

M O N T A N A B O A R D O F R E G E N T S

LEVEL I REQUEST FORM

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|-----------------------|--|-------------------------|---------------------|
| Item No.: | 135-1001+R0507 | Date of Meeting: | May 30-June 1, 2007 |
| Institution: | The University of Montana | | |
| Program Title: | Joint dual degree option consisting of a Masters in Business Administration and Doctorate in Physical Therapy (MBA/DPT) between the Schools of Business Administration and Physical Therapy and Rehabilitation Science. | | |

Level I proposals are those that may be approved by the Commissioner of Higher Education or the Commissioner's designee. The approval of such proposals will be conveyed to the Board of Regents at the next regular meeting of the board. The institution must file the request with the Office of the Commissioner of Higher Education by means of a memo to the Deputy Commissioner.

A. Level I action requested (check all that apply): Level I proposals include campus initiatives typically characterized by (a) minimal costs; (b) clear adherence to approved campus mission; and (c) the absence of significant programmatic impact on other institutions within the Montana University System and Community Colleges.

- 1. Re-titling existing majors, minors, options and certificates; (e.g. from B.S. in Mechanized Agriculture to B.S. in Agricultural Operations Technology);
- 2. Eliminating existing majors, minors, options and certificates via a Program Termination Checklist;
- 3. Adding new minors or certificates where there is a major;
- 4. Adding new minors or certificates where there is an option in a major;
- 5. Departmental mergers and name changes;
- 6. Program revisions; and
- 7. Distance delivery of previously authorized degree programs.

B. Level I with Level II documentation: With Level II documentation circulated to all campus chief academic officers in advance, the Commissioner or designee may propose additional items for inclusion in the Level I process. For these items to move forward, the Commissioner or designee must reach consensus with the chief academic officers. When consensus is not achieved, the Commissioner or designee will move the item to the Level II review process.

- 1. Options within an existing major or degree;
- 2. Eliminating organizational units within larger institutions such as departments, divisions and colleges or schools *with the exception of the five Colleges of Technology where changes require Board action;*
- 3. Consolidating existing programs and/or degrees.

C. Temporary Certificate or A.A.S. degree programs: Certificate or Associate of Applied Science Degree Programs may be submitted as Level I proposals, with memo and backup documentation, when they are offered in cooperation with and/or at the request of private or public sector partners and the decision point to offer the program is not consistent with the regular Board of Regents program approval process. Level I approval for programs under this provision will be limited to two years. Continuation of a program beyond the two years will require the normal program approval process as Level II Proposals.

All other Certificate or Associate Degree programs may be placed on submission at any Board of Regents meeting. They will be placed on action agendas at subsequent meetings. All campuses agree to insure that all other campuses receive program information well in advance of submission.

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| Item No.: 135-1001+R0507 | Institution: The University of Montana |
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Specify Request:

The University of Montana seeks permission to offer a new option for a dual degree consisting of a Masters in Business Administration and a Doctorate in Physical Therapy between the Schools of Business Administration and Physical Therapy and Rehabilitation Science.

M O N T A N A B O A R D O F R E G E N T S
NEW ACADEMIC PROGRAM PROPOSAL SUMMARY

Institution: The University of Montana

Program Title: Joint dual degree option consisting of a Masters in Business Administration and Doctorate in Physical Therapy (MBA/DPT) between the Schools of Business Administration and Physical Therapy and Rehabilitation Science.

1. How does this program advance the campus' academic mission and fit priorities?

An MBA/DPT dual degree option is consistent with The University of Montana mission by offering a program that is responsive to the needs of Montanans and which offers a unique educational experience through the integration of two existing graduate degree programs. This dual degree option would provide a learning experience that would allow students to realize their potential and enter the work force with a complementary set of skills. Precedent for this type of dual degree option already exists on campus with the JD/MBA and MBA/Pharm.D. programs.

2. How does this program fit the Board of Regents' goals and objectives?

The MBA/DPT dual degree program would support several BOR goals and objectives. At minimum it would fit with the following goals and objectives:

A.2. - It would be an academic option that is focused around approved campus missions and is consistent with available resources.

B. - It would deliver a high quality, more affordable higher education experience available to qualified students.

B.3. - It would create a more affordable and efficient opportunity to earn two graduate degrees. We are able to offer this efficiency through the concept of reciprocity as each program will waive 8 credits while accepting 8 credits from the other program.

C. - Through the cooperative efforts of the Schools of Business Administration and Physical Therapy and Rehabilitation Science, we would be delivering higher education services in a manner that is efficient, coordinated, and more accessible to students.

D. - Given the challenges of delivering affordable and effective health care services, by graduating students from this dual degree program we would be responsive to market, employment, and economic development needs of the State and the nation as they pertain to health care.

3. How does this program support or advance Montana's needs and interests?

The creation of this dual degree option would further distinguish The University of Montana nationally, as we believe there is only one other university program in the county that offers something similar. There is a current and escalating shortage of physical therapists in the state and nation and there is a tremendous need for health care providers to serve in administrative capacity to develop and coordinate physical therapy and other health care services to the citizens of Montana.

4. How will this program contribute to economic development in Montana? (Note projected annual economic impact both regionally and statewide.)

Given the uniqueness of this dual degree program and student interest, we anticipate that we could increase our ability to recruit students from in and out of state. We anticipate that individuals graduating with an MBA/DPT dual degree would be highly recruited by health care organizations or be more likely to start their own businesses. There is reason to believe that with this degree, graduates would also have a higher earning capacity, eventually being self-employed business owners or serving in managerial positions.

5. What is the program's planned capacity?

| | | |
|-----------------------|--|--------------|
| • Break-even point? | N/A | FTE students |
| • Enrollments / year? | 1-4 | |
| • Graduates / year? | 1-4 | |
| • MT jobs / year? | ~15% annual growth in PT positions overall | |

6. Resource Allocation:

| | |
|-------------------------|------|
| • Total program budget? | \$ 0 |
| • Faculty FTE? | 0 |
| • Staff FTE? | 0 |

7. Does this program require new resources? Yes No

If yes, what is the amount? \$ _____

8. How will the campus fund the program?

This option does not require any new faculty, courses, facilities or financial resources. Courses required for the proposed option are offered already on a regular basis with the exception of one new course that will be developed (PT 691).

9. If internal reallocation is necessary, name the sources.

No internal reallocation of resources or personnel is necessary.

Joint MBA/DPT Degree Option

1. Objectives and Need

1.1. Description of the Program: The Schools of Business Administration and Physical Therapy and Rehabilitation Science propose the creation of a joint program resulting in a dual MBA/DPT degree option. This is the combining of two existing programs. A MBA/DPT dual degree program at The University of Montana would recognize the importance and need of educating a subset of health care providers with advanced skills and knowledge in business and administration content. The establishment of a joint MBA/DPT program will allow students the option to earn a dual degree in less time than it would take if both degrees were pursued separately. We are able to offer this efficiency through the concept of reciprocity as each program will adjust curriculums by 8 credits and accept 8 credits from the other. Students would have to meet each program's application requirements and be accepted into each program. Assigned advisors from each program would work closely with qualified students to assist them in creating appropriate curricular schedules.

Program objectives include:

- To provide students who have an interest in both the practice of physical therapy and business and administration a more efficient vehicle to earn both degrees.
- To help meet the demand for health care professionals with additional training in business and administration.
- To achieve additional recognition for The University of Montana and the School of Physical Therapy and Rehabilitation Science and the School of Business Administration as pioneering programs in developing unique educational and degree opportunities that meet student interests and societal needs.

1.2. Need for the Program: The creation of this dual degree option would further distinguish The University of Montana nationally, as we believe there is only one other university program in the county that offers something similar. A MBA/DPT dual degree program at The University of Montana would recognize the importance and need of educating a subset of health care providers with advanced skills and knowledge in business and administration content. The changing roles and need for health care providers with business and administrative abilities is well documented in the literature^(1, 2, 3, 4, 5, 6, 7, 8). Leaders in the physical therapy profession endorse this type of opportunity for students (see letter of support attached). Precedent for this type of dual degree program has been established nationally in other health care professions such as medicine and nursing. We are using the established MBA/Pharm.D. and JD/MBA dual degree joint programs here at The University of Montana as models for our proposal.

In a survey of 140 students enrolled in BaDM 100, twenty-three percent (23%) reported that they would be either strongly or somewhat interested in MBA/DPT joint program. Responses from first and second year students enrolled in the DPT program also support the creation of the program with 66% (N=50) responding as being strongly or somewhat interested in a joint program. Though these results may reflect an overly optimistic projection in the number of students that would actually enroll, the results of the surveys do indicate significant student interest.

- 1.3. Additional Courses and Course Requirements:** Students completing this dual degree program will receive two separate degrees, the DPT and the MBA. Currently the DPT degree can be earned in two years-nine months and the MBA can be earned in two semesters and a summer. Both programs require the completion of an undergraduate degree and prerequisites prior to acceptance. Under the joint program, an exceptional student could complete both degrees in two years-nine months if the prerequisites from both programs were completed prior to acceptance. (See Appendix A for proposed joint program curriculum for the dual degree) Under this scenario, the student would be taking classes concurrently from both programs for much of the two years-nine months.

The concept of curricular reciprocity between the two schools would be the vehicle for gaining the efficiencies of the dual degree and allowing for a shorter time period to earn the degrees. Each program would waive 8 credits from its curriculum and accept 8 credits from the other program.

The 8 course credits the MBA program would accept as unrestricted elective credits are:

- PT 562 (1 credit) - Scholarly Project I;
- PT 671 (1 credit) - Research in Physical Therapy;
- PT 572 (2 credits) - Practice and Administration I;
- PT 673 (2 credits) - Practice and Administration II;
- PT 691 (2 credits) - PT Business Administration Practicum.*

*PT 691 is a new course that needs to be established. It is carved out of PT 690 – Clinical Internship IV and occurs simultaneously. Two different sections of PT 690 would need to be offered, one of which would be a 10 credit offering associated with the MBA/DPT student needing to complete PT 691.
(See Appendix B for course descriptions)

The School of Physical Therapy and Rehabilitation Science would accept 8 semester credits from the following courses:

- MBA 640 (2 credits) – Organizational Behavior;
- MBA 660 (2 credits) – Marketing Management;
- MBA 665 (2 credits) – Strategic Management Seminar;
- MBA 681 (2 credits) – Financial Management

(See Appendix C for course descriptions).

The School of Physical Therapy and Rehabilitation Science would waive 8 credits of the following courses:

- PT 679 (4 credits) - Trends in PT Practice electives;
- PT 530 (1 credit) - Introduction to Scholarly Project;
- PT 671 (1 credit) - Research in Physical Therapy I;
- PT 672 (2 credits) - Research in Physical Therapy II.

The School of Business Administration would adjust its degree requirements by substituting the 8 PT credits identified above for 8 credits of 600-level MBA unrestrictive electives.

The proposed MBA/DPT curriculum maintains the requirement for scholarly involvement that is imbedded in the DPT curriculum by keeping PT 562 – Scholarly Project I; by creating a variable credit option with a new 1 credit section for PT 671 – Research in Physical Therapy I and by introducing the proposed new course, PT 691 – PT Practice Management Practicum (see Appendix B for descriptions). Participating in PT 562 and 671, MBA/DPT students would be required to develop, identify, investigate, and present a proposal of a project that met advisor approval from both programs. PT 691 would be the vehicle for implementation of the scholarly project proposed through PT 562 and further developed in PT 671.

2. Adequacy, Accreditation and Assessment Issues

2.1. Adequacy of Present Faculty, Facilities, Equipment and Library Holdings:

Given that this program proposal consists of the merging of two existing degree options, no additional faculty, facilities, library holdings or equipment is anticipated.

- 2.2. Accreditation Status: The School of Physical Therapy and Rehabilitation Science is accredited by the Commission on Accreditation for Physical Therapy Education (CAPTE) through 2008. A self-study will be completed in preparation for the next cycle of accreditation that will include a report on the joint program (pending institutional and BOR approval). The proposed curricular adjustments for the School of Physical Therapy and Rehabilitation Science are not in conflict with accreditation status. The topics offered in PT 679 Trends in PT Practice that would be part of the course waived are electives. Students enrolled in the dual MBA/DPT program will complete a project commensurate with projects completed by students matriculating in the DPT curriculum. The capstone project completed by students in the MBA/DPT program is accomplished through the course sequence as described in Appendix A.

The School of Business Administration is accredited by AACSB International, and the accreditation process requires the submission of various reports on a periodic basis. UM's next Maintenance of Business Accreditation Review will occur during the 2009 – 2010 academic year. Two other joint programs (MBA/PharmD and JD/MBA) already have passed accreditation review by AACSB International; we are aware of no issues associated with this proposed new joint program that would jeopardize continued accreditation of UM's School of Business Administration.

- 2.3. Assessment Issues: The proposed joint program will be assessed through the current methodologies used by both Schools. They include: student, graduate, and employer surveys plus School curricular review. Each School will identify a faculty advisor that will meet regularly to review the assessment data and the MBA/DPT program in general.

3. Impact on Faculty, Costs, Students, and Other Departments and Campuses

- 3.1. Additional Faculty Requirements: No additional faculty members are required for the proposed joint program. One current faculty member from each School will assume responsibilities as advisor and coordinator.

- 3.2. Advising: A faculty member from both programs will be identified to work together for advising of students interested in and accepted into the dual degree program.

Potential scheduling conflicts between DPT and MBA courses will be resolved by admitting the joint MBA/DPT student to evening MBA classes. Two sections of each required MBA class are offered, one during the day and one at night, and this scheduling solution is currently used for both the joint JD/MBA and MBA/Pharm. D.

There may be opportunity for customizing the specific schedule of required courses to accommodate students who prefer and need a longer time frame to complete the dual degree option. We can also anticipate a scenario where a student may be accepted into the DPT program but still need to complete some of the MBA prerequisites. A customized curriculum may also be constructed to accommodate this situation and allow the student to complete needed pre-requisites and then after applying and being accepted into the MBA program, integrate MBA classes into their schedule. Advisors from both programs would work closely together to determine the most appropriate schedules.

- 3.3. Impact on Facilities:** None
- 3.4. Cost Analysis:** No additional expenses or revenues are anticipated. The School of Physical Therapy and Rehabilitation Science plans on keeping enrollment at the same level. The School of Business Administration also plans on maintaining its enrollment caps to accommodate this program. The development of new joint MBA degree programs with other professional schools is a national trend among AACSB accredited business schools today in view of several recent years of enrollment declines. These joint programs are seen as a means of attracting high-caliber students to help restore enrollment to the levels witnessed in the late 1990s.
- 3.5. Relationship to other Campus Programs:** No programs outside of the School of Business Administration and Physical Therapy and Rehabilitation Science will be affected.
- 3.6. Relationship to other Institutions:** The University of Montana is the only campus in the Montana University system to offer an MBA or degree in physical therapy. The respective Schools will utilize current communication mechanisms to include information about the MBA/DPT option to other Montana University System campuses and students to facilitate effective pre-requisite completion and successful application.
- 4. Process Leading to Submission of Proposal:** This proposal has been reviewed and approved by the faculty and Deans of the Schools of Business Administration and Physical Therapy and Rehabilitation Science. With such approval, the proposal advances to the office of the Provost on The University of Montana Campus and from there through the proper channels for review and approval by the Board of Regents of the Montana University System.

References

1. Ahadial N. (2002) Demand for college graduates/attributes healthcare organizations seek in recruits in accounting. *Career Development International*. 7(3), 134-141
2. Blau R et al. (2002). The experiences of providing PT in a changing healthcare environment. *Physical Therapy*. 82, 648-657.
3. Casebeer AL, Hannah KJ. (1998). The process of change related to health policy shift: reforming a health care system. *International Journal of Public Sector Management*. 11(7), 566-582.
4. Lopopolo RB. (1999). Hospital restructuring and the changing nature of the physical therapist's role. *Physical Therapy*. 79, 171-185.
5. Lopopolo RB. (2002). The relationship of role-related variables to job satisfaction/commitment to the org. in a restructured hospital environment. *Physical Therapy*. 82, 984-999.
6. Lopopolo RB, Schafer DS, Nosse LJ. (2004). Leadership, administration, management, and professionalism (LAMP) in physical therapy: a delphi study. *Physical Therapy*. 84(2), 137-150.
7. Siddigui J, Kleiner BH. (1998). Human resource management in the healthcare industry. *Health Manpower Management*. 24(4), 143-147
8. Thredkeld AJ, Jensen GEM, Royee CB. (1999). The clinical doctorate: a framework for analysis in PT education. *Physical Therapy*. 79(6). 156-173.

Appendix A: Proposed two year-nine month joint DPT/MBA schedule for students that have completed the prerequisite requirements and have been accepted into both the MBA and DPT degree programs.

First Year:

Fall – Physical Therapy Courses - Required

| | | |
|--|---|------------------|
| PT 503 Physical Therapy and the Health Care System | 4 | |
| PT 510 Applied Clinical Anatomy and Kinesiology | 4 | |
| PT 511 Applied Clinical Anatomy and Kinesiology Laboratory | 1 | |
| PT 516 Musculoskeletal Evaluation I | 5 | |
| PT 526 Physical Therapy Interventions I | 4 | |
| PT 529 Biomechanics and Exercise Interventions | 2 | <u>total: 20</u> |

Spring - Physical Therapy Courses – Required

| | | |
|--|---|------------------|
| PT 519 Musculoskeletal Evaluation II | 5 | |
| PT 520 Motor Development Through the Life Span | 3 | |
| PT 527 Electrophysiological Testing and Therapeutics | 2 | |
| PT 528 Physical Therapy Interventions II | 4 | |
| PT 536 Neurosciences for the Health Professions | 5 | |
| PT 582 Clinical Clerkship | 1 | <u>total: 20</u> |

Summer - Physical Therapy Courses – Required

| | | |
|------------------------------|---|-----------------|
| PT 587 Clinical Internship I | 4 | <u>total: 4</u> |
|------------------------------|---|-----------------|

Summer – MBA Courses

none

Second Year:

Fall - Physical Therapy Courses – Required

| | | |
|--|---|----------------|
| PT 525 Clinical Medicine and Pharmacology | 3 | |
| PT 561 Research Methods in Physical Therapy | 2 | |
| PT 562 Scholarly Project I | 1 | |
| PT 563 Cardiopulmonary Physical Therapy and Pharmacology | 3 | |
| PT 565 Physical Therapy for Children | 2 | |
| PT 566 Advanced Anatomy Laboratory | 1 | |
| PT 567 Neurorehabilitation I | 3 | |
| PT 569 Orthopedic Physical Therapy I | 2 | |
| PT 570 Psychology of Illness and Disability | 2 | (subtotal: 19) |

Fall – MBA Courses

| | | |
|---|---|------------------|
| MBA 601 Career and Leadership Skills (orientation week) | 1 | <u>total: 20</u> |
|---|---|------------------|

Spring – Physical Therapy Courses - Required

| | | |
|--|---|----------------|
| PT 588 Clinical Internship II | 4 | |
| PT 568 Neurorehabilitation II | 2 | |
| PT 671 Research in Physical Therapy | 1 | |
| PT 572 Practice and Administration | 2 | |
| PT 573 Orthopedic Physical Therapy II | 1 | |
| PT 575 Physical Therapy Interventions III | 4 | |
| PT 576 Synthesis of Clinical Evaluation and Intervention | 1 | |
| PT 577 Physical Therapy Interventions IV | 4 | (subtotal: 19) |

Spring – MBA Courses

| | | |
|---|---|------------------|
| MBA 694 Seminar (unrestricted elective) | 1 | <u>total: 20</u> |
|---|---|------------------|

Summer - Physical Therapy Courses – Required

PT 589 Clinical Internship III *

5

Summer – MBA Courses

2 credits each from the following courses

MBA 645 Interpersonal Perspective Seminar 2

MBA 655 Technology Perspective Seminar 2 total: 9**Third Year:****Fall - Physical Therapy Courses – Required**

PT 626 Primary Care 3

PT 627 Prevention and Wellness for Physical Therapist 2

PT 673 Practice and Administration II 2

PT 676 Clinical Mastery 4

(subtotal: 11)

Fall – MBA Courses

MBA 694 Competitive Strategy 1

IS 574 Management Information Systems 2

MBA 640 Organizational Behavior 2

MBA 660 Marketing Management 2

FIN 681 Financial Management 2 total: 20**Spring – Physical Therapy Courses – Required**

PT 690 Clinical Internship IV 10

PT 691 Business and Administration Practicum** 2 (subtotal: 12)

Spring – MBA Courses

MBA 603 Integrated Project 1

MBA 665 Strategic Management Seminar 2

MBA 685 International Business 2

ACCT 605 Administrative (accounting) Controls 2

IS 650 Quantitative Analysis 2 total: 21

Grand total = 134

* MBA/DPT Students would have priority for session placement and/or location in Missoula area for their PT 589 internship to allow for attending MBA summer courses.

** PT 691 is a proposed 2 cr. class to be included in the course credits accepted by the MBA program for its degree requirements.

Appendix B: Classes that the MBA program will accept from the DPT program in lieu of its 8 unrestricted electives:

PT 562 Scholarly Project I (1 cr.) Students enrolled in a MBA/DPT dual degree program will identify, develop, research and present a proposal for a research or special project. Appropriate topics would be linked to the management and administration of PT services. Students would have advisors from both programs. Topic must be approved by faculty advisors. Completion of project would occur during PT 691.

PT 572 Practice and Administration (2 cr.) Prerequisite consent of instructor. Organization and practice management issues of the physical therapy clinic with emphases on the clinician's role and responsibilities regarding supervision, billing, marketing, etc.

PT 671 (Section II)* Research in Physical Therapy I (1 cr.) (would be a proposed new section that would have to be accepted. Section I is 2 credits) Directed scholarly activity with faculty advisor which may include continued work on literature search, methodology development and data collection.

PT 673 Advanced Practice and Administration (2 cr.) This will be a capstone course in the area of practice and administration building off of content covered in PT 503 and 572. The content will not only better prepare the student in the role of clinician in today's practice environment, it will also give them knowledge and skills to serve as a manager or owner of rehabilitation services. The course will be a mixture of faculty lectures, guest lectures, student projects and presentations, and discussions. It will include a review of the pertinent literature to lay a foundation for an understanding of the best evidence to support core practice management processes and human resource management. Projects will be designed for practical application. Content emphasis will be in clinical practice management and include program development, human resource management, private practice ownership, entrepreneurship, leadership, technology associated with practice management, and resource utilization.

PT 691 PT Business Administration Practicum** (2 cr.) This customized experience is tailored to the unique professional development interests and needs of the student pursuing the dual MBA/DPT. This course is to be done in conjunction and integrated with PT 690 Clinical Internship IV. The student and the Academic Coordinator of Clinical Education (ACCE), along with each program's MBA/DPT advisors are expected to work closely in developing the goals for the Practicum. The ACCE will work with the student to find a clinical site to meet the student's goals and interact with the clinical site's clinical coordinator to facilitate the activities needed for the achievement of the practicum goals. Practicum goals may include time spent shadowing individuals and assisting with responsibilities for marketing, human resource management, program development, billing and collections, data management, quality assurance and risk management. A scholarly project related to one of these or another appropriate topic will be required. Through PT 562 – Scholarly Project I and PT 671 – Research in Physical Therapy, students will have identified, investigated, developed and presented a formal project proposal acceptable to each programs' advisors. PT 691 will be the vehicle to carry out the proposal objectives with the input and cooperation of the clinical site representatives. The student is expected to deliver the results of the project to the professional staff at the clinical internship site prior to completion of the internship. A presentation will also be required to be given to the faculty and student peers during the final exam week at the University. The faculty advisors will evaluate the written report and oral presentation. ***

* This course would need to be changed to a variable (1-2) credit offering and 2 sections. Section II would be for MBA/DPT students and be a 1 credit offering.

** PT 691 is a proposed class to be included in the course credits accepted by the MBA program for its degree requirements.

*** A more concise course description would be developed for the catalogue.

Appendix C: Classes that the DPT program will accept from the MBA program in lieu of 4 credits of PT 679 Trends in PT Practice electives, PT 562 Scholarly Project I (1 credit), 1 credit of PT 671 Research in Physical Therapy I and PT 672 Research in Physical Therapy II (2 credits):

MBA 640 - Organizational Behavior (2 cr.)

Application of behavioral theories to organizational settings, particularly as they pertain to human resources and to relevant problems faced by practicing managers. Emphasis placed on tools that managers can use to make their endeavors more productive.

MBA 660 - Marketing Management (2 cr.)

Covers marketing decisions faced by managers in a variety of business settings including large corporations, small businesses and not-for-profit organizations. Requires completion of foundation program or equivalent and admission to the MBA Program. Offered every autumn semester. Evening sections delivered on interactive television to designated sites in the state.

MBA 665 – Strategic Management Seminar (2 cr.)

Selected topics covering such issues as an analysis of the firm within its industry and structure of the industry, competitive positioning and competitor analysis, decision making under conditions of uncertainty; and developing a competitive advantage in international markets. Offered every spring semester. Evening sections delivered over interactive television.

MBA 681 - Financial Management (2 cr.)

Covers advanced theory and analysis in corporate financial management. Requires completion of foundation program or equivalent and admission to the MBA or Masters of Accountancy Program. Offered every autumn semester. Evening sections delivered on interactive television to designated sites in the state.

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1. How does this program advance the campus' academic mission and fit priorities?

An MBA/DPT dual degree option is consistent with The University of Montana mission by offering a program that is responsive to the needs of Montanans and which offers a unique educational experience through the integration of two existing graduate degree programs. This dual degree option would provide a learning experience that would allow students to realize their potential and enter the work force with a complementary set of skills. Precedent for this type of dual degree option already exists on campus with the JD/MBA and MBA/Pharm.D. programs.

2. How does this program fit the Board of Regents' goals and objectives?

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A.2. - It would be an academic option that is focused around approved campus missions and is consistent with available resources.

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B.3. - It would create a more affordable and efficient opportunity to earn two graduate degrees. We are able to offer this efficiency through the concept of reciprocity as each program will waive 8 credits while accepting 8 credits from the other program.

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5. What is the program's planned capacity?

| | | |
|-----------------------|--|--------------|
| • Break-even point? | N/A | FTE students |
| • Enrollments / year? | 1-4 | |
| • Graduates / year? | 1-4 | |
| • MT jobs / year? | ~15% annual growth in PT positions overall | |

6. Resource Allocation:

| | |
|-------------------------|------|
| • Total program budget? | \$ 0 |
| • Faculty FTE? | 0 |
| • Staff FTE? | 0 |

7. Does this program require new resources? Yes No

If yes, what is the amount? \$ _____

8. How will the campus fund the program?

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9. If internal reallocation is necessary, name the sources.

No internal reallocation of resources or personnel is necessary.

Joint MBA/DPT Degree Option

1. Objectives and Need

1.1. Description of the Program: The Schools of Business Administration and Physical Therapy and Rehabilitation Science propose the creation of a joint program resulting in a dual MBA/DPT degree option. This is the combining of two existing programs. A MBA/DPT dual degree program at The University of Montana would recognize the importance and need of educating a subset of health care providers with advanced skills and knowledge in business and administration content. The establishment of a joint MBA/DPT program will allow students the option to earn a dual degree in less time than it would take if both degrees were pursued separately. We are able to offer this efficiency through the concept of reciprocity as each program will adjust curriculums by 8 credits and accept 8 credits from the other. Students would have to meet each program's application requirements and be accepted into each program. Assigned advisors from each program would work closely with qualified students to assist them in creating appropriate curricular schedules.

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- To help meet the demand for health care professionals with additional training in business and administration.
- To achieve additional recognition for The University of Montana and the School of Physical Therapy and Rehabilitation Science and the School of Business Administration as pioneering programs in developing unique educational and degree opportunities that meet student interests and societal needs.

1.2. Need for the Program: The creation of this dual degree option would further distinguish The University of Montana nationally, as we believe there is only one other university program in the county that offers something similar. A MBA/DPT dual degree program at The University of Montana would recognize the importance and need of educating a subset of health care providers with advanced skills and knowledge in business and administration content. The changing roles and need for health care providers with business and administrative abilities is well documented in the literature^(1, 2, 3, 4, 5, 6, 7, 8). Leaders in the physical therapy profession endorse this type of opportunity for students (see letter of support attached). Precedent for this type of dual degree program has been established nationally in other health care professions such as medicine and nursing. We are using the established MBA/Pharm.D. and JD/MBA dual degree joint programs here at The University of Montana as models for our proposal.

In a survey of 140 students enrolled in BaDM 100, twenty-three percent (23%) reported that they would be either strongly or somewhat interested in MBA/DPT joint program. Responses from first and second year students enrolled in the DPT program also support the creation of the program with 66% (N=50) responding as being strongly or somewhat interested in a joint program. Though these results may reflect an overly optimistic projection in the number of students that would actually enroll, the results of the surveys do indicate significant student interest.

- 1.3. Additional Courses and Course Requirements:** Students completing this dual degree program will receive two separate degrees, the DPT and the MBA. Currently the DPT degree can be earned in two years-nine months and the MBA can be earned in two semesters and a summer. Both programs require the completion of an undergraduate degree and prerequisites prior to acceptance. Under the joint program, an exceptional student could complete both degrees in two years-nine months if the prerequisites from both programs were completed prior to acceptance. (See Appendix A for proposed joint program curriculum for the dual degree) Under this scenario, the student would be taking classes concurrently from both programs for much of the two years-nine months.

The concept of curricular reciprocity between the two schools would be the vehicle for gaining the efficiencies of the dual degree and allowing for a shorter time period to earn the degrees. Each program would waive 8 credits from its curriculum and accept 8 credits from the other program.

The 8 course credits the MBA program would accept as unrestricted elective credits are:

- PT 562 (1 credit) - Scholarly Project I;
- PT 671 (1 credit) - Research in Physical Therapy;
- PT 572 (2 credits) - Practice and Administration I;
- PT 673 (2 credits) - Practice and Administration II;
- PT 691 (2 credits) - PT Business Administration Practicum.*

*PT 691 is a new course that needs to be established. It is carved out of PT 690 – Clinical Internship IV and occurs simultaneously. Two different sections of PT 690 would need to be offered, one of which would be a 10 credit offering associated with the MBA/DPT student needing to complete PT 691.
(See Appendix B for course descriptions)

The School of Physical Therapy and Rehabilitation Science would accept 8 semester credits from the following courses:

- MBA 640 (2 credits) – Organizational Behavior;
- MBA 660 (2 credits) – Marketing Management;
- MBA 665 (2 credits) – Strategic Management Seminar;
- MBA 681 (2 credits) – Financial Management

(See Appendix C for course descriptions).

The School of Physical Therapy and Rehabilitation Science would waive 8 credits of the following courses:

- PT 679 (4 credits) - Trends in PT Practice electives;
- PT 530 (1 credit) - Introduction to Scholarly Project;
- PT 671 (1 credit) - Research in Physical Therapy I;
- PT 672 (2 credits) - Research in Physical Therapy II.

The School of Business Administration would adjust its degree requirements by substituting the 8 PT credits identified above for 8 credits of 600-level MBA unrestrictive electives.

The proposed MBA/DPT curriculum maintains the requirement for scholarly involvement that is imbedded in the DPT curriculum by keeping PT 562 – Scholarly Project I; by creating a variable credit option with a new 1 credit section for PT 671 – Research in Physical Therapy I and by introducing the proposed new course, PT 691 – PT Practice Management Practicum (see Appendix B for descriptions). Participating in PT 562 and 671, MBA/DPT students would be required to develop, identify, investigate, and present a proposal of a project that met advisor approval from both programs. PT 691 would be the vehicle for implementation of the scholarly project proposed through PT 562 and further developed in PT 671.

2. Adequacy, Accreditation and Assessment Issues

2.1. Adequacy of Present Faculty, Facilities, Equipment and Library Holdings:

Given that this program proposal consists of the merging of two existing degree options, no additional faculty, facilities, library holdings or equipment is anticipated.

- 2.2. Accreditation Status: The School of Physical Therapy and Rehabilitation Science is accredited by the Commission on Accreditation for Physical Therapy Education (CAPTE) through 2008. A self-study will be completed in preparation for the next cycle of accreditation that will include a report on the joint program (pending institutional and BOR approval). The proposed curricular adjustments for the School of Physical Therapy and Rehabilitation Science are not in conflict with accreditation status. The topics offered in PT 679 Trends in PT Practice that would be part of the course waived are electives. Students enrolled in the dual MBA/DPT program will complete a project commensurate with projects completed by students matriculating in the DPT curriculum. The capstone project completed by students in the MBA/DPT program is accomplished through the course sequence as described in Appendix A.

The School of Business Administration is accredited by AACSB International, and the accreditation process requires the submission of various reports on a periodic basis. UM's next Maintenance of Business Accreditation Review will occur during the 2009 – 2010 academic year. Two other joint programs (MBA/PharmD and JD/MBA) already have passed accreditation review by AACSB International; we are aware of no issues associated with this proposed new joint program that would jeopardize continued accreditation of UM's School of Business Administration.

- 2.3. Assessment Issues: The proposed joint program will be assessed through the current methodologies used by both Schools. They include: student, graduate, and employer surveys plus School curricular review. Each School will identify a faculty advisor that will meet regularly to review the assessment data and the MBA/DPT program in general.

3. Impact on Faculty, Costs, Students, and Other Departments and Campuses

- 3.1. Additional Faculty Requirements: No additional faculty members are required for the proposed joint program. One current faculty member from each School will assume responsibilities as advisor and coordinator.

- 3.2. Advising: A faculty member from both programs will be identified to work together for advising of students interested in and accepted into the dual degree program.

Potential scheduling conflicts between DPT and MBA courses will be resolved by admitting the joint MBA/DPT student to evening MBA classes. Two sections of each required MBA class are offered, one during the day and one at night, and this scheduling solution is currently used for both the joint JD/MBA and MBA/Pharm. D.

There may be opportunity for customizing the specific schedule of required courses to accommodate students who prefer and need a longer time frame to complete the dual degree option. We can also anticipate a scenario where a student may be accepted into the DPT program but still need to complete some of the MBA prerequisites. A customized curriculum may also be constructed to accommodate this situation and allow the student to complete needed pre-requisites and then after applying and being accepted into the MBA program, integrate MBA classes into their schedule. Advisors from both programs would work closely together to determine the most appropriate schedules.

- 3.3. Impact on Facilities:** None
- 3.4. Cost Analysis:** No additional expenses or revenues are anticipated. The School of Physical Therapy and Rehabilitation Science plans on keeping enrollment at the same level. The School of Business Administration also plans on maintaining its enrollment caps to accommodate this program. The development of new joint MBA degree programs with other professional schools is a national trend among AACSB accredited business schools today in view of several recent years of enrollment declines. These joint programs are seen as a means of attracting high-caliber students to help restore enrollment to the levels witnessed in the late 1990s.
- 3.5. Relationship to other Campus Programs:** No programs outside of the School of Business Administration and Physical Therapy and Rehabilitation Science will be affected.
- 3.6. Relationship to other Institutions:** The University of Montana is the only campus in the Montana University system to offer an MBA or degree in physical therapy. The respective Schools will utilize current communication mechanisms to include information about the MBA/DPT option to other Montana University System campuses and students to facilitate effective pre-requisite completion and successful application.
- 4. Process Leading to Submission of Proposal:** This proposal has been reviewed and approved by the faculty and Deans of the Schools of Business Administration and Physical Therapy and Rehabilitation Science. With such approval, the proposal advances to the office of the Provost on The University of Montana Campus and from there through the proper channels for review and approval by the Board of Regents of the Montana University System.

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Appendix A: Proposed two year-nine month joint DPT/MBA schedule for students that have completed the prerequisite requirements and have been accepted into both the MBA and DPT degree programs.

First Year:

Fall – Physical Therapy Courses - Required

| | | |
|--|---|------------------|
| PT 503 Physical Therapy and the Health Care System | 4 | |
| PT 510 Applied Clinical Anatomy and Kinesiology | 4 | |
| PT 511 Applied Clinical Anatomy and Kinesiology Laboratory | 1 | |
| PT 516 Musculoskeletal Evaluation I | 5 | |
| PT 526 Physical Therapy Interventions I | 4 | |
| PT 529 Biomechanics and Exercise Interventions | 2 | <u>total: 20</u> |

Spring - Physical Therapy Courses – Required

| | | |
|--|---|------------------|
| PT 519 Musculoskeletal Evaluation II | 5 | |
| PT 520 Motor Development Through the Life Span | 3 | |
| PT 527 Electrophysiological Testing and Therapeutics | 2 | |
| PT 528 Physical Therapy Interventions II | 4 | |
| PT 536 Neurosciences for the Health Professions | 5 | |
| PT 582 Clinical Clerkship | 1 | <u>total: 20</u> |

Summer - Physical Therapy Courses – Required

| | | |
|------------------------------|---|-----------------|
| PT 587 Clinical Internship I | 4 | <u>total: 4</u> |
|------------------------------|---|-----------------|

Summer – MBA Courses

none

Second Year:

Fall - Physical Therapy Courses – Required

| | | |
|--|---|----------------|
| PT 525 Clinical Medicine and Pharmacology | 3 | |
| PT 561 Research Methods in Physical Therapy | 2 | |
| PT 562 Scholarly Project I | 1 | |
| PT 563 Cardiopulmonary Physical Therapy and Pharmacology | 3 | |
| PT 565 Physical Therapy for Children | 2 | |
| PT 566 Advanced Anatomy Laboratory | 1 | |
| PT 567 Neurorehabilitation I | 3 | |
| PT 569 Orthopedic Physical Therapy I | 2 | |
| PT 570 Psychology of Illness and Disability | 2 | (subtotal: 19) |

Fall – MBA Courses

| | | |
|---|---|------------------|
| MBA 601 Career and Leadership Skills (orientation week) | 1 | <u>total: 20</u> |
|---|---|------------------|

Spring – Physical Therapy Courses - Required

| | | |
|--|---|----------------|
| PT 588 Clinical Internship II | 4 | |
| PT 568 Neurorehabilitation II | 2 | |
| PT 671 Research in Physical Therapy | 1 | |
| PT 572 Practice and Administration | 2 | |
| PT 573 Orthopedic Physical Therapy II | 1 | |
| PT 575 Physical Therapy Interventions III | 4 | |
| PT 576 Synthesis of Clinical Evaluation and Intervention | 1 | |
| PT 577 Physical Therapy Interventions IV | 4 | (subtotal: 19) |

Spring – MBA Courses

| | | |
|---|---|------------------|
| MBA 694 Seminar (unrestricted elective) | 1 | <u>total: 20</u> |
|---|---|------------------|

Summer - Physical Therapy Courses – Required

PT 589 Clinical Internship III *

5

Summer – MBA Courses

2 credits each from the following courses

MBA 645 Interpersonal Perspective Seminar 2

MBA 655 Technology Perspective Seminar 2 total: 9**Third Year:****Fall - Physical Therapy Courses – Required**

PT 626 Primary Care 3

PT 627 Prevention and Wellness for Physical Therapist 2

PT 673 Practice and Administration II 2

PT 676 Clinical Mastery 4

(subtotal: 11)

Fall – MBA Courses

MBA 694 Competitive Strategy 1

IS 574 Management Information Systems 2

MBA 640 Organizational Behavior 2

MBA 660 Marketing Management 2

FIN 681 Financial Management 2 total: 20**Spring – Physical Therapy Courses – Required**

PT 690 Clinical Internship IV 10

PT 691 Business and Administration Practicum** 2 (subtotal: 12)

Spring – MBA Courses

MBA 603 Integrated Project 1

MBA 665 Strategic Management Seminar 2

MBA 685 International Business 2

ACCT 605 Administrative (accounting) Controls 2

IS 650 Quantitative Analysis 2 total: 21

Grand total = 134

* MBA/DPT Students would have priority for session placement and/or location in Missoula area for their PT 589 internship to allow for attending MBA summer courses.

** PT 691 is a proposed 2 cr. class to be included in the course credits accepted by the MBA program for its degree requirements.

Appendix B: Classes that the MBA program will accept from the DPT program in lieu of its 8 unrestricted electives:

PT 562 Scholarly Project I (1 cr.) Students enrolled in a MBA/DPT dual degree program will identify, develop, research and present a proposal for a research or special project. Appropriate topics would be linked to the management and administration of PT services. Students would have advisors from both programs. Topic must be approved by faculty advisors. Completion of project would occur during PT 691.

PT 572 Practice and Administration (2 cr.) Prerequisite consent of instructor. Organization and practice management issues of the physical therapy clinic with emphases on the clinician's role and responsibilities regarding supervision, billing, marketing, etc.

PT 671 (Section II)* Research in Physical Therapy I (1 cr.) (would be a proposed new section that would have to be accepted. Section I is 2 credits) Directed scholarly activity with faculty advisor which may include continued work on literature search, methodology development and data collection.

PT 673 Advanced Practice and Administration (2 cr.) This will be a capstone course in the area of practice and administration building off of content covered in PT 503 and 572. The content will not only better prepare the student in the role of clinician in today's practice environment, it will also give them knowledge and skills to serve as a manager or owner of rehabilitation services. The course will be a mixture of faculty lectures, guest lectures, student projects and presentations, and discussions. It will include a review of the pertinent literature to lay a foundation for an understanding of the best evidence to support core practice management processes and human resource management. Projects will be designed for practical application. Content emphasis will be in clinical practice management and include program development, human resource management, private practice ownership, entrepreneurship, leadership, technology associated with practice management, and resource utilization.

PT 691 PT Business Administration Practicum** (2 cr.) This customized experience is tailored to the unique professional development interests and needs of the student pursuing the dual MBA/DPT. This course is to be done in conjunction and integrated with PT 690 Clinical Internship IV. The student and the Academic Coordinator of Clinical Education (ACCE), along with each program's MBA/DPT advisors are expected to work closely in developing the goals for the Practicum. The ACCE will work with the student to find a clinical site to meet the student's goals and interact with the clinical site's clinical coordinator to facilitate the activities needed for the achievement of the practicum goals. Practicum goals may include time spent shadowing individuals and assisting with responsibilities for marketing, human resource management, program development, billing and collections, data management, quality assurance and risk management. A scholarly project related to one of these or another appropriate topic will be required. Through PT 562 – Scholarly Project I and PT 671 – Research in Physical Therapy, students will have identified, investigated, developed and presented a formal project proposal acceptable to each programs' advisors. PT 691 will be the vehicle to carry out the proposal objectives with the input and cooperation of the clinical site representatives. The student is expected to deliver the results of the project to the professional staff at the clinical internship site prior to completion of the internship. A presentation will also be required to be given to the faculty and student peers during the final exam week at the University. The faculty advisors will evaluate the written report and oral presentation. ***

* This course would need to be changed to a variable (1-2) credit offering and 2 sections. Section II would be for MBA/DPT students and be a 1 credit offering.

** PT 691 is a proposed class to be included in the course credits accepted by the MBA program for its degree requirements.

*** A more concise course description would be developed for the catalogue.

Appendix C: Classes that the DPT program will accept from the MBA program in lieu of 4 credits of PT 679 Trends in PT Practice electives, PT 562 Scholarly Project I (1 credit), 1 credit of PT 671 Research in Physical Therapy I and PT 672 Research in Physical Therapy II (2 credits):

MBA 640 - Organizational Behavior (2 cr.)

Application of behavioral theories to organizational settings, particularly as they pertain to human resources and to relevant problems faced by practicing managers. Emphasis placed on tools that managers can use to make their endeavors more productive.

MBA 660 - Marketing Management (2 cr.)

Covers marketing decisions faced by managers in a variety of business settings including large corporations, small businesses and not-for-profit organizations. Requires completion of foundation program or equivalent and admission to the MBA Program. Offered every autumn semester. Evening sections delivered on interactive television to designated sites in the state.

MBA 665 – Strategic Management Seminar (2 cr.)

Selected topics covering such issues as an analysis of the firm within its industry and structure of the industry, competitive positioning and competitor analysis, decision making under conditions of uncertainty; and developing a competitive advantage in international markets. Offered every spring semester. Evening sections delivered over interactive television.

MBA 681 - Financial Management (2 cr.)

Covers advanced theory and analysis in corporate financial management. Requires completion of foundation program or equivalent and admission to the MBA or Masters of Accountancy Program. Offered every autumn semester. Evening sections delivered on interactive television to designated sites in the state.