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FOR
ACADEMIC AFFAIRS COMMITTEE**

Committee Meeting: 11/19/2025

Board Meeting: 11/20/2025
Austin, Texas

*Jodie Lee Jiles, Chairman
Christina Melton Crain
Robert P. Gauntt
Janiece Longoria
Nolan Perez
Stuart W. Stedman*

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Convene	<i>2:00 p.m. Chairman Jiles</i>		
1. U.T. System Board of Regents: Discussion and appropriate action regarding Consent Agenda items, if any, assigned for Committee consideration	Discussion	Action	65
2. U.T. San Antonio: Approval to establish a Doctor of Business Administration degree program	Action <i>Dr. Holmes</i>	Action	66
Adjourn	<i>2:30 p.m</i>		

1. **U.T. System Board of Regents: Discussion and appropriate action regarding Consent Agenda items, if any, assigned for Committee consideration**

RECOMMENDATION

The Board will be asked to approve the Consent Agenda beginning on [Page 99](#).

2. U.T. San Antonio: Approval to establish a Doctor of Business Administration degree program

RECOMMENDATION

The Chancellor concurs in the recommendation of the Executive Vice Chancellor for Academic Affairs and the institutional president that authorization, pursuant to Regents' *Rules and Regulations*, Rule 40307, related to academic program approval standards, be granted to

- a. establish a Doctor of Business Administration degree program; and
- b. submit the proposal to the Texas Higher Education Coordinating Board for review and appropriate action.

BACKGROUND INFORMATION

Program Description

The Doctor of Business Administration (D.B.A.) is a cohort-based, part-time program comprised of 60 student credit hours (SCH) delivered in a hybrid format. Designed for mid- to senior-level professionals, the program aims to provide students with a background in business theory, research methodology, and applied analytics for today's dynamic business environment. Unlike a traditional Ph.D. in Business Administration, which emphasizes theoretical research, the D.B.A. focuses on applying research to real-world business challenges. The curriculum integrates advanced coursework in operations management, accounting, finance, marketing, economics, research methods, and analytics. The program is designed to prepare graduates to advance to senior executive positions in corporations and government agencies, enter consulting, or pursue academic roles such as Professors of Practice, Clinical Professors, faculty at teaching-focused institutions, or leadership positions.

Need and Student Demand

Market analysis demonstrates a sustained demand for a D.B.A. program, driven by competitive market conditions and evolving workforce needs (Kalika, 2023; Lightcast, 2024). Online search trends reveal strong interest from prospective students, with high average monthly volumes for terms such as "Doctor of Business Administration" (49,500) and "Online D.B.A." (3,600). Many prospective students also searching for comparisons between D.B.A. and Ph.D. programs, indicating demand for clarity about career pathways and outcomes. The program plans to attract these potential students by highlighting the D.B.A.'s practical applications, especially its focus on bridging research and practice to solve complex, real-world business challenges. In the long-term, the demand for D.B.A. graduates is reinforced by the growing need for professionals with advanced business knowledge who can navigate a dynamic, global, and data-driven economy. As organizations increasingly require leaders who can integrate strategic vision with data-driven decision-making, the value of these advanced skills will continue to rise.

The urgency of this need is underscored by research identifying a shortage of 1.5 million managers and leaders with the ability to make data-informed decisions (World Economic Forum, 2015). Modern executives are expected to combine leadership acumen with analytic expertise, making doctoral-level preparation particularly relevant. Reflecting this trend, student interest in advanced business education has been climbing. While the M.B.A. remains the most common graduate business credential, doctoral degrees in business are increasingly sought by professionals seeking a competitive edge. In 2021-2022, U.S. institutions awarded 4,485 doctoral degrees in business, representing a 315% increase over the prior two decades (National Center for Education Statistics, 2023). This growth underscores the rising demand for doctoral-level training among senior professionals and recent master's graduates.

In Texas, demand for practitioner-focused doctoral programs like the D.B.A. has been especially strong and historically unmet (Lightcast, 2024; Kalika, 2023). Until recently, limited program availability constrained options for qualified candidates. Analyses have shown that applications to D.B.A. programs have risen, outpacing available capacity and leaving a substantial portion of qualified applicants without access to seats (Jarrett, 2023; Kalika, 2023; Lightcast, 2024; Lopez, 2025). This supply-demand imbalance demonstrates pent-up demand across the state and region. In short, Texas continues to offer a fertile environment for a D.B.A. program, designed to serve working professionals and recent M.B.A. graduates seeking advanced leadership and analytical expertise.

Program Quality

The D.B.A. program will be supported by 24 core faculty from the Alvarez College of Business, representing fields such as management, marketing, accounting, finance, economics, and business analytics. These faculty have strong records of scholarly productivity. Their work spans organizational behavior, leadership, global health supply chains, corporate governance, finance, consumer behavior, marketing strategy, and econometrics. The program will also draw on support faculty (Professors of Practice) who provide applied expertise and executive perspectives, ensuring close alignment with professional practice. No new hires are required at program launch, though strategic additions could occur within three to five years, depending on program growth.

The D.B.A. program combines academic rigor with professional relevance, ensuring quality through accomplished faculty with strong research records and applied expertise. The curriculum integrates advanced methodologies with practical problem-solving, producing dissertations that address real organizational challenges. Designed for working professionals, the program offers weekend and hybrid delivery formats, dissertation mentoring, applied research opportunities, and access to industry partnerships and research centers. The D.B.A. is both academically rigorous and responsive to the needs of mid-career executives.

Revenue and Expenses

Expenses	5-Year Total
<i>Faculty</i>	
Salaries	\$ 1,326,302
Benefits	\$ 358,102
<i>Graduate Students</i>	
TA Salaries	\$ 0
TA Benefits	\$ 0
GRA Salaries	\$ 0
GRA Benefits	\$ 0
<i>Staff & Administration</i>	
Graduate Coordinator Salary	\$ 50,000
Administrative Staff Salaries	\$ 325,000
Staff Benefits	\$ 87,750
<i>Other Expenses</i>	
Scholarships / Materials & Supplies	\$ 103,000
Total Expenses	\$ 2,250,154

Revenue	5-Year Total
<i>From Student Enrollment</i>	
Formula Funding	\$ 6,673,134
Tuition and Fees	\$ 4,145,999
<i>From Other Revenue Sources</i>	
Participation and Support Unit Costs	
Total Revenue	\$ 10,819,133

Coordinating Board Criteria

The proposed program meets all applicable Coordinating Board criteria for new doctoral degree programs.