



July 28, 2014

Vivian S. Lee  
Senior Vice President for Health Sciences  
5<sup>th</sup> Floor, CNC  
Campus

RE: Graduate Council Review  
Department of Physical Therapy

Dear Vice President Lee:

Enclosed is the Graduate Council's review of the Department Physical Therapy. Included in this review packet are the report prepared by the Graduate Council, the Department Profile, and the Memorandum of Understanding resulting from the review wrap-up meeting.

After your approval, please forward this packet to President David Pershing for his review. It will then be sent to the Academic Senate to be placed on the information calendar for the next Senate meeting.

Sincerely,

David B. Kieda  
Dean, The Graduate School

Encl.

XC: R. Scott Ward, Chair, Department of Physical Therapy  
Robin L. Marcus, Interim Dean, College of Health

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The Graduate School – The University of Utah

GRADUATE COUNCIL REPORT TO THE SENIOR VICE PRESIDENT  
FOR HEALTH SCIENCES AND THE ACADEMIC SENATE

*April 28, 2014*

The Graduate Council has completed its review of the **Department of Physical Therapy**. The External Review Committee included:

Stuart Binder-Macleod, PT, PhD, FAPTA (Chair)  
Professor and Chair of Physical Therapy  
University of Delaware

Steven Z. George, PT, PhD  
Associate Professor of Physical Therapy  
University of Florida

Susan S. Deusinger, PT, PhD, FAPTA  
Professor of Physical Therapy  
Washington University of St. Louis

The Internal Review Committee of the University of Utah included:

Kurt H. Albertine, PhD (Committee Chair)  
Professor of Pediatrics, Internal Medicine (Adjunct), and Neurobiology &  
Anatomy (Adjunct)  
School of Medicine

Teresa M. Pavia, PhD  
Associate Professor of Marketing  
David Eccles School of Business

Sarah H. Creem-Regehr, PhD  
Professor of Psychology  
College of Social and Behavioral Science

This report of the Graduate Council is based on the self-study submitted by the Department of Physical Therapy, the reports of the internal and external review committees, the OBIA profile, and the Department Chair's letter dated 14 March 2013 in response to the internal and external review committee reports. The Dean of the College of Health provided an informal endorsement of the Chair's response.

## DEPARTMENT PROFILE

### Program Overview

The University of Utah started a Physical Therapy program in 1969 to offer Bachelor-level training in physical therapy and rehabilitation science. The PT program has since developed into the Department of Physical Therapy within the College of Health, with a primary mission to provide excellence in education, research and clinical care. With its current focus on graduate training, it has grown to have a strong national reputation for both education and research (in the top 7% of all U.S. Physical Therapy programs, according to a 2012 *U.S. News and World Report* study), and is one of only two programs in Utah that offer graduate PT degrees. With 15 faculty and 8 staff members, the Department now confers an entry-level Doctor of Physical Therapy (DPT), and a PhD in Rehabilitation Science, graduating over 40 students per year. Its research productivity is high, with a commendable publication rate and over \$1M in research funding as of 2013.

The Physical Therapy program initially was managed as a Division of the College of Health. In 2008 it became the Department of Physical Therapy; this Graduate Review is the first since department status was conferred. Prof. R. Scott Ward has served as chair since 1997. Under his leadership, the Department has thrived, with a remarkable level of collegiality and mutual support, to which some reviewers have attributed its overall success. Issues facing the Department now include improvement to career-line faculty and staff evaluation procedures, access to better and more teaching space, diversity, and budget constraints that limit growth and prevent an increase in staff. None of these issues are new, and all are addressed in the Department's Strategic Plan. Thus, the current state of the Department is strong and it seems poised for continued success, as indicated in both the internal and external reviews.

### Faculty

The Department currently has 8 tenured faculty and 2 on tenure-track. Of these regular faculty, 3 are full professors, 4 are associate professors and 1 is an assistant professor. These numbers reflect growth from a total of 5 reported in the 2007 Graduate Council review. The career-line faculty include 7 clinical practitioners, with 2 associate professors, 3 assistant professors and 2 instructors; the Department has 2 research associate professors, as well. The faculty cover a relatively broad range of expertise, including Exercise and Sport Science, which is not traditionally a PT field. Over 50 adjunct faculty members are listed as participating in the Department, although their roles are not enumerated.

With regard to diversity, the core faculty are balanced in gender although there are no ethnic minorities. Data cited by the Department suggest that a serious lack of ethnic diversity is widespread among accredited PT education programs in the U.S. To address this problem, members of the Department recently met with Dr. Evelyn Gopez, Associate Dean in the School of Medicine's Office of Inclusion and Outreach, to get feedback on recruitment efforts.

The level of faculty research and scholarship is high. Typical refereed publication rates are five articles per year among tenure-track and research faculty. As of 2013, 15 grants provide a total of \$1.02M. The external review highlighted work of two faculty members (Drs. Lastayo and Fritz) as being highly visible in their respective fields. The Chair (Dr. Ward) is also well-known, having served as the President of the American Physical Therapy Association. The self-study lists numerous faculty awards and commendations. It is noteworthy that this level of research, funding and recognition takes place alongside an active and successful education program, including extensive training for career development and medical students not affiliated with the Department.

## Students

The PT graduate programs have roughly 160 students enrolled each year, graduating about 50 students per year. (The Department's education effort is exclusively focused on graduate work; a single online undergraduate course is offered.) The overwhelming majority of graduate students are in the DPT program; the Rehabilitation Science PhD program is new, and now has just under 20 students currently enrolled, with one or two students graduating per year.

With regard to diversity, the student body reflects the regional demographics of the applicant pool; gender seems well balanced, while the ethnic diversity among students is not strong (as of Fall 2012, there were 11 students enrolled from underrepresented groups). The Department makes effort to recruit minority students through participation in University and community programs. However, the programs mentioned in the self-study are for high school students, and so do not have direct bearing on graduate recruitment.

To support student expenses, the Department awards 24 yearly scholarships, along with 5 teaching/research assistantships. Reviews noted that the stipend associated with TA/RA support is low compared to NIH guidelines for pre-doctoral training.

## Curriculum and Program of Study

The curriculum designed for the graduate programs is effective, responsive and forward-looking. Extrapolating from professional directives and anticipated needs, the Department eliminated its Master of Physical Therapy program and re-tooled the post-professional DPT to an entry-level model. In addition, the PhD in Rehabilitation Science was introduced. All of these changes have taken place since the last Graduate Council review.

The specifics of the curriculum and program of study seem comprehensive, with smooth integration of theory and clinical training. In addition, the grant writing course and options to have dissertations composed of three manuscripts submitted to peer-reviewed journals are commendable.

A formal curriculum review is in the Department's strategic plan, a prospect that was welcomed in the external review. The concept of enhancing the clinical component of the programs with a pro bono clinic as an inter-professional education experience was also encouraged; external reviewers felt that such a plan might further distinguish the program on a national level.

## Program Effectiveness -- Outcomes Assessment

The metrics for assessing program effectiveness and outcomes include advising sessions, clinical performance evaluations for internships, and licensure exams. Two important data points for overall effectiveness are the low attrition rate, less than 2%, and high rate of employment (100% of those students seeking jobs) within one year of graduation. Outcomes assessment feedback opportunities are enabled through course evaluations, regular and frequent meetings between students and the Director of Graduate Studies, exit interviews and peer and employer surveys. For an outside perspective, *U.S. News and World Report* assesses PT programs and in 2012 ranked the Department at 14 out of 211 programs in the United States.

There was some indication of a disparity between the assessment in the DPT program and the newer PhD program, which was attributed to the fact that the size of the graduating class in the latter program is still small.

## Facilities and Resources

The Department is housed in the Dumke Health Professions Education Building, situated in Research Park. Both reviews and the self-study identified space as a problem, although the reviews seem to give this issue a higher priority than the Department. Spreading some clinical operations to join the Health Science Center would be an opportunity to free existing space and to expand in the future.

In terms of fiscal resources, the annual budget is \$4.8M (2013), of which \$1.4M is associated with tuition and an approximately equal amount is tied to an endowment pool. One budgetary concern expressed by the Chair and acknowledged by reviewers is the desire by the Department to maintain a substantial reserve for "bridge" funding and other unexpected financial demands.

Staff support is sufficient, with the help of 5 administrative staff members (although only one of these positions is at 1.0 FTE) and 3 technical staff members. Reviewers noted that the high research, teaching and service burden on faculty might warrant the opening of a new staff position dedicated to obtaining extramural funding. In response, the Chair indicated that resolution of this issue is ongoing, and that the College is working to increase staff support for grant efforts on behalf of all of its departments and divisions.

## **COMMENDATIONS**

1. The Department has nationally recognized strengths in research, education and clinical care within a health science field that is rapidly growing.
2. A spirit of collegiality and mutual respect among faculty, staff and students has fostered a productive and effective environment for accomplishing the missions of the Department.
3. The quality of the graduate program is excellent; the applicant pool is large, the students and faculty show strong mutual respect, and the outcome after graduation is exemplary—100% employment within a year of graduation for all job seekers.

4. A strong and comprehensive strategic plan is in place to help the Department remedy issues of space, diversity and budget, as well as to define its vision for future development and growth.
5. Department Chair Scott Ward has done an outstanding job leading the Department.

## RECOMMENDATIONS

1. The Department should follow through on all items specified in the list of objectives:
  - Address space needs;
  - Increase development funds;
  - Integrate operations into the Health Science Center;
  - Undertake a full curriculum review;
  - Continue to improve faculty scholarship; and
  - Enhance community outreach efforts.
2. Efforts to improve student diversity should focus on potential candidates in the process of applying to graduate school, not just high school students.
3. Increase the funding for graduate TA/RA salaries so that they are consistent with NIH pre-doctoral training guidelines. This step should take a very high budgetary priority.

Submitted by the Ad Hoc Committee of the Graduate Council:

Benjamin C. Bromley (Chair)  
Professor of Physics and Astronomy

Krishnan S. Anand  
Associate Professor of Operations and Information Systems

Glen R. Hanson  
Professor of Dentistry

## Department of Physical Therapy

2006      2007      2008      2009      2010      2011      2012

### FACULTY: With Doctoral Degrees Including MFA and other terminal degrees

Full Time Tenured Faculty	4	4	5	5	5	6	6
Full Time Tenure Track	2	2	1	3	3	2	2
Full Time Auxiliary Faculty	6	6	5	3	4	5	4
Part Time Auxiliary Faculty	1	1	1	5	4	2	0

### With Masters Degrees

Full Time Tenured Faculty	0	0	0	0	0	0	0
Full Time Tenure Track	0	0	0	0	0	0	0
Full Time Auxiliary Faculty	2	2	2	2	2	3	3
Part Time Auxiliary Faculty	0	0	1	1	2	1	0

### With Bachelor Degrees

Full Time Tenured Faculty	0	0	0	0	0	0	0
Full Time Tenure Track	0	0	0	0	0	0	0
Full Time Auxiliary Faculty	0	0	0	0	0	0	0
Part Time Auxiliary Faculty	0	0	1	0	0	0	0

### Total Headcount Faculty

Full Time Tenured Faculty	4	4	5	5	5	6	6
Full Time Tenure Track	2	2	1	3	3	2	2
Full Time Auxiliary Faculty	8	8	7	5	6	8	7
Part Time Auxiliary Faculty	1	1	3	8	7	4	0

### FTE from A-1/S-11/Cost Study Definition

Full-Time Salaried	10	13	12	12	11	11	12
Part-Time or Auxiliary Faculty	0	0	0	0	1	1	1

### Number of Graduates

## Department of Physical Therapy

	2006	2007	2008	2009	2010	2011	2012
<b>Number of Graduates</b>							
Doctoral Degrees	61	96	0	0	0	1	3
First Professional Degrees	0	0	66	54	68	54	45
<b>Number of Students Based on Fall Third Week Semester Data</b>							
Enrolled in Masters Program	31	2	0	0	0	0	0
Enrolled in Doctoral Program	97	155	141	171	171	157	156
Department FTE Undergrad	3	3	3	2	1	2	3
Department FTE Graduate	277	287	252	279	277	275	278
Department SCH Undergrad	89	79	84	60	34	52	82
Department SCH Graduate	5,537	5,742	5,038	5,587	5,534	5,506	5,556
Undergraduate FTE per Total Faculty FTE	0	0	0	0	0	0	0
Graduate FTE per Total Faculty FTE	28	21	20	22	23	23	23
<b>Cost Study Definitions</b>							
Direct Instructional Expenditures	2,281,622	2,006,993	2,570,279	3,023,229	3,241,218	3,705,751	3,721,796
Cost Per Student Fte	6,072	5,231	5,861	7,858	8,298	7,961	8,483
<b>Funding</b>							
Teaching Grants	142,494	260,319	258,115	589,094	789,469	998,749	690,034
Total Grants	154,576	268,850	309,548	619,951	968,758	1,092,930	942,338

Faculty Degrees represent highest degree awarded per faculty member

FTE Cost Study Definitions are the number of faculty FTE's supported by Appropriated Instructional Funding. Faculty with Administrative appointments are excluded.

Student FTE per Total Faculty FTE excludes Teaching Assistants

Teaching Grants are Fund 5000 Grants classified as Teaching per General Accounting

Total Grants are all of the Fund 5000 Grants



## **Memorandum of Understanding Department of Physical Therapy Graduate Council Review 2013-14**

This memorandum of understanding is a summary of decisions reached at a wrap-up meeting on June 23, 2014, and concludes the Graduate Council Review of the Department of Physical Therapy (DPT). Vivian S. Lee, Senior Vice President for Health Sciences; Robin L. Marcus, Interim Dean of the College of Health; R. Scott Ward, Chair of the Department of Physical Therapy; David B. Kieda, Dean of The Graduate School; and Donna M. White, Associate Dean of The Graduate School, were present.

The discussion centered on but was not limited to the recommendations contained in the review summary report presented to the Graduate Council on April 28, 2014. At the wrap-up meeting, the working group agreed to endorse the following actions:

**Recommendation 1: The Department should follow through on all items specified in the list of objectives:**

- **Address space needs;**  
The Chair commented that the Department's space, though adequate in some ways, also poses some significant challenges that limit their potential to grow and expand in important areas. These areas include faculty research/scholarship; providing a state-of-the-art facility for clinical work, motion capture and virtual reality research; the recruitment of top faculty and students, as well as other initiatives that are limited by the constraints of the existing space. The SR VPHS suggested partnering with the University Orthopaedic Center to increase space and equipment availability and also to continue to build relationships among the Department and other units in the Health Sciences. The Chair and Dean were enthusiastic about this suggestion and will pursue it during the 2014/15 academic year.
- **Increase development funds;**  
Efforts are ongoing to increase funds in the Department and in coordination with the College Development Office.
- **Integrate operations into the Health Science Center;**  
This issue was identified as one of the highest priority objectives that demands attention and action by all parties present. The SR VPHS will work with the Dean and Chair to include Physical Therapy in discussions to form Integrated Practice Units (IPUs). The partnerships that might be involved in the formation of IPUs present exciting and potentially lucrative outcomes for the Department. This objective relates to the first bullet point.

- **Undertake a full curriculum review;**  
The Chair is currently leading the effort to implement a curricular review. In his response to the report, he articulated several resources (national meetings and a Clinical Education Summit) that will provide guidance and ideas for best practices in relation to the review of the curriculum. The Chair will report progress on the curricular review in progress reports to The Graduate School and in a third-year, in-person meeting with the Graduate Dean.
- **Continue to improve faculty scholarship;**  
Faculty scholarship in the Department is cited as being highly productive by both review teams and the Graduate Council report. The Chair commented that this is an ongoing objective that demands constant attention and effort in order to stay ahead of the curve. The Department culture of productive scholarship is apparent and the Chair is vigilant to keep it so.
- **Enhance community outreach efforts.**  
The Chair's response lists numerous community partnerships that have been established. All of these connections/objectives are "part of the Department Strategic Plan – these topics are discussed with regularity." The Department is clearly engaged in creating and nurturing community partnerships. Efforts and outcomes will be reported in regular updates as is mentioned in bullet point four.

**Recommendation 2: Efforts to improve student diversity should focus on potential candidates in the process of applying to graduate school, not just high school students.**

The Chair states in his response, "Our action plan related to this recommendation includes meetings and conversation with the following [listed] individuals/groups as we determine approaches to help us increase our diversity." The list is strategic and includes meeting with the Office of Equity and Diversity and the new Vice President for Inclusion in the College of Health. The Associate Dean of the Graduate School will facilitate a meeting between Assistant Dean for Diversity, Colin Ben, and the Chair to take advantage of resources in the Graduate School for the recruitment of students from historically underrepresented groups. A solid plan is embedded in the Department's strategic plan.

**Recommendation 3:** Increase the funding for graduate TA/RA salaries so that they are consistent with NIH pre-doctoral training guidelines. This step should take a very high budgetary priority.

The Chair will meet with the Graduate Dean to discuss strategies to increase funding given the unique challenges of the DPT program. The curricular review cited in Recommendation 1, bullet point 4, could have a positive impact on increasing DPT funding options. In addition, the Chair is working with the Dean to increase development funds that might be used to increase TA/RA funding as mentioned in Recommendation 1, bullet point 2. The Chair and Dean agree that this step should take a very high budgetary priority.

This memorandum of understanding is to be followed by regular letters of progress from the Chair of the Department of Physical Therapy to the Dean of The Graduate School. Letters will be submitted until all of the actions described in the preceding paragraphs have been completed.

Vivian S. Lee  
Robin L. Marcus  
R. Scott Ward  
David B. Kieda  
Donna M. White



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David B. Kieda  
Dean, The Graduate School  
July 28, 2014