

Senior Vice President – Strategy

**Michael Mulligan**  
President

General Dynamics Armaments and Technical Products

Mike Mulligan was appointed President of General Dynamics Armament and Technical Products in November 2006. In December 2006, Mr. Mulligan was elected a Vice President of the General Dynamics Corporation. In this capacity, Mike leads a diverse, 2,300 person organization providing gun systems, reactive armor, rockets and warheads, chemical and biological detection, countermeasure systems and advanced composites that Armament and Technical Products provides for its customers. Mike joined Armament and Technical Products in July 2006 as the Vice President of Operations responsible for all manufacturing and supply chain functions for the company.

General Dynamics Armament and Technical Products has a broad portfolio that offers high-performance weapon and armament systems, survivability systems for combat vehicles, composite products for aircraft and ground systems, and heavy-duty off-road axle and suspension systems to the U.S. military, allied forces and select commercial customers.

A recognized industry leader in quality performance, the Office of Naval Research's Best Manufacturing Practices Program identified 19 GDATP company business practices as "Best Practices" industry-wide. GDATP is ISO 9001:2000 registered, and the company earned Software Engineering Institute Capability Maturity Model Level 3 certification for our software process capability. GDATP continues to receive many prestigious aerospace supplier, Department of Defense, industry and environmental awards.



**GENERAL DYNAMICS**  
Armament and Technical Products

Michael Mulligan  
President

March 26, 2012

Dr. Steve Ott  
Dean  
Belk College of Business Administration  
9201 University City Boulevard  
Charlotte, NC 28223

Dear Dean Ott:

I am pleased to write a letter supporting the proposed Executive Doctorate in Business Administration (EDBA). In a complex, global business environment executives need skills that go beyond the MBA or executive MBA. Executives today are looking for research methodology and analytics skills that help them integrate cutting edge business theory and practice to drive decision-making. Unfortunately, most senior executives are unable to leave their careers to pursue a traditional doctorate. The proposed EDBA, offered in an executive format, provides a program focused on addressing practical, emerging business issues, offered in a format that works for "executive scholars".

In our business I am interested in building a capability in our strategic planning organization which does not exist today which I am extremely excited about the EBDA as a tool to achieve our needs. Our challenge is to transition professionals with extensive customer and market knowledge into senior roles with the responsibility to establish the strategic direction of the business over the next decade or more. MBA's may have the background in business theory but lack the detailed market knowledge coupled with research knowledge necessary to dive deep and rigorously into specific topic fundamental to the future course of the business. I endorse the EDBA because it appears to afford businesses such as mine the opportunity to enhance the skill set of senior level personnel (in a time efficient manner) to support them undertaking long term projects of strategic importance to the business and industry.

The Belk College has the unique opportunity to leverage the EDBA to form strong partnerships with the business community. Bringing "executive scholars" into the University will facilitate collaborations among university, business and community leaders. Engaging professionals in applied academic research enhances the practice of business in the region. I see this as a win-win situation for the Belk College and for the business community.

Please let me know if I can be of further assistance in making this a successful degree program.

Sincerely,



Four LakePointe Plaza  
2118 Water Ridge Parkway  
Charlotte, NC 28217-4536  
Tel: 704 714 8001  
Fax: 704 714 8002  
mmulligan@gdatp.com

**Manuel Zapata**  
President  
Zapata Engineering

Manuel Zapata, President of ZAPATA ENGINEERING, has proven expertise in the field of engineering management with more than 30 years of successful experience applying his engineering and managerial skills. Under his leadership, the firm has earned a reputation for providing innovative solutions to engineering challenges. Mr. Zapata has instilled his dynamic entrepreneurial spirit in the culture of the firm. He has developed a business committed to making trust, integrity, and quality a cornerstone of its operations. In addition to building a successful engineering firm, Mr. Zapata is also recognized as a civic leader. As Chairman of the Sister Cities Committee, he revitalized the Committee by bringing the support and participation of the business community to the committee's activities. At the request of the North Carolina Secretary of Commerce, Mr. Zapata organized and led a delegation from the North Carolina Ports Authority in a recruiting mission to South America. As a result of his civic work on behalf of the community, Mr. Zapata was featured by The Charlotte Observer as an industry recruiter and a Goodwill Ambassador for the City of Charlotte. Mr. Zapata studied civil engineering in his native Chile and earned his Bachelor of Science degree in Mechanical Engineering and his Master's degree in Business Administration from the University of North Carolina at Charlotte. He is a licensed Professional Engineer in North Carolina, South Carolina, Florida, Virginia, West Virginia, Mississippi, Alabama, Louisiana, and Georgia.

Zapata Incorporated (ZAPATA) is a full service engineering and field services firm that provides energy engineering and management, architecture and engineering construction management, environmental engineering and remediation, geophysics, mining, munitions response services, and water resources engineering.



February 29, 2012

Dr. Steve Ott, Dean  
Belk College of Business Administration  
9201 University City Boulevard  
Charlotte, NC 28223

Dear Dean Ott:

I am pleased to write this letter in support of the proposed Executive Doctorate in Business Administration (EDBA). This program will fill a great need in our business community by providing an opportunity to develop senior managers beyond the present academic opportunities now available locally.

Most businesses presently operate in a global and very complex environment facing competition from all corners of the planet. To be successful in this new environment, executives need additional tools beyond those provided by the MBA or executive MBA. Executives today need a solid grounding in research methodology and analytics skills to help them integrate cutting edge business theory and practice into their decision making process. Unfortunately, most senior executives are unable to leave their careers to pursue a traditional doctorate. The proposed EDBA, offered in an executive format, provides a program focused on addressing practical, emerging business issues, offered in a format that works for "executive scholars".

This program is of particular interest to me personally, since I cannot leave my business to go to another city to get this level of education. However, my case is not unique since Charlotte has a very large pool of executives in the banking, insurance, defense, and energy industries that will benefit by acquiring additional formal education at the doctoral level. We are the second largest financial center in the country, and we need this program.

The Belk College has a unique opportunity to leverage the EDBA and form strong partnerships with the business community. The Belk College, since its creation, has had a very strong record of bringing together the academic and business worlds for the benefit of the community and the University at large. This partnership will be strengthened by the EDBA program and will generate new research opportunities for academicians and improve the competitive skills of those us in the business arena.

Please let me know if I can be of further assistance in making this a successful degree program.

With kindest regards,

Manuel L. Zapata, P.E.  
President