

**DATE:** May 20, 2021

**SUBJECT:** New Academic Program  
East Tennessee State University  
Doctor of Occupational Therapy (OTD)  
(CIP 51.2306 – Occupational Therapy/Therapist)

**ACTION RECOMMENDED:** Approval

**PROGRAM DESCRIPTION**

East Tennessee State University (ETSU) proposes a Doctor of Occupational Therapy (OTD) which will require 107 credit hours and include both didactic and laboratory coursework. The proposed program is a cohort-based, non-dissertation professional degree that will be delivered in an on-ground format. The curriculum will emphasize in-depth evaluation and intervention skills with a focus on disease, body functions and structure while integrating activity limitations, participation restrictions, and contextual factors. The proposed OTD program will utilize a problem-based learning approach with an interprofessional focus, which will prepare graduates to practice with appropriate skills and expertise in diverse practice settings that require collaboration, teamwork, and the ability to break down silos that are prominent in traditional health care curricula. The proposed program will seek accreditation from the Accreditation Council for Occupational Therapy Education (ACOTE) which in 2017 provided a recommendation that the entry-level degree for occupational therapy education be elevated to the doctorate level. An advisory board will be developed to advise faculty on current professional issues and future trends in occupational therapy; provide input on curriculum development and clinical education; and contribute to program evaluation and strategic planning.

**INSTITUTIONAL GOVERNING BOARD APPROVAL**

The proposed Doctor of Occupational Therapy program was approved by the East Tennessee State University Board of Trustees on February 19, 2021.

**PROPOSED IMPLEMENTATION DATE**

Summer 2022

**ALIGNMENT WITH STATE MASTER PLAN AND INSTITUTIONAL MISSION/STRATEGIC PLAN**

The proposed program aligns with the State Master Plan which acknowledges, “the critical need for academic programs of distinction at the graduate and professional level to fully address Tennessee’s economic development, workforce, and research needs.” The OTD program provides a graduate degree program that prepares graduates for entry into one of the region’s fastest growing labor categories, provides state-of-the-art rehabilitative care, and will contribute to the research needs of the healthcare community.

The proposed Doctor of Occupational Therapy degree also aligns with the mission and vision of East Tennessee State University, the Academic Health Sciences Center, and the goals of the College of Clinical and Rehabilitative Health Sciences. ETSU’s mission statement highlights the need to “provide strong, comprehensive educational, research, and service programs in the health sciences that advance the health and wellness of people throughout Tennessee and Southern Appalachia and of rural populations around the world.”

**CURRICULUM**

The proposed 107 credit hour curriculum has been developed on the foundation of the biological, psychological, and social aspects model and is informed and supported by the International Classification of Functioning, Disability, and Health (ICF) and the Ecology of Human Performance (EHP). Both the ICF and EHP provide the curriculum with a framework for understanding health and health-related domains by considering functioning and disability of an individual, as well as the context and environmental factors that support and hinder participation. The proposed curriculum will utilize a problem-based learning approach with an interprofessional focus, which will prepare graduates to practice with appropriate skills and expertise in diverse practice settings that require collaboration and teamwork.

Five content threads will be woven into all phases of the curriculum to ensure students develop the necessary occupational therapist skills which address the biopsychosocial needs of diverse and underserved populations. These threads are as follows:

- Foundational knowledge and competencies
- Evidence-based clinical and community-based care
- Interprofessional practice
- Scholarly inquiry
- Administration and leadership of practice

**PROGRAM PRODUCTIVITY**

The proposed OTD program projects an initial enrollment of 24 students increasing to a consistent 68 students by year three. Attrition rates are calculated at 5 percent. The proposed program projects 23 graduates a year starting in year three.

	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>
<b>Enrollment</b>	24	47	68	68	68	68	68
<b>Graduates</b>	--	--	23	23	23	23	23

**PROGRAM DUPLICATION**

Currently, there are only two OTD programs offered in Tennessee. One at University of Tennessee, Chattanooga and one at Belmont University. As of March 2021, there are 43 ACOTE accredited OTD programs in the United States.

## **EXTERNAL JUDGEMENT**

An external review of the proposed program was conducted during a virtual institutional site visit on May 21-22, 2020. Dr. Maggie Maloney, Occupational Therapy Program Director and Assistant Professor for the Occupational Therapy Program at the University of Toledo and Dr. Christine Wright, Chair of the Department of Occupational Therapy and OTD Program Director at Arkansas State University served as the external reviewers for the proposed program. The site visit included meetings with campus administrators, faculty, prospective students, and community partners.

Drs. Maloney and Wright made a recommendation for approval of the proposed OTD program and stated, "the proposed program is needed in the region and will be an asset to the institution and to the health and human service employers in the region." Additionally, they recommended approval and stated the proposed program would "meet the perceived increased need for occupational therapists in the workforce. In particular, this program will graduate occupational therapy practitioners who will also have the potential to be researchers, leaders, and advocates for their profession and their clients."

## **STUDENT DEMAND**

A survey was distributed to current ETSU undergraduate students in health-related majors to gauge student interest in the proposed program. A total of 171 responses were received and 73 percent indicated interest in an OTD program if offered at ETSU. Additionally, information from the American Occupational Therapy Association (AOTA) indicates that Occupational Therapy is a popular graduate program that attracts 10 more applicants than available seats with a national acceptance rate of approximately 18 percent among qualified applicants.

## **OPPORTUNITIES FOR PROGRAM GRADUATES**

Graduates from the proposed program will be qualified to sit for licensure as an occupational therapist. According to the Bureau of Labor Statistics (BLS) the employment of occupational therapists is projected to grow 24 percent from 2016-2026, nearly four times the national average growth rate of seven percent. Furthermore, existing occupational therapy programs in close proximity to ETSU have a 100 percent job placement rate. Additionally, according to an analysis of information provided by Burning Glass Technologies (an analytics software company that provides real-time data on labor market trends), student interest and demand is growing, and competitive saturation is low for the OTD.

Letters of support for the proposed program were provided by the Tennessee Physical Therapy Association, Ballard Health, the National HealthCare Corporation, Quillen Rehabilitation Hospital, Department of Veterans Affairs, and Ashe Memorial Hospital.

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

The proposed program will be housed in the College of Clinical and Rehabilitative Health Sciences which currently houses the Doctor of Physical Therapy program, the Doctor of

Audiology program, and the Master of Science in Speech-Language Pathology program. The proposed program will require 29 new courses to satisfy degree requirements and ACOTE standards. The proposed program will be housed in the Veteran's Administration campus in Building 2 alongside the Department of Physical Therapy. Several new positions will be required to administer the proposed program including a program director, five full-time faculty, one adjunct faculty, and an executive aide.

#### **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 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**  
**East Tennessee State University**  
**Doctor of Occupational Therapy**

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.  
Planning year projections are not required but should be included when appropriate.

	Planning Year (2020-2021)	Planning Year (2021-2022)	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
<b>I. Expenditures</b>									
<b>A. One-time Expenditures</b>									
New/Renovated Space <sup>1</sup>		\$ 1,500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Equipment		100,000	-	-	-	-	-	-	-
Library		-	-	-	-	-	-	-	-
Consultants		6,000	-	-	-	-	-	-	-
Travel		3,000	-	-	-	-	-	-	-
Other		-	-	-	-	-	-	-	-
<b>Sub-Total One-time</b>		<b>\$ 1,609,000</b>	<b>\$ -</b>						
<b>B. Recurring Expenditures</b>									
<b>Personnel</b>									
<b>Administration</b>									
Salary	\$ 55,000	\$ 110,000	\$ 113,300	\$ 116,699	\$ 120,200	\$ 123,806	\$ 127,520	\$ 131,346	\$ 135,286
Benefits	17,175	34,350	35,381	36,442	37,535	38,661	39,821	41,016	42,246
<b>Sub-Total Administration</b>	<b>\$ 72,175</b>	<b>\$ 144,350.00</b>	<b>\$ 148,680.50</b>	<b>\$ 153,140.92</b>	<b>\$ 157,735.14</b>	<b>\$ 162,467.20</b>	<b>\$ 167,341.21</b>	<b>\$ 172,361.45</b>	<b>\$ 177,532.29</b>
<b>Faculty</b>									
Salary	\$ 42,500	\$ 172,550	\$ 262,727	\$ 440,608	\$ 453,826	\$ 467,441	\$ 481,464	\$ 495,908	\$ 495,908
Benefits	14,675	59,581	90,718	152,139	156,703	161,404	166,246	171,234	171,234
<b>Sub-Total Faculty</b>	<b>\$ 57,175</b>	<b>\$ 232,131</b>	<b>\$ 353,444</b>	<b>\$ 592,747</b>	<b>\$ 610,529</b>	<b>\$ 628,845</b>	<b>\$ 647,710</b>	<b>\$ 667,142</b>	<b>\$ 667,142</b>
<b>Support Staff</b>									
Salary	\$ -	\$ 24,000	\$ 24,720	\$ 25,461	\$ 26,224	\$ 27,010	\$ 27,820	\$ 28,654	\$ 28,654
Benefits	-	17,150	17,664	18,193	18,738	19,300	19,879	20,475	20,475
<b>Sub-Total Support Staff</b>	<b>\$ -</b>	<b>\$ 41,150</b>	<b>\$ 42,384</b>	<b>\$ 43,654</b>	<b>\$ 44,962</b>	<b>\$ 46,310</b>	<b>\$ 47,699</b>	<b>\$ 49,129</b>	<b>\$ 49,129</b>
<b>Graduate Assistants</b>									
Salary	\$ -	\$ 23,400	\$ 23,400	\$ 23,400	\$ 23,400	\$ 23,400	\$ 23,400	\$ 23,400	\$ 23,400
Benefits	-	-	-	-	-	-	-	-	-
Tuition and Fees* (See Below)	-	48,501	50,925	53,472	56,145	58,953	61,905	64,995	64,995
<b>Sub-Total Graduate Assistants</b>	<b>\$ -</b>	<b>\$ 71,901</b>	<b>\$ 74,325</b>	<b>\$ 76,872</b>	<b>\$ 79,545</b>	<b>\$ 82,353</b>	<b>\$ 85,305</b>	<b>\$ 88,395</b>	<b>\$ 88,395</b>
<b>Operating</b>									
Travel	\$ 6,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
Printing	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500
University Administration	-	131,976	241,895	361,734	372,586	383,764	395,277	407,135	407,135
Other	10,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
<b>Sub-Total Operating</b>	<b>\$ 20,500</b>	<b>\$ 171,476</b>	<b>\$ 281,395</b>	<b>\$ 401,234</b>	<b>\$ 412,086</b>	<b>\$ 423,264</b>	<b>\$ 434,777</b>	<b>\$ 446,635</b>	<b>\$ 446,635</b>
<b>Total Recurring</b>	<b>\$ 222,025</b>	<b>\$ 665,339</b>	<b>\$ 904,689</b>	<b>\$ 1,272,242</b>	<b>\$ 1,309,589</b>	<b>\$ 1,348,113</b>	<b>\$ 1,387,852</b>	<b>\$ 1,428,833</b>	<b>\$ 1,428,833</b>
<b>TOTAL EXPENDITURES (A + B)</b>	<b>\$ 72,175</b>	<b>\$ 1,831,025</b>	<b>\$ 665,339</b>	<b>\$ 904,689</b>	<b>\$ 1,272,242</b>	<b>\$ 1,309,589</b>	<b>\$ 1,348,113</b>	<b>\$ 1,387,852</b>	<b>\$ 1,428,833</b>

	Planning Year (2020-2021)	Planning Year (2021-2022)	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
<b>*If tuition and fees for Graduate Assistants are included, please provide the following information.</b>									
Base Tuition and Fees Rate		\$ -	16,167	16,975	17,824	18,715	19,651	20,634	21,665
Number of Graduate Assistants		-	3	3	3	3	3	3	3
	Planning Year (2020-2021)	Planning Year (2021-2022)	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
<b>II. Revenue</b>									
Tuition and Fees <sup>2</sup>		-	486,720	887,677	1,323,861	1,360,034	1,397,293	1,435,669	1,475,197
Institutional Reallocations <sup>3</sup>	72,175	1,831,025	178,619	17,012	(51,619)	(50,445)	(49,180)	(47,817)	(46,364)
Federal Grants <sup>4</sup>		-	-	-	-	-	-	-	-
Private Grants or Gifts <sup>5</sup>		-	-	-	-	-	-	-	-
Other <sup>6</sup>		-	-	-	-	-	-	-	-
<b>BALANCED BUDGET LINE</b>	<b>\$ 72,175</b>	<b>\$ 1,831,025</b>	<b>\$ 665,339</b>	<b>\$ 904,689</b>	<b>\$ 1,272,242</b>	<b>\$ 1,309,589</b>	<b>\$ 1,348,113</b>	<b>\$ 1,387,852</b>	<b>\$ 1,428,833</b>
<b>Notes:</b>									
<b>(1) Provide the funding source(s) for the new or renovated space.</b>									
New space or renovations will be funded from the College of Clinical and Rehabilitative Health Sciences carryover and contingency funding and from revenue generated by the program.									
<b>(2) In what year is tuition and fee revenue expected to be generated? Tuition and fees include maintenance fees, out-of-state tuition, and any applicable earmarked fees for the program. Explain any differential fees.</b>									
Tuition and fee revenue will be generated in year one of the program. The Academic Health Science Center (AHSC) at ETSU has a \$50.00 per credit hour course fee for courses taught within the AHSC. This course fee is earmarked for the college that generates the credit hours.									
<b>(3) Identify the source(s) of the institutional reallocations, and grant matching requirements if applicable.</b>									
Institutional reallocations will be funded from the College of Clinical and Rehabilitative Health Sciences carryover and contingency funding.									
<b>(4) Provide the source(s) of the Federal Grant including the granting department and CFDA(Catalog of Federal Domestic Assistance) number.</b>									
N/A									
<b>(5) Provide the name of the organization(s) or individual(s) providing grant(s) or gift(s).</b>									
N/A									
<b>(6) Provide information regarding other sources of the funding.</b>									
N/A									