

DATE: July 22, 2021

SUBJECT: New Academic Program
University of Memphis
Doctor of Physical Therapy
CIP Code: 51.2308 (Physical Therapy/Therapist)

ACTION RECOMMENDED: Approval

PROGRAM DESCRIPTION

The University of Memphis proposes a Doctor of Physical Therapy (DPT) which will require 120 credit hours and include clinical experiences and internships. The proposed program is a cohort-based professional degree that will be delivered in an on-ground format with limited online courses. The DPT program will be offered on the University of Memphis - Lambuth campus in West Tennessee. The proposed program will seek accreditation from the Commission on Accreditation for Physical Therapy Education (CAPTE).

The proposed DPT program is dedicated to developing graduates that are trained to practice independently or as part of a multidisciplinary healthcare team. The broad educational foundation focuses on understanding disease etiology and progression across the lifespan while developing and refining the knowledge and skills of assessment, evaluation, and therapeutic intervention. The proposed DPT program has the dual purpose of addressing rural health care and diversity – two ongoing needs in the physical therapy discipline.

INSTITUTIONAL GOVERNING BOARD APPROVAL

The proposed Doctor of Physical Therapy program was approved by the University of Memphis Board of Trustees on June 6, 2018. Final approval of new academic programs has been delegated to the Provost. On June 1, 2021, Provost Thomas Nenon requested the proposed DPT program be considered for approval by THEC.

PROPOSED IMPLEMENTATION DATE

August 2023

RELEVANCE TO INSTITUTIONAL MISSION AND STRATEGIC PLAN

The University of Memphis is committed to its mission as an urban-serving university that closely collaborates with its community partners. The proposed Doctor of Physical Therapy program aligns with the University’s mission to “provide the highest quality of education by focusing on research and service benefitting local and global communities.” The proposed program will develop physical therapists that will support the local, regional, and national medical communities through innovative teaching of the integrated nature of biological systems across the human lifespan.

The proposed program aligns with the 2015-25 Master Plan for Tennessee Postsecondary Education in two key areas: increased enrollment in majors leading to high demand jobs, and partnerships between higher education and industry. The physical therapy profession has expanded considerably and according to a 2019 feasibility study conducted by EAB, the projected growth through the year 2028 is 22 percent. Additionally, the proposed DPT program will have affiliations with a wide array of healthcare agencies in Tennessee and other southern states.

CURRICULUM

The proposed Doctor of Physical Therapy requires the completion of 120 hours. The curriculum is designed for students to complete the program as a cohort within three years. The curriculum is developed around seven broad categories: foundational sciences; evidence-based practice; clinical science; clinical practice; clinical experience; administrative/licensure preparation; and clinical internships. Throughout the curriculum, an emphasis on rural healthcare will be highlighted.

Graduates from the proposed Doctor of Physical Therapy program will possess the following knowledge, skills, and abilities to apply to the profession of physical therapy:

- Have a detailed understanding of rural healthcare and what a physical therapist might need to consider when practicing in a rural environment
- Exhibit an integrated understanding of biological, physiological, behavioral, and clinical sciences into evidence-based physical therapy practice
- Demonstrate professional conduct and behaviors consistent with the legal and ethical practice of physical therapy.
- Display cultural sensitivity, compassion, and respect in all interactions with patients, family members, fellow professionals, students, and others.
- Critically appraise existing sources of evidence to enhance delivery of care, management of practice and theoretical and scientific bases for physical therapy practice.
- Assess and evaluate patients/clients to determine appropriate treatment and/or referral for healthcare services.
- Provide patient/client diagnosis and prognosis through the evaluation and interpretation of results of a patient/client examination or re-examination.
- Make clinical decisions using critical appraisal, self-reflection, and evidence-based practice.
- Promote a preventative health and wellness mindset for patients/clients to reduce and prevent disease within the scope of physical therapy practice.
- Demonstrate effective leadership in supervision, delegation and mentoring within the profession of physical therapy.

PROGRAM PRODUCTIVITY

Enrollment projections for the program were determined based on data provided by the Commission on Accreditation for Physical Therapy Education. Nationally, the average cohort size is 40 students at public institutions. The proposed DPT program projects an initial cohort of 40 students increasing to a consistent 117 students by year three. Projected attrition rates are minimal with only one student not completing the prescribed program each year. The proposed program projects 39 graduates annually starting in year three.

	2023	2024	2025	2026	2027	2028	2029
Enrollment	40	78	117	117	117	117	117
Graduates			39	39	39	39	39

PROGRAM DUPLICATION

Currently, there are six DPT programs offered in Tennessee. Four DPT programs are at public institutions: East Tennessee State University, Tennessee State University, University of Tennessee, Chattanooga and University of Tennessee, Health Science Center. Belmont University and South College are the two private institutions that offer the DPT program. Although there are six available programs in the State, there are insufficient seats available for the number of students who qualify for acceptance into the DPT programs statewide. According to the Physical Therapy Centralized Application System, a total of 19,000 students applied to 214 DPT programs nationwide in 2016. The average number of applications received by DPT programs in the 2016-2017 cycle was 560 applications for an average of 46 available student slots. In the state of TN, application numbers are similar to national averages.

Additionally, the proposed DPT program is dedicated to addressing the disparity in the number of minority physical therapists through innovative recruiting and retention strategies, with specific partnerships built with Historically Black Colleges and Universities (e.g., Lane College and LeMoyne Owen College) in Tennessee.

EXTERNAL JUDGEMENT

An external review of the proposed program was conducted during a virtual site visit on February 1-2, 2021. Dr. Deborah Givens, Division Director and Professor of Physical Therapy at the University of North Carolina at Chapel Hill and Dr. Todd Telemeco, Dean of the College of Health Sciences at the University of North Carolina at Pembroke served as external reviewers. The site visit included meetings with campus administrators, faculty, prospective students, and community partners.

Dr. Givens and Dr. Telemeco recommended approval of the proposed Doctor of Physical Therapy and highlighted the following strengths of the proposed program:

- The Lambuth campus is located in West Tennessee, geographically distanced from other established PT programs and offers an opportunity to teach students about rural practice and service.

- Lane College, a private historically black college is located nearby. It could be a strong feeder program and strengthen the mission of the program.
- The pursuit of the Research 1 Carnegie Classification of the university would attract highly qualified faculty, if research is strongly supported by the institution.
- There are excellent clinical partners in the region who are enthusiastic for the program.
- The existence of the nursing program and the potential for new programs on the Lambuth campus.
- Potential support for student scholarships from past alumni of the Lambuth College.

STUDENT DEMAND

A survey was distributed to 225 undergraduate students enrolled in the Health Studies, Bachelor of Science program at the University of Memphis. Students with specific concentrations in Exercise and Sport and Movement Science were gauged student interest in the proposed DPT program. The survey revealed that 75 percent of the respondents expressed an interest in a physical therapy career which would require a doctoral degree. Additionally, information from the Physical Therapy Centralized Application System indicated that for the 2016-17 admissions cycle, institutions received 560 applications for an average of 46 available student slots. For the state of Tennessee, applications numbers are similar to the national averages. For example, East Tennessee State University receives over 400 applications for their annual cohort of 40 seats, while the University of Tennessee Health Science Center receives over 750 applications for their cohort of 60 students.

OPPORTUNITIES FOR PROGRAM GRADUATES

Graduates from the proposed program will be qualified to sit for licensure as a physical therapist. According to the Bureau of Labor Statistics (BLS) the employment of physical therapists is projected to grow 22 percent from 2018-2028, far exceeding the nine percent growth projected for employment overall. Additionally, a March 2021 search on Indeed.com revealed over 400 job postings for Tennessee suggesting excellent job placements for physical therapists.

The need for the proposed DPT program is corroborated by letters of support from higher education partners (Lane College and LeMoyne-Owen College); clinical partners (Select Physical Therapy, OrthoSouth, West Tennessee Healthcare, and West Tennessee Rehabilitation Center); county and state officials (Mr. Jimmy Harris, Mayor Madison County, TN; Representative Jimmy Eldridge; Senator Ed Jackson); and community partners (Jackson Chamber and Jackson Downtown Development Corporation).

INSTITUTIONAL CAPACITY TO DELIVER THE PROGRAM

The proposed DPT program will be housed in the College of Health Sciences which currently offers two undergraduate programs, one graduate certificate, two master's-level programs, and a proposed Applied Physiology and Neuromechanics PhD program. The existing classrooms and laboratories were recently renovated on the Lambuth campus and will be available for the proposed program. Minor renovations including space for an anatomy lab will be needed to support the DPT program.

Several new positions will be required to administer the proposed program including a program director, seven full-time faculty, adjunct faculty, and an administrative associate. The program director and five faculty members will be hired in 2022-23 (year prior to students starting the program). The program director will be responsible for submission of accreditation materials to the Commission on Accreditation for Physical Therapy Education. The faculty members will develop courses and screen applicants for the inaugural cohort. The remaining two faculty members will be hired during year three of the program. As indicated in Appendix A, the University of Memphis is fully committed to the \$2 million start-up costs for renovations, equipment and hiring of program director and faculty. In addition to these faculty members, supportive faculty from the College of Health Sciences in the areas of physiology, exercise science, and biomechanics will collaborate with the DPT faculty with regards to teaching (e.g., guest lectures) and research.

Appendix B outlines the 7-year financial projections for the proposed Doctor of Physical Therapy program. Additionally, the projections include two years of planning expenses.

ASSESSMENT AND POST-APPROVAL MONITORING

An annual performance review of the proposed program will be conducted for the first seven years following program approval. The review will be based on benchmarks established in the approved proposal. At the end of this period, the campus, institutional governing board, and THEC staff will perform a summative evaluation. The benchmarks include, but are not limited to, enrollment and graduation, program cost, progress toward accreditation, and other metrics set by the institution and THEC staff. If benchmarks are not met during the monitoring period, the Commission may recommend that the institutional governing board terminate the program. If additional time is needed and requested by the institutional governing board, the Commission may choose to extend the monitoring period.



Executive Vice President for
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March 31, 2021

Dear THEC Commissioners,

The University of Memphis is proposing to develop a Doctorate in Physical Therapy (DPT) program, which will be delivered at the Lambuth campus in Jackson, TN. This letter is to confirm our full financial support of this program, which is scheduled to start the initial cohort of 40 students in the fall of 2023.

We understand that minor renovations of classrooms and laboratories will be necessary, as will be the purchase of equipment. In addition, we understand that full time faculty will be needed prior to students beginning their studies, as is necessary for program development and to adhere to the requirements of the accrediting board (CAPTE). The total projected up-front costs for all items, including renovations, equipment, personnel, and associated items is approximately \$2 million (to be spread over two planning years).

With the above understanding, we know that the program will recoup all up-front costs and be revenue positive in year four of the program. From that point forward, assuming our standard graduate tuition rate/fee structure and a modest number of out-of-state students, we should generate a net revenue of approximately \$1.3 million annually. This amount would increase as the cohort size increases, as well as if we accept more out-of-state students into the program. Considering the above numbers, we believe this is a wise financial investment for the University and for the state of Tennessee.

If you have any questions about our financial commitment, please contact me directly at kurapati@memphis.edu or 901-678-2121.

Sincerely,

A handwritten signature in black ink, appearing to read "Raaj Kurapati".

Raaj Kurapati
Executive Vice President
and Chief Financial Officer

Tennessee Higher Education Commission									
Appendix A: THEC Financial Projections Form									
University of Memphis									
Doctor of Physical Therapy									
<i>Seven-year projections are required for doctoral programs.</i>									
<i>Five-year projections are required for baccalaureate and Master's degree programs.</i>									
<i>Three-year projections are required for associate degrees and undergraduate certificates.</i>									
<i>Projections should include cost of living increases per year.</i>									
<i>Planning year projections are not required but should be included when appropriate.</i>									
	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
	Planning Year	Planning Year	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
I. Expenditures									
A. One-time Expenditures									
New/Renovated Space ¹	\$ -	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Equipment	\$ -	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Library	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Consultants	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Travel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other (virtual/plasticized cadavers)	\$ -	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sub-Total One-time	\$ 10,000	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
B. Recurring Expenditures									
Personnel									
Administration									
Salary	\$ 140,000	\$ 142,800	\$ 145,656	\$ 148,569	\$ 151,541	\$ 154,571	\$ 157,663	\$ 160,816	\$ 164,032
Benefits	\$ 52,000	\$ 52,000	\$ 52,000	\$ 53,040	\$ 54,101	\$ 55,183	\$ 56,286	\$ 57,412	\$ 58,560
Sub-Total Administration	\$ 192,000	\$ 194,800	\$ 197,656	\$ 201,609	\$ 205,641	\$ 209,754	\$ 213,949	\$ 218,228	\$ 222,593
Faculty									
Salary	\$ -	\$ 510,000	\$ 580,200	\$ 591,804	\$ 603,640	\$ 615,713	\$ 628,027	\$ 640,584	\$ 653,388
Benefits	\$ -	\$ 189,000	\$ 189,000	\$ 192,780	\$ 196,636	\$ 200,568	\$ 204,580	\$ 208,671	\$ 212,845
Sub-Total Faculty	\$ -	\$ 699,000	\$ 769,200	\$ 784,584	\$ 800,276	\$ 816,281	\$ 832,607	\$ 849,255	\$ 866,233
Support Staff									
Salary	\$ -	\$ -	\$ 45,000	\$ 45,900	\$ 46,818	\$ 47,754	\$ 48,709	\$ 49,684	\$ 50,677
Benefits	\$ -	\$ -	\$ 17,000	\$ 17,340	\$ 17,687	\$ 18,041	\$ 18,401	\$ 18,769	\$ 19,145
Sub-Total Support Staff	\$ -	\$ -	\$ 62,000	\$ 63,240	\$ 64,505	\$ 65,795	\$ 67,111	\$ 68,453	\$ 69,822
Graduate Assistants									
Salary	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Benefits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Tuition and Fees* (See Below)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sub-Total Graduate Assistants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating									
Travel	\$ -	\$ -	\$ 25,000	\$ 25,500	\$ 26,010	\$ 26,530	\$ 27,061	\$ 27,602	\$ 28,154
Printing, office supplies, etc.	\$ -	\$ -	\$ 10,000	\$ 10,200	\$ 10,404	\$ 10,612	\$ 10,824	\$ 11,041	\$ 11,262
Equipment	\$ -	\$ -	\$ 30,000	\$ 30,600	\$ 31,212	\$ 31,836	\$ 32,473	\$ 33,122	\$ 33,785
Sub-Total Operating	\$ -	\$ -	\$ 65,000	\$ 66,300	\$ 67,626	\$ 68,979	\$ 70,358	\$ 71,765	\$ 73,201
Total Recurring	\$ 192,000	\$ 893,800	\$ 1,093,856	\$ 1,115,733	\$ 1,338,048	\$ 1,364,809	\$ 1,392,105	\$ 1,419,947	\$ 1,448,346
TOTAL EXPENDITURES (A + B)	\$ 202,000	\$ 1,893,800	\$ 1,093,856	\$ 1,115,733	\$ 1,338,048	\$ 1,364,809	\$ 1,392,105	\$ 1,419,947	\$ 1,448,346
*If tuition and fees for Graduate Assistants are included, please provide the following information.									
Base Tuition and Fees Rate	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Number of Graduate Assistants	-	-	-	-	-	-	-	-	-
	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
	Planning Year	Planning Year	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
II. Revenue									
Tuition and Fees ²	\$ -	\$ -	\$ 860,000	\$ 1,737,200	\$ 2,605,800	\$ 2,631,858	\$ 2,658,177	\$ 2,684,758	\$ 2,711,606
Institutional Reallocations ³	\$ 202,000	\$ 1,893,800	\$ 233,856	\$ (601,467)	\$ (1,227,752)	\$ (1,227,049)	\$ (1,226,072)	\$ (1,224,811)	\$ (1,223,260)
Federal Grants ⁴	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Private Grants or Gifts ⁵	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other ⁶ (Student Activities, Student Center)	\$ -	\$ -	\$ -	\$ (20,000)	\$ (40,000)	\$ (40,000)	\$ (40,000)	\$ (40,000)	\$ (40,000)
BALANCED BUDGET LINE	\$ 202,000	\$ 1,893,800	\$ 1,093,856	\$ 1,115,733	\$ 1,338,048	\$ 1,364,809	\$ 1,392,105	\$ 1,419,947	\$ 1,448,346