

**DATE:** January 31, 2020

**SUBJECT:** New Academic Program  
University of Memphis  
Doctor of Social Work  
(CIP 44.0701 – Social Work)

**ACTION RECOMMENDED:** Approval

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**PROGRAM DESCRIPTION**

The University of Memphis proposes a Doctor of Social Work (DSW) program that will be designed to prepare practitioner-scholars who will be able to generate new social work knowledge and respond to increasingly complex practice environments. The proposed program will be in the School of Social Work that currently offers both undergraduate and Master’s programs that are accredited by the Council on Social Work Education. The proposed DSW program will assist in addressing the shortage of individuals who hold both a doctorate and the professional practice degree in Social Work. Program graduates will be prepared to evaluate social work services and practice environments locally, nationally and globally; educate the next generation of social workers through supervision and training; and contribute to social work knowledge through research and practice.

**INSTITUTIONAL GOVERNING BOARD APPROVAL**

The proposed Doctor of Social Work program was approved by the University of Memphis Board of Trustees on June 6, 2018.

**PROPOSED IMPLEMENTATION DATE**

Fall 2020

**RELEVANCE TO INSTITUTIONAL MISSION AND STRATEGIC PLAN**

The proposed Doctor of Social Work program aligns with the University of Memphis’ institutional mission to “provide the highest quality education by focusing on research and service benefitting local and global communities.” Students in the proposed DSW program will become practitioner-scholars whose research will be engaged with the community and applied to solving problems in social welfare at the local, state, national and international level.

The proposed program aligns with the *2015-25 Master Plan for Tennessee Postsecondary Education* and will provide Tennessee residents another option in the social work profession the opportunity to increase their educational attainment to

the doctoral level and address growing workforce demand by providing qualified practitioner-scholars.

**CURRICULUM**

The proposed Doctor of Social Work program requires the completion of 48 credit hours beyond the Master’s degree. The curriculum will consist of 33 credit hours devoted to theory, data analysis, and management; 9 credit hours of electives and a minimum of 6 credit hours devoted to the dissertation.

The program is designed so that students may complete the program in three years. Students will be able to complete the proposed DSW program fully online which will provide flexibility. Additionally, students will come to campus approximately one week per year to complete in-person residences. The residency focus for the 3-year period will be on research, management, evaluation and the dissertation. The residency model is a best practice used by other DSW programs across the country with great success.

**PROGRAM PRODUCTIVITY**

The proposed Doctor of Social Work program projects an enrollment of a cohort of 16 students annually with 75 percent of students completing the program.

	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>
<b>Enrollment</b>	16	30	42	42	42	42	42
<b>Graduates</b>	--	--	12	12	12	12	12

**PROGRAM DUPLICATION**

Currently, the University of Tennessee – Knoxville is the only public university in Tennessee that offers the Doctor of Social Work program. Since 2011, UTK’s DSW program prepares graduates to be advanced clinical practitioners and leaders capable of translating research into practice.

A 2017 survey conducted by the Council on Social Work Education indicated that there are currently 12 DSW programs with over 1000 students enrolled in these programs across the United States. A total of 17 additional DSW programs will be implemented throughout the United States over the next two years. The explosion of these DSW programs is aligned with the tremendous growth of MSW graduates that will fill the pipeline and respond to the growing demand for practitioner-scholars.

**EXTERNAL JUDGEMENT**

An external review of the proposed program was conducted during an institutional site visit on August 13-14, 2019. Dr. Karen Rice, Associate Professor and Chair, Department of Social Work at Millersville University of Pennsylvania and Dr. Manny J. Gonzalez, Associate Professor and DSW Coordinator at Florida Atlantic University served as the external

reviewers. The site visit included meetings with campus administrators, faculty, potential students, and community partners. Dr. Rice and Dr. Gonzalez made a joint recommendation for the approval of the program and stated that the “DSW degree, which is an applied doctorate has the potential to serve the broader Memphis community by preparing doctoral level social workers who are highly trained to work in interdisciplinary settings to positively affect change. This community impact aligns with the University of Memphis mission to serve its community.”

### **STUDENT DEMAND**

The University of Memphis conducted an online survey in June 2017 to determine student interest for a Doctor of Social Work program. The survey was administered to current MSW students, alumni, and adjunct faculty. Among respondents, 70 percent indicated an interest in a proposed DSW program. Among those interested in the DSW program, 77 percent indicated they would be interested in applying within the next two years

### **OPPORTUNITIES FOR PROGRAM GRADUATES**

A market analysis was conducted to determine the local need for a Doctor of Social Work program. The analysis was focused on 2016-2018 online job postings for doctoral-level professionals with social work skills and knowledge. The demand for doctoral-level social work professionals increased 126 percent and 114 percent, respectively statewide and nationally. According to the Bureau of Labor Statistics, the employment for social work professionals is expected to increase by 16 percent from 2016 to 2026. Most of the anticipated growth is projected to occur in healthcare, mental health and substance abuse.

Letters of support for the proposed program were provided by The Assisi Foundation, Methodist Le Bonheur Healthcare, St. Jude Children’s Research Hospital, Church Health, Baptist Memorial Health Care Corporation, The Urban Child Institute, and Agape Child and Family Services. Of the seven letters of support for the proposed DSW program, four of them were from the healthcare industry.

### **INSTITUTIONAL CAPACITY TO DELIVER THE PROGRAM**

The proposed program will be housed in the School of Social Work within the College of Arts and Sciences. Currently, this academic unit offers both an undergraduate and Master’s degree in Social Work. With a rich history of preparing social work professionals, the School of Social Work at the University of Memphis is positioned to offer the proposed Doctor of Social Work program. Currently, there are 10 faculty members with doctoral degrees in social work or related fields. The program will require three additional tenure-track faculty members who will be hired in the first three years of the program. A critical component of the program is community partners. Currently, the School has affiliation agreements with over 150 agencies in the community. These relationships with the community will support DSW students who are seeking to work with agencies on research projects.

As the School of Social Work continues to expand with the need for additional faculty, there are plans to move the entire School to the renovated McCord Hall. It is anticipated that this renovation will be completed by fall 2021. Since the proposed DSW program is online, the School will be able to launch the program before the completion of the renovation.

Appendix A outlines the 8 year financial projections of the Doctor of Social Work program that includes projections for the 2019-20 planning year. In addition to the three faculty positions, salary adjustment for an Administrative Associate position and 2-3 graduate assistants are included in the budget projections. One-time expenditures are allocated for development of new courses that are needed for the proposed DSW program.

### **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 Commission 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 Commission 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.

Tennessee Higher Education Commission  
Appendix A: THEC Financial Projections  
University of Memphis  
Doctor of Social Work

Seven-year projections are required for doctoral programs.  
Five-year projections are required for baccalaureate and Master's degree programs  
Three-year projections are required for associate degrees and undergraduate certificates.  
Projections should include cost of living increases per year.

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
<b>I. Expenditures</b>								
<b>A. One-time Expenditures</b>								
New/Renovated Space	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Equipment	-	-	-	-	-	-	-	-
Library	-	-	-	-	-	-	-	-
Consultants	-	-	-	-	-	-	-	-
Travel	-	-	-	-	-	-	-	-
Other	16,000	16,000	8,000	-	-	-	-	-
<b>Sub-Total One-time</b>	<b>16,000</b>	<b>16,000</b>	<b>8,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>B. Recurring Expenditures</b>								
<b>Personnel</b>								
<b>Administration</b>								
Salary	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Benefits	-	-	-	-	-	-	-	-
<b>Sub-Total Administration</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Faculty</b>								
Salary	\$ 5,000	\$ 94,000	\$ 133,000	\$ 258,000	\$ 263,160	\$ 268,423	\$ 273,792	\$ 279,267
Benefits	1,765	33,182	46,949	91,074	92,895	94,753	96,648	98,581
<b>Sub-Total Faculty</b>	<b>\$ 6,765</b>	<b>\$ 127,182</b>	<b>\$ 179,949</b>	<b>\$ 349,074</b>	<b>\$ 356,055</b>	<b>\$ 363,177</b>	<b>\$ 370,440</b>	<b>\$ 377,849</b>
<b>Support Staff</b>								
Salary	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000
Benefits	2,118	2,118	2,118	2,118	2,118	2,118	2,118	2,118
<b>Sub-Total Support Staff</b>	<b>\$ 8,118</b>	<b>\$ 8,118</b>	<b>\$ 8,118</b>	<b>\$ 8,118</b>	<b>\$ 8,118</b>	<b>\$ 8,118</b>	<b>\$ 8,118</b>	<b>\$ 8,118</b>
<b>Graduate Assistants</b>								
Salary		\$ 20,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
Benefits	-	-	-	-	-	-	-	-
Tuition and Fees* (See Below)		23,292	35,637	36,706	37,807	38,942	40,110	41,313
<b>Sub-Total Graduate Assistants</b>		<b>\$ 43,292</b>	<b>\$ 65,637</b>	<b>\$ 66,706</b>	<b>\$ 67,807</b>	<b>\$ 68,942</b>	<b>\$ 70,110</b>	<b>\$ 71,313</b>
<b>Operating</b>								
Travel	\$ 1,000	\$ 3,500	\$ 6,000	\$ 28,500	\$ 28,500	\$ 28,500	\$ 28,500	\$ 28,500
Printing	-	-	-	-	-	-	-	-
Equipment	-	-	-	-	-	-	-	-
Other	5,000	-	-	-	-	-	-	-
<b>Sub-Total Operating</b>	<b>\$ 6,000</b>	<b>\$ 3,500</b>	<b>\$ 6,000</b>	<b>\$ 28,500</b>				
<b>Total Recurring</b>	<b>\$ 20,883</b>	<b>\$ 182,092</b>	<b>\$ 259,704</b>	<b>\$ 452,398</b>	<b>\$ 460,481</b>	<b>\$ 468,736</b>	<b>\$ 477,168</b>	<b>\$ 485,780</b>
<b>TOTAL EXPENDITURES (A + B)</b>	<b>\$ 36,883</b>	<b>\$ 198,092</b>	<b>\$ 267,704</b>	<b>\$ 452,398</b>	<b>\$ 460,481</b>	<b>\$ 468,736</b>	<b>\$ 477,168</b>	<b>\$ 485,780</b>

\*If tuition and fees for Graduate Assistants are included, please provide the following information.

Base Tuition and Fees Rate	\$	11,646.00	\$	11,878.92	\$	12,235.29	\$	12,602.35	\$	12,980.42	\$	13,369.83	\$	13,770.92
Number of Graduate Assistants		2		3		3		3		3		3		3

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
<b>II. Revenue</b>								
Tuition and Fees <sup>1</sup>	-	186,336	359,820	469,110	483,183	497,679	512,609	527,987
Institutional Reallocations <sup>2</sup>	36,883	11,756	(92,116)	(16,712)	(22,703)	(28,943)	(35,441)	(42,207)
Federal Grants <sup>3</sup>	-	-	-	-	-	-	-	-
Private Grants or Gifts <sup>4</sup>	-	-	-	-	-	-	-	-
Other <sup>5</sup>	-	-	-	-	-	-	-	-
<b>BALANCED BUDGET LINE</b>	<b>\$ 36,883</b>	<b>\$ 198,092</b>	<b>\$ 267,704</b>	<b>\$ 452,398</b>	<b>\$ 460,481</b>	<b>\$ 468,736</b>	<b>\$ 477,168</b>	<b>\$ 485,780</b>

**Notes:**

**(1) In what year is tuition and fee revenue expected to be generated and explain any differential fees. Tuition and fees include maintenance fees, out-of-state tuition, and any applicable earmarked fees for the program.**

Year 1 is the 2019-20 academic year. Tuition and fees will be generated starting in year 2. Tuition and fees are based on a cohort of 16 each year for a three-year program. It is assumed that there will be some attrition in each cohort. So, it is estimated that there will be 16 students in year 2, 30 students in year 3 (16 in the year 1 cohort and 14 in the year 2 cohort), and 42 students in years 4-8 (16 in year one cohort, 14 in year two cohort, and 12 in year three cohort).

**(2) Please identify the source(s) of the institutional reallocations, and grant matching requirements if applicable.**

The School of Social Work should have sufficient funds from its online account to cover the expenses in year one. The one-time funding allocated in the first two years is for incentive payments to faculty for new course developments. Faculty get paid \$4000 per course development.

**(3) Please provide the source(s) of the Federal Grant including the granting department and CFDA(Catalog of Federal Domestic Assistance) number.**

Not applicable.

**(4) Please provide the name of the organization(s) or individual(s) providing grant(s) or gift(s).**

Not applicable.

**(5) Please provide information regarding other sources of the funding.**

Staff funding is allocated to upgrade one of the two staff from administrative assistant to administrative associate.

The one time payments are faculty incentive funds for course development.

Social work faculty receive \$2500 per year in travel for conferences/professional development. The three new faculty will need travel allocations. Also, the instructor/coordinator who does recruitment will need travel support budgetted at \$1000 per year. Finally, \$20,000 in travel funding is added beginning year four for student travel.

Faculty salary explanation: Year 1: 10% of instructor/coordinator time for recruitment;

Year 2: 10% of instructor/coordinator time for recruitment, 1 full-time faculty member; summer salary for two courses

Year 3: 10% of instructor/coordinator time for recruitment, 2 full-time faculty members; summer salary for four courses

Years 4-8: 10% of instructor/coordinator time for recruitment, 3 full-time faculty members; summer salary for four courses.