

Master of Occupational Therapy (MOT)

Submitted by

Missouri State University

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Missouri Department of Higher Education

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NEW PROGRAM PROPOSAL FORM

Sponsoring Institution(s): Missouri State University

Program Title: Master of Occupational Therapy

Degree/Certificate: Master of Occupational Therapy (MOT)

Options: None

Delivery Site(s): Missouri State University, Springfield, MO

CIP Classification: Occupational Therapy 51.2306

Implementation Date: Summer 2014

Cooperative Partners: None

AUTHORIZATION:

Dr. Frank Einhellig, Provost

Name/Title of Institutional Officer

Frank Einhellig

Signature

Date

3/25/13

Dr. Tona Hetzler

417-836-8924

Person to Contact for More Information

Telephone

Executive Summary

The proposed Master of Occupational Therapy (MOT) is designed to prepare entry-level occupational therapists to help meet the health care needs of Missouri residents, especially in the southern rural areas of the state. An assessment of available workforce data, student demand, and access to existing programs was completed by a task force comprised of representatives from area hospitals, the occupational therapy profession, and University faculty. Findings confirmed shortages of occupational therapists at the national, state, and regional levels, as well as substantial student demand for an entry-level masters program in this area of the state. Representatives from area hospitals expressed a strong interest in the availability of an occupational therapy educational program at Missouri State University and expressed willingness to serve as clinical sites. Currently, one public and four private institutions in Missouri offer graduate level educational programs in occupational therapy, and are located in the northern half of the state along the I-70 corridor.

The two year, 76 credit hour entry-level Master of Occupational Therapy degree program with a capacity of 48 students at full implementation (24 students per cohort) will generate sufficient revenue to support recurring personnel and operating expenses. Complementary to other programs in the health professions offered by the College of Health and Human Services, there will be opportunities to share laboratories and to create interprofessional educational experiences. Additionally, this degree program will contribute to achieving Missouri State University's Key Performance Indicator to increase the number of degrees granted in Missouri's critical disciplines of workforce need. Accreditation will be sought from the Accreditation Council for Occupational Therapy Education (ACOTE®) so graduates will be eligible for the National Board for Certification in Occupational Therapy (NBCOT) Occupational Therapist Registered (OTR®) examination and for state licensure.

2. Rationale for the program

Missouri State University's College of Health and Human Services (CHHS) has a strong history in educating and producing quality undergraduate and graduate health care providers in a variety of disciplines. Utilizing its strengths and experiences Missouri State University is seeking approval to offer an entry-level Masters of Occupational Therapy (MOT) Degree. Factors driving the proposal for the MOT include community support/demand for the program, the lack of public institutions in southern Missouri offering an entry-level masters program in occupational therapy, and the growth of the job market for occupational therapists.

Occupational therapists (OTs) are certified healthcare practitioners who aim to help those who have sustained an injury or illness, or who have a disability develop and improve the skills necessary for increased independence in daily life and work function. According to the American Occupational Therapy Association (AOTA), "common occupational therapy interventions include helping children with disabilities to participate fully in school and social situations, helping people recovering from injury to regain skills, and providing support for older adults experiencing physical and cognitive changes."¹ Additional services provided by OTs may include "comprehensive evaluations of the client's home and other environments (e.g., workplace, school), recommendations for adaptive equipment and training in its use, and guidance and education for family members and caregivers."²

The University received letters of inquiry and support from area hospitals and healthcare organizations regarding the development of an occupational therapy degree (See Appendix A). In response, Interim Provost Dr. Frank Einhellig appointed a Task Force to explore the feasibility of offering an occupational therapy graduate program at Missouri State University. Members were selected from the University, area hospitals, and the occupational therapy profession. The Task Force met regularly over the course of four months to discuss available data and recommendations. An assessment of available workforce data, student demand, and access to existing occupational therapy programs was done to determine feasibility of creating a program at Missouri State University. Shortages of qualified employees were reported at the national, state, and regional levels. Representatives from area hospitals expressed a strong interest in the availability of an occupational therapy educational program at Missouri State University and expressed interest in serving as clinical sites. Currently one public and four private institutions in Missouri offer graduate level educational programs in occupational therapy, and are located in the northern half of the state along the I-70 corridor. The Task Force recommended that Missouri State University develop a masters level graduate program in occupational therapy that would support cohorts of 24 full-time students at full implementation (capacity of 48 students).

3. Student enrollment projections (Form SE), including a rationale for how projections were calculated

Student Enrollment Projections

Year	1	2	3	4	5
Full Time	24	48	48	48	48
Part Time	0	0	0	0	0
Total	24	48	48	48	48

¹American Occupational Therapy Association (AOTA). (n.d.). About Occupational Therapy. <http://www.aota.org/Consumers.aspx>.

²Ibid.

Enrollment projections were based on the level of interest expressed by current and prospective students at Missouri State University. The College of Health and Human Services Pre-Health Advisor, who serves as a primary point of contact for students interested in pre-occupational therapy, was consulted regarding the estimated level of student interest in the profession. During the 2011 – 2012 academic year, the Pre-Health Advisor met with approximately 54 prospective and current students who identified an interest in occupational therapy. The College also receives frequent inquiries from out-of-state students interested in occupational therapy. Once the MOT program has been granted Candidacy Status by ACOTE, the University can advertise the program and recruit interested students. Based on the current interest and number of inquiries, it is anticipated that a highly qualified applicant pool will be established.

Initially, accreditation standards, clinical experiences, and number of faculty to teach the courses will require the program to limit enrollment. With the current resources, each admitted cohort will be limited to 24 students per year. The two year program will result in a maximum of 48 students when at full capacity. The potential to increase enrollment capacity in the future will depend on available resources, student demand, and approval of the accrediting body.

4. Evidence of Market demand / Societal need supported by research

4.A. Market Demand

National. An evaluation of national, regional, and state employment data indicated that the occupational therapy profession is expected to experience consistent growth over the next several years. A report produced by the United States Department of Labor, Bureau of Labor Statistics stated that employment opportunities in the field are expected to increase at a rate “much faster than average” with a projected increase of 33% between the years 2010 and 2020.³ Several factors are contributing to the increasing demand for occupational therapy services, such as changes in the healthcare system and healthcare reimbursement policies, as well as demographic shifts in the American population. The profession of occupational therapy has also been recognized by several sources, such as *US News & World Report*, *CNN Money*, and *Forbes*, as a fast-growing, stable, lucrative, satisfying field in which to work.⁴

Regional. Information provided by the Arkansas Hospital Association (AHA), Kansas Hospital Association (KHA), and Oklahoma Hospital Association (OHA) indicated a shortage of occupational therapists in each state. According to the publication, *Health Workforce Vacancies in Arkansas*, OT vacancies for the state of Arkansas were listed at 280 in 2010, but were projected to increase to 750 over the course of the next 5 years.⁵ Similar demands are expected in the state of Kansas. Data from the KHA showed an OT vacancy statewide of 9.6% with a turnover rate of 7% for 2010. Projected employment rates through 2016 show a 20% increase in the need for OTs.⁶ The Oklahoma Healthcare Workforce Center released a report in the fall of 2010 showing that OT vacancies stood at 16% and were listed as one of the report’s “Hot Jobs in Health Care for Critical Hospital Job Shortages”.⁷

Additional evidence indicating the difficulty filling vacant OT positions was presented by two Occupational Therapy Task Force members, both of whom represent area hospitals. One individual, who represented the Mercy Health System and its regional locations, stated the average number of days required to fill

³ Bureau of Labor Statistics, U.S. Department of Labor. (2012). Occupational Outlook Handbook, 2012 - 2013 Edition, Occupational Therapist. <http://www.bls.gov/ooh/healthcare/occupational-therapists.htm>.

⁴ American Occupational Therapy Association (AOTA). (n.d.). A Booming and Best Job: Occupational Therapy a Thriving Career. <http://www.aota.org/Students/Prospective/Outlook/Best-Job.aspx>.

⁵ The Center for Rural Health, University of Arkansas. (2010). Health Workforce Vacancies in Arkansas.

⁶ Kansas Hospital Association (KHA). (2010). Vacancy and Turnover Rates. <http://www.kha-net.org/dataproductsandservices/stat/workforce/vacancyandturnoverrates>

⁷ Oklahoma Health Care Workforce Center. (2010). A Report on the Eastern Regional Health Care Workforce Summit.

vacant OT positions spanned from 36 to 442. Searches were conducted in Hot Springs and Fort Smith, AR; Ardmore and Oklahoma City, OK; Fort Scott, KS; and Lebanon, St. Louis, and Springfield, MO. In Springfield, the average number of days required to fill vacant OT positions was 233. Another member, representing Barton County Memorial Hospital, detailed personal experiences trying to fill vacant occupational therapy positions at her institution and felt that the availability of an occupational therapy educational program in Southwest Missouri would be extremely helpful in addressing the unmet community healthcare needs resulting from the OT shortage in the area.

State. The demand for occupational therapists is well-documented within the state of Missouri. According to *Missouri's Hot Jobs 2008 - 2018*, produced by the Missouri Research and Information Center (MERIC), occupational therapy is listed as a profession with "better than average [employment] outlook through 2018".⁸ Approximately 787 vacancies are predicted to be available within the field during the 2008 – 2018 decade. Data from the Missouri Hospital Association (MHA) Workforce Survey from 2011 shows a 13% total OT turnover rate, a 9% total OT employee vacancy rate, and a substantial need for OTs especially in the central and southern parts of the state.⁹

A representative from the National Healthcare Corporation, a rehabilitation staffing agency, indicated significant challenges in filling positions in Missouri. One to two year search periods have not been uncommon when searching for positions in Eldon, Jefferson City, Kennett, Osage, and West Plains, Missouri.

Additionally, a member of the Missouri State University Occupational Therapy Task Force personally contacted 21 hospitals in the state to determine the number of current OT vacancies as well as the level of difficulty experienced filling these. The majority of institutions reported extreme difficulty establishing a qualified applicant pool, with most positions remaining vacant in excess of one year. Each organization contacted expressed overwhelming support and interest in the availability of an occupational therapy program at Missouri State University. The majority of the organizations indicated a willingness to serve as clinical sites.

Local. According to the Springfield Area Chamber of Commerce, Springfield's healthcare industry employs over 30,000 people (17% of the total workforce) with an economic impact of approximately \$4.5 billion annually.¹⁰ Six area hospitals with 2,276 beds, over 800 physicians and an array of clinics provide primary and specialty care for the community. In the 10-county region there are six additional hospitals serving rural communities. Mercy-Springfield is part of the Mercy system, a highly integrated organization that includes 32 hospitals, 300 outpatient locations, 39,000 co-workers and 1,700 integrated physicians in Arkansas, Kansas, Missouri and Oklahoma.¹¹ Mercy is currently constructing a new orthopedic hospital in Springfield and plans to break ground for a new rehabilitation hospital in spring 2013, both of which will contribute to increased demands for OT professionals.

4.B. Societal Need:

Demographic Changes. The demand for qualified health care professionals has been driven by several significant structural, political, social, demographic and economic changes. Generally, population growth has slowed, leading to what has been referred to as the "graying" of America. It has been reported that

⁸ Missouri Economic Research and Information Center (MERIC). (2008). *Missouri's Hot Jobs*. Retrieved March, 2012, from http://dese.mo.gov/div/careered/documents/MCE_Missouri_Hot_Jobs_2008-2018.pdf.

⁹ Missouri Hospital Association (MHA). (2011). 2011 MHA Workforce Survey. http://web.mhanet.com/UserDocs/2011_Workforce_Survey_Slides.pptx.

¹⁰ <http://www.business4springfield.com/data-profile/overview/>. Retrieved March 13, 2013.

¹¹ <http://www.mercy.net/newsroom-st-johns-hospital-springfield-quick-facts>

over seventy million Americans will be 65 or older by the year 2030¹². This trend has resulted in an increasing amount of stress upon the current health care system. Elderly populations tend to have co-morbid chronic illnesses, require more expensive and long-term care, and tend to require more hospital admissions annually when compared generally to other populations. According to the Agency for Healthcare Research and Quality, an understanding of how to “best improve and integrate preventative, acute, chronic, rehabilitative, and long-term care for the purposes of reducing illness burden and improving health-related quality of life” is essential.¹³

Health Care Reform and Redesign. The Patient Protection and Affordable Care Act “will ensure that all Americans have access to quality, affordable health care and will create the transformation within the health care system necessary to contain costs.” At full implementation, it is expected that the Act will result in health care coverage for approximately 94% of Americans.¹⁴ Included in the Act is a provision that permits states to expand Medicaid eligibility. According to the Missouri Hospital Association, this expanded coverage could result in an additional 300,000 Medicaid recipients statewide who have not previously had healthcare access.

The coordination of patient care and delivery will become increasingly important as the settings in which care is provided become increasingly fragmented.¹⁵ Policy and structural changes in the health care system have also resulted in an increasing need for interprofessional collaboration. The Institute of Medicine (IOM) called on academic institutions to begin educating health professionals to work collaboratively in its report *Crossing the Quality Chasm: A New Health System for the 21st Century* (Washington: National Academy of Sciences, 2001). In 2011, the Interprofessional Education Collaborative (IPEC) proposed a redesign of workforce training to provide more opportunities for interdisciplinary training and more emphasis on teaching evidence-based practice¹⁶. The proposed Master of Occupational Therapy program incorporates competencies IPEC identified as needed to perform interprofessional teamwork.

4.C. Methodology used to determine "A" and "B" above.

A variety of methods were utilized to determine the need for this entry-level Master of Occupational Therapy. Methods included:

- 1) Surveying hiring administrators at local and regional hospitals and other health care organizations;
- 2) Reviewing the United States Department of Labor Statistics on expected job growth for occupational therapy;
- 3) Reviewing data from regional hospital associations, including the Missouri Hospital Association (MHA), Kansas Hospital Association (KHA), Oklahoma Hospital Association (OHA), and Arkansas Hospital Association (AHA);

¹² Dawson, S. (2012, February 1). *Aging America creates demand for health-care workers*. In MedlinePlus. Retrieved February 7, 2012, from http://www.nlm.nih.gov/medlineplus/news/fullstory_121477.html.

¹³ Agency for Healthcare Research and Quality. (n.d.). *Improving the Health and Health Care of Older Americans: A Report of the AHRQ Task Force on Aging*. Retrieved February 3, 2012, from <http://www.ahrq.gov/research/olderam/oldam1.htm>.

¹⁴ Congressional Budget Office. Letter from Douglas W. Elmendorf, Congressional Budget Office Director, to the Honorable Harry Reid, Senate Majority Leader, March 11, 2010. Table 3. [cited 2010 Sep 12]. Available from: URL: http://www.cbo.gov/ftpdocs/113xx/doc11307/Reid_Letter_HR3590.pdf.

¹⁵ Agency for Healthcare Research and Quality. (n.d.). *Improving the Health and Health Care of Older Americans: A Report of the AHRQ Task Force on Aging*. Retrieved February 3, 2012, from <http://www.ahrq.gov/research/olderam/oldam1.htm>.

¹⁶ Institute of Medicine. (February 25 – 27, 2009). *Summit on Integrative Medicine and the Health of the Public*. Retrieved November 14, 2011. <http://imsummitwebcast.org/>.

4) Reviewing state employment data for occupational therapists available on the Missouri Economic Research and Information Center (MERIC);

5) Analyzing demographic changes; and

6) Evaluating the potential impact of health care reform.

5. Address program duplication and opportunities for collaboration (should include Form CL for collaboration)

The Missouri State University Occupational Therapy Task Force specifically examined the number of occupational therapy educational programs available in Missouri and contiguous states (AR, KS, KY, IA, IL, NE, OK). Currently one public and four private institutions in Missouri offer graduate level educational programs in occupational therapy, and are located in the northern half of the state along the I-70 corridor. Existing programs in Missouri include:

- Private Institutions
 - Maryville University (St. Louis) - This program is a five year MOT graduate degree program designed for freshman entry.
 - Rockhurst University (Kansas City) - Rockhurst offers early admission for their undergraduates and regular admission for post-baccalaureate students from other Universities.
 - Saint Louis University (St. Louis) - SLU offers first year admission, internal/external transfer admission, and post-baccalaureate admission to their MOT program.
 - Washington University (St. Louis) - WU offers entry-level masters degree in occupational therapy (MSOT), entry-level and post-professional doctoral degrees in occupational therapy (OTD), and a PhD in rehabilitation and participation science.
- Public Institution
 - University of Missouri-Columbia (Columbia) - MU offers a combined Bachelor Health Science-Occupational Therapy (BHS-OT) - Master of Occupational Therapy (MOT) with early admission to high school seniors through the SHarP Scholars program, and regular admission for post-baccalaureate students.

After the Task Force convened and made recommendations, it was learned from the American Occupational Therapy Association (AOTA) website that Cox College, a private institution located in Springfield, Missouri, had recently submitted a request to begin an entry-level masters degree program in occupational therapy. A representative from Missouri State University contacted Cox College regarding the opportunity for collaboration in the development of a program, but they declined at this time based on their current progress and partnerships with other institutions.

The program at Missouri State University is intended to serve students who already hold a bachelor level degree in any discipline who have completed the pre-requisites for admission. This degree is designed with a focus on rural health to help meet the health care needs of Missouri residents, especially in the southern rural areas of the state. It will contribute to achieving Missouri State University's Key Performance Indicator outcome, which is to increase the number of degrees granted in Missouri's critical disciplines of workforce need.

By adding the MOT program to Missouri State University, student access to this profession is greatly enhanced by increasing the capacity for training occupational therapists in the State of Missouri, providing

an educational opportunity for students in the southern part of Missouri that are not able to relocate, and providing a more affordable option to students that do not have the financial ability to attend a private university.

Missouri State University is also fortunate to be located in Springfield, Missouri, which supports two large health systems and numerous other health care facilities and organizations that can provide needed clinical sites for the MOT students.

The program is not being planned in collaboration with other institutions of higher education, but will continue to collaborate with local and regional health care systems for the clinical component of the program.

FORM CL: N/A

6. Details on Program Structure (Form PS)

PROGRAM STRUCTURE

A. Total credits required for graduation: 76

B. Residency requirements, if any: 54*

* On a case-by case basis, Missouri State may accept graduate credit earned at other regionally accredited institutions or well-established international institutions. The Missouri State University Graduate transfer policy allows transfer credit to count for up to 30% of the program of study. Acceptance of transfer credits occurs through recommendation of the student's major advisor and approval of the Graduate College.

C. General education: Total credits: N/A

D. Major requirements: Total credits: 76

- OTE 600 Principles and Techniques of Patient Care (1 cr)
- OTE 610 Foundations and Theory in Occupational Therapy (3 crs)
- OTE 612 Occupational Development Through the Lifespan (2 crs)
- OTE 615 Clinical Reasoning and Documentation (1 cr)
- OTE 620 Psychosocial Perspectives in Occupational Therapy Practice (3 crs)
- OTE 624 Therapeutic Modalities (4 crs)
- OTE 630 Assessment Tools and Evaluation Techniques in Occupational Therapy (3 crs)
- OTE 640 Evidence-Based Practice (4 crs)
- OTE 645 Clinical Gross Anatomy (5 crs)
- OTE 646 Neuroscience (2 crs)
- OTE 650 Introduction to Biomedical Biomechanics (3)
- OTE 680 Fieldwork Level I - A (1 cr)
- OTE 690 Fieldwork Level I - B (1 cr)
- OTE 700 Professional Issues, Diversity, and Ethics (3 crs).
- OTE 720 Conditions I: Cognitive Dysfunction (3 crs)
- OTE 725 Environmental Adaptations and Assistive Technology (2crs)
- OTE 730 Conditions II: Physical Dysfunction (3 crs)
- OTE 732 Applied Research Methods in Healthcare (2 crs)
- OTE 735 Management and Policy in Occupational Therapy Practice (3 crs)
- OTE 745 Therapeutic Skills I: Practice with Adults and Older Adults (4 crs)

OTE 750 Therapeutic Skills II: Practice with Children and Adolescents (4 crs)
OTE 760 Specialty Topics (1 hr each) (Repeat to 4 cr hours)
OTE 765 Community and Health Practice in Occupational Therapy (3 crs)
OTE 780 Fieldwork Level II-A (6 crs)
OTE 790 Fieldwork Level II-B (3-6 crs)
OTE 798 Research Project (1) (Repeat for 2 cr hrs)

E. Free elective credits: 0 (Sum of C, D, and E should equal A.)

F. Requirements for thesis, internship or other capstone experience:

Supervised fieldwork (OTE 780 and OTE 790) provides in-depth experience in delivering occupational therapy services to clients, focusing on the application of purposeful and meaningful occupation and/or research, administration and management of occupational therapy services. Students will demonstrate an ability to evaluate, treat, document and discharge clients with a variety of conditions across the lifespan and in a variety of practice areas. These courses also aim to enhance professionalism, clinical reasoning skills, reflective and ethical practice, and communication with clients, significant others and professional colleagues. Students will also complete a Research Project (OTE 798) that includes an in-depth study of a clinical problem culminating in a scholarly paper and professional presentation.

G. Any unique features such as interdepartmental cooperation:

The Master of Occupational Therapy program will be collaborating with the Masters of Science in Athletic Training on several courses, classrooms and laboratory equipment. The MOT will also work closely with the Biomedical Sciences, Physical Therapy, and Communication Sciences and Disorder Departments. Consistent with the ACOTE Accreditation Standards, this program will emphasize interprofessional education encouraging students to collaborate with their colleagues across various disciplines.

Course Descriptions:

OTE 600 Principles and Techniques of Patient Care. Prerequisites: Admission into the Master of Occupational Therapy Program or permission of program director. Introduces students to basic patient care principles and skills used by rehabilitation personnel. Course includes discussion of patient-caregiver communication, confidentiality (HIPAA), respect, ethics, and universal safety precautions (OHSAs). Additional topics include blood-borne pathogens, vital signs, positioning, transfers, lifting, sterile procedure and isolation techniques, wheelchair handling, ambulation with assistive devices, environmental barriers, and basic patient care equipment. 1 (1-0), Su.

OTE 610 Foundations and Theory in Occupational Therapy. Prerequisites: Admission to the Master of Occupational Therapy Program. This course establishes a foundation for how theory, frames of reference, and models guide occupational therapy practice. The history and development of the occupational therapy profession, key terms and concepts utilized in the field, current issues impacting occupational therapy practice, and professional ethics, values, and responsibilities are discussed. The various areas of practice and specialization are also introduced. 3 (3-0) Su.

OTE 612 Occupational Development Through the Lifespan. Prerequisites: OTE 610. The focus of this course is on the skill progressions in typical and atypical development and how these sequences impact occupational performance across the lifespan; environmental and cultural influences on development are also examined.

Impacts of the cognitive, psychosocial, and physical aspects of the person on daily function are discussed. The acquisition of values, roles, habits, temporal adaptations, and interests are explored. 2 (2-0), F.

OTE 615 Clinical Reasoning and Documentation. Prerequisites: OTE 610. This course summarizes current theories and research about clinical and professional reasoning and provides learning activities such as case studies designed to promote effective reasoning. Students will learn and apply effective documentation techniques used in the profession. 1 (1-0), S.

OTE 620 Psychosocial Perspectives in Occupational Therapy Practice. Prerequisites: OTE 610, concurrent enrollment in OTE 680. This course provides an overview of psychosocial conditions that impact client function in the areas of occupation, performance skills, and performance patterns. Topics include, but are not limited to crisis intervention, therapeutic use of self, specific intervention strategies (i.e. stress management, relaxation, living skills training, etc.), group dynamics, types of groups, and group protocol development. Cultural perspectives of mental and physical health are also examined. 3 (3-0), F.

OTE 624 Therapeutic Modalities. Prerequisites: OTE 610. A study of the theory and application of various therapeutic modalities used in the treatment of many injuries, including ultrasound, diathermy, electrical stimulation, hydrotherapy, cryotherapy, and thermotherapy. May be taught concurrently with ATC 324, cannot receive credit for both ATC 324 and OTE 624. Supplemental course fee. 4(3-2) S.

OTE 630 Assessment Tools and Evaluation Techniques in Occupational Therapy. Prerequisites: OTE 610. This course provides an overview of the various techniques utilized to screen and assess the occupational therapy client. Topics include analysis of movement, goniometry of range of motion, and manual muscle testing. The psychometric properties of assessment tools, use of standardized and non-standardized instruments, selection of assessment tools, the interpretation and analysis of results, body mechanics, work simplification, energy conservation, adaptive techniques, and home modification concepts as they relate to the occupational performance of an individual will be covered. Theories, models of practice, frames of references, and evidence-based practice will guide decision making throughout the evaluation process as applied across the lifespan. 3 (2 - 2), F.

OTE 640 Evidence-Based Practice. Prerequisites: OTE 610. Course will analyze the clinical reasoning process used in health care disciplines, examine the different types and levels of clinical evidence, and explore the implementation of evidence-based practice skills into the student's health care profession/practice. May be taught concurrently with ATC 640; cannot receive credit for both OTE 640 and ATC 640. 1 (1-0). F

OTE 645 Clinical Gross Anatomy. Prerequisites: Admission to Master of Occupational Therapy Program. The course offers an in-depth coverage of basic, applied, and clinical aspects of gross anatomy. An advanced, musculoskeletal anatomy course that emphasizes the study of functional relationships between musculature, nervous tissue, vascular, and skeletal components for the extremities and axial skeleton: Cadaver dissection laboratory experience is used to enhance understanding of three dimensional anatomical relationships for specific body regions. Students observe, discuss, teach, learn and dissect all body systems in detail. This course incorporates traditional didactic lectures, discussions, and laboratory dissection, students teaching students (peer-teaching) in laboratory sessions, and assignments that rely on critical thinking. Supplemental Anatomy lab fee. Identical with BMS 645. Cannot receive credit for both BMS 645 and OTE 645. 5(3-6), Su.

OTE 646 Neuroscience. Prerequisites: OTE 645. This course covers the foundations of neuroscience as they relate to the evaluation and treatment of occupational therapy clients. Topics include the properties of cells in the nervous system and major structures and functions of the central, peripheral, and autonomic nervous

systems; sensory pathways, central processing, and output mechanisms and how systems interact to produce appropriate responsiveness to environmental demands are discussed. Discussion of neurological diagnoses and theories for treatment is included. 3 (2 – 2), F.

OTE 650 Introduction to Biomedical Biomechanics. Prerequisite: BMS 308. Biomechanical fundamentals and principles as they apply to the human organism; description of normal motion emphasizing orthopedic biomechanics and neuromuscular control. Course may be taught concurrently with OTE 650. 3(3-0) S

OTE 680 Fieldwork Level I - A. Prerequisites: Students must be co-enrolled in OTE 620; permission of MOT Program Director. Fieldwork I-A is designed to provide students familiarity with a variety of clients, diagnoses, age ranges, and contexts; and to see the roles or potential roles of occupational therapists. This is a supervised, 40-hour fieldwork experience that provides the opportunity to observe the occupational therapy process and interact with clients. This experience will focus on psychosocial issues in occupational therapy. 1, F.

OTE 690 Fieldwork Level I - B. Prerequisites: Students must co-enroll in OTE 700; permission of MOT Program Director. Fieldwork I-B is designed to provide students with continued familiarity with a variety of clients, diagnoses, age ranges, and contexts; and to see the roles or potential roles of occupational therapists. This is a supervised, 40-hour fieldwork experience that provides the opportunity to observe the occupational therapy process. 1, S

OTE 700 Professional Issues, Diversity, and Ethics. Prerequisites: OTE 610. This course will introduce students to the elements and issues of professional socialization, the process of taking on the identity of an occupational therapist, and internalizing the norms of the profession. Content will include professional ethics, context of services, and current professional issues. 3 (3-0) S

OTE 720 Conditions I: Cognitive Dysfunction. Prerequisites: OTE 620, OTE 630, OTE 646. This course provides an overview of the etiology, incidence and prevalence, signs and symptoms, course and prognosis, and medical management of common cognitive conditions impacting occupational performance. The effects of neurological conditions, mental disabilities and disorders, etc. to the individual within the cultural context of family and society on occupational performance are explored. Relationships among disorders, impairments, activity limitations, function/dysfunction, and participation restrictions are emphasized in relation to their impact upon occupation. Students begin to explore assessment and treatment of the various conditions seen in practice. 3 (3 - 0), S.

OTE 725 Environmental Adaptations and Assistive Technology. Prerequisites: OTE 630. Concepts, principles, selection and application of environmental adaptations and assistive technology to improve client function across the lifespan will be examined. Domains presented include, but are not limited to vision, hearing, communication, mobility, cognition, and environmental controls. Modifications and high and low technology devices will be discussed. 2 (1 - 2), S.

OTE 730 Conditions II: Physical Dysfunction. Prerequisites: OTE 720. This course provides an overview of the etiology, incidence and prevalence, signs and symptoms, course and prognosis, and medical management of common physical conditions impacting occupational performance. The effects of neurological conditions, spinal cord injury, other traumatic injury, mental disabilities and disorders, heritable diseases and predisposing genetic conditions, cancer, burns, etc. to the individual within the cultural context of family and society on

occupational performance are explored. Relationships among disorders, impairments, activity limitations, function/dysfunction, and participation restrictions are emphasized in relation to their impact upon occupation. Students begin to explore assessment and treatment of the various conditions seen in practice. 3 (3 - 0), Su.

OTE 732 Applied Research Methods in Healthcare. Prerequisites: OTE 640 Research course in which students deepen their understanding and enhance their research abilities in order to contribute to the advancement of their chosen health care discipline. Course will explore topics of research design and research methods for conducting applied and clinical research projects with a focus on conducting outcomes-related research that can support clinical practices in the student's respective health care discipline. May be taught concurrently with ATC 732. Cannot receive credit for both ATC 732 and OTE 732. 2 (2-0), S

OTE 735 Management and Policy in Occupational Therapy Practice. Prerequisites: OTE 745. This course introduces the student to the role of the occupational therapist as a manager and leader within the broader health care system. Students are introduced to the management functions, including fiscal management, marketing, and human resource functions. Discussion of regulatory systems, legal considerations, reimbursement mechanisms, current health care policy and emerging issues impacting health care practitioners is provided. Supervisory issues specific to the occupational therapist is explored. 3 (3-0), Su.

OTE 745 Therapeutic Skills I: Practice with Adults and Older Adults. Prerequisites: OTE 624, OTE 720. Provides an overview of assessment, intervention planning, and implementation of occupational therapy with adults and older adults aged 21 and older; special consideration is given to the context of the environment and culture. The effects of selected medical conditions most commonly seen in practice within this age group are covered. Students gain practical experience through the lab portion of the course, which includes observation, evaluation, and assessment of adults and older adults. 4 (3-2), Su.

OTE 750 Therapeutic Skills II: Practice with Children and Adolescents. Prerequisites: OTE 745. Provides an overview of assessment, intervention planning, and implementation of occupational therapy with children and adolescents from birth to age 20; special consideration is given to the context of the environment and culture. The effects of selected medical conditions most commonly seen in practice with this age group are covered (e.g. Cerebral Palsy, Muscular Dystrophy, spina bifida, Downs Syndrome, seizure disorders, and sensory processing disorders). Students gain practical experience through the lab portion of the course, which includes observation, evaluation, and assessment of children. 4 (3-2), F.

OTE 760 Specialty Topics . Prerequisites: Prerequisites: OTE 720; permission of Program Director. In-depth study of contemporary topics in occupational therapy. Each offering concerns a single topic. Topics of interest will cover areas related to prosthetics and orthotics, low vision, hand/upper extremities, splinting, current professional topics. Must be repeated for a minimum of 4 hours. Variable content course. F

OTE 765 Community and Health Practice in Occupational Therapy. Prerequisites: OTE 730. Theory and practice of occupational therapy in the promotion of health and wellness and the body's response to stress, illness or injury across the life span. An emphasis will be placed on the cultural context of the community in which practice occurs. Integrates knowledge and skills for the practice of occupational therapy services which foster healthy development; prevent health problems, maintain optimal function; and develop occupational performance skills of individuals, families and communities. 3 (2-2), F.

OTE 780 Fieldwork Level II-A. Prerequisites: Completion of all didactic coursework and permission of the Program Director. Fieldwork II-A is the first half of the final practice experience in the curriculum to develop

competent, entry-level, generalist occupational therapists. This supervised, 12-week fieldwork experience (480 hours) provides in-depth experience in delivering occupational therapy services to clients, focusing on the application of purposeful and meaningful occupation and/or research, administration and management of occupational therapy services. Students demonstrate an ability to evaluate, treat, document and discharge clients with a variety of conditions across the lifespan and in a variety of practice areas. Professionalism, clinical reasoning skills, reflective and ethical practice, and communication with clients, significant others and professional colleagues are enhanced. 6, S.

OTE 790 Fieldwork Level II-B. Prerequisites: Completion of Fieldwork II-A. Fieldwork II-B is the second half of the final practice experience in the curriculum to develop competent, entry-level, generalist occupational therapists. Supervised fieldwork experience provides in-depth experience in delivering occupational therapy services to clients, focusing on the application of purposeful and meaningful occupation and/or research, administration and management of occupational therapy services. Students demonstrate an ability to evaluate, treat, document and discharge clients with a variety of conditions across the lifespan and in a variety of practice areas. Professionalism, clinical reasoning skills, reflective and ethical practice, and communication with clients, significant others and professional colleagues are enhanced. This in-depth supervised fieldwork will be in a different practice setting than Fieldwork Level II-A. Students must complete a total of 12 weeks of Fieldwork Level II-B coursework in either one 12 week experience or two 6 week experiences. 3-6 (240-480), Su.

OTE 798 Research Project. Prerequisites: OTE 640 and OTE 732; permission of the MOT Program Director. In-depth study of a clinical problem of interest that culminates in a scholarly paper and formal presentation. Supplemental course fee. 1 (must be repeated twice, total of 2 hours).

7. Financial Projections (Form FP) for public institutions only

See Appendix B

8. Program Characteristics and Performance Goals (Form PG)

Student Preparation

- Any special admissions procedures or student qualifications required for this program which exceed regular university admissions, standards, e.g., ACT score, completion of core curriculum, portfolio, personal interview, etc. Please note if no special preparation will be required.

Completed applications must be received by January 15th for admission for the following June. To be considered for admission to the Master of Occupational Therapy (MOT) program, a prospective student must apply to the MSU Master of Occupational Therapy (MOT) graduate program via the Occupational Therapist Centralized Application Services (OTCAS) (<http://www.otcas.org/>). In addition to the OTCAS online application, applicants are required to meet the required qualifications and send requested official documentation to: Missouri State University, Department of Sports Medicine and Athletic Training – Occupational Therapy Program, Attn: OT Program Director, 901 S National Ave, Springfield, MO 65897. Applicants who are *accepted* into the MOT program will be required to submit an application to the Graduate College and pay a \$35.00 non-refundable application fee. International degree seeking students will pay a \$50 non-refundable application fee per the MSU Graduate College policy.

Full admission to the MOT program is selective and competitive; not all that apply will be admitted. Students who are not accepted into the program may apply for the next application deadline. Applicants with complete application materials for full admission will be reviewed by the OT Program Selection Committee. A select number of applicants will be invited for a personal interview. Phone or Skype interviews will be permitted for students living a distance of more than 100 miles from Springfield, MO.

SELECTION FOR AN INTERVIEW AND FINAL ADMISSION DECISIONS WILL BE BASED ON THE FOLLOWING:

1. Submission of an application to OTCAS that must include a personal statement not to exceed three pages; two letters of recommendation that includes a minimum of one letter from an academic source (advisor, instructor, etc.); documented evidence of a minimum of 30 hours of observation of occupational therapy in at least two different areas of practice;
2. A cumulative grade point average (GPA) of no less than 3.00 on a 4.00 scale;
3. Submission of official Graduate Record Examination (GRE) scores taken within the last five years prior to application with a preferred minimum score of 153 in Verbal Reasoning, 150 in Quantitative Reasoning, and 3.5 in Analytical Writing;
4. International applicants for whom English is not the native language are required to submit minimum scores of 550 on the paper-based, or a comparable score of 213 on the computer-based test, on the Test of English as a Foreign Language (TOEFL);
5. Possession of a baccalaureate degree from an accredited college or university prior to matriculation. The undergraduate major may be in any field, but students must complete the following prerequisites (or their equivalents) listed below prior to entering the program in the summer:
 - English: 6 hrs. (Composition I (MSU ENG 110) and II (MSU ENG 201, 221, 310 or 321)
 - College Algebra or higher: 3 hrs. (MSU MTH 135 or higher)
 - Statistics: 3 hrs. (MSU MTH 340 or MTH 545 or ECO 308 or QBA 237 or PSY 200 or SOC 302 or BIO 550)
 - Algebra-Based Physics with lab: 3-4 hrs. (MSU PHY 123)
 - Introductory Chemistry with lab: 4 – 5 hrs. (MSU CHM 105 or CHM 160 and CHM 161)
 - Introductory Psychology: 3 hrs. (MSU PSY 121)
 - Abnormal Psychology: 3 hrs. (MSU PSY 304)
 - Human Development over the Lifespan: 3 hrs. (MSU CFD 155; may be met by completing sequence of courses covering development across the lifespan in Psychology – MSU PSY 331, PSY 365, and 441)
 - General Biology/Biomedical Sciences with lab: 4-5 hrs. (MSU BIO 121 or BMS 110)
 - Human Anatomy: 4 hrs (MSU BMS 307)**
 - Human Physiology: 4 hrs. (MSU BMS 308)**
 - **If students take a combined course, it must be taken across two semesters for a total of at least 8 credit hours to meet admission criteria; a single combined anatomy and physiology course WILL NOT be accepted.*
 - Introductory Sociology or Cultural Anthropology: 3 hrs. (MSU SOC 150 or ANT 125)
 - Medical Terminology: 1 – 3 hrs. (MSU LLT 102)
 - U.S. Government or U.S. History: 3 hrs. (MSU PLS 101 or HST 121 or HST 122);

6. Provide evidence of current Professional Rescuer and AED certification.

ONCE ACCEPTED TO THE MOT PROGRAM, ALL STUDENTS MUST PROVIDE THE FOLLOWING:

1. Submit an application to the Missouri State University Graduate College and pay the \$35.00 application fee; International degree seeking students will pay a \$50 non-refundable application fee.
2. Submit a non-refundable confirmation fee of \$500 to the Occupation Therapy Program, Department of Sports Medicine and Athletic Training to reserve a seat in the incoming class. Upon matriculation into the MOT program, this fee will be applied to the summer session tuition;
3. Evidence of current physical examination including a TB skin test or chest X-ray. Matriculating students must also demonstrate evidence of good physical health and have up-to-date immunizations (MMR, tetanus, and a complete Hepatitis B series);
4. Applicants must have the capacity for performance of the technical functions and tasks required of an occupational therapist;
5. Students will be required to initiate and pay for any additional security checks and drug screening required by clinical agencies, professional memberships and licensure, as well as any other cost associated with their program of study. Students must submit drug screening test and a criminal record check and receive response that the applicant has not been convicted of any crime pursuant to Section 660.317 RSMO or other disqualifications that would prohibit licensure as an Occupational Therapist.

****Students who fail these checks or procedures will be subject to further review by the OT Selection Committee of the Department of Sports Medicine and Athletic Training. This may result in dismissal from the MOT program;***

6. Admitted students will be required to purchase Liability insurance – group rates will be available;
7. The American Occupational Therapy Association has an Occupational Therapy Code of Ethics and Ethics Standards to which all MOT students will adhere; students will respect the rights and dignity of all individuals;
8. Matriculated students must enroll on a full-time basis and progress through the program with their class.

- Characteristics of a specific population to be served, if applicable.

Students who wish to become an occupational therapist by completing an entry-level post-baccalaureate Master of Occupational Therapy program.

Faculty Characteristics

- Any special requirements (degree status, training, etc.) for assignment of teaching for this degree/certificate.

Accreditation standards require a full-time program director with 8 years of occupational therapy experience, including three years as a full-time faculty member. The program must identify an individual as the academic fieldwork coordinator. The faculty must include currently licensed or credentialed occupational therapists. All full-time faculty must hold a minimum of a masters degree

and the majority of the full-time faculty who are occupational therapists must hold a doctoral degree. The faculty must have documented expertise in their area(s) of teaching responsibility and knowledge of the content delivery method.

- Estimated percentage of credit hours that will be assigned to full time faculty. Please use the term "full time faculty" (and not FTE) in your descriptions here.

It is expected that 95% of the MOT core courses will be assigned to full-time faculty. In a situation where a particular credential or set of knowledge is required that a current full-time faculty member does not possess, health care practitioners associated with our program (OT, ATC, PT, MD, DO, PA, etc.) will be utilized to teach, co-teach, or provide guest lectures on the content specific knowledge. Per course or adjunct OTs may be used to maintain appropriate student to faculty ratios in laboratory courses.

- Expectations for professional activities, special student contact, teaching/learning innovation.

The program director and each faculty member who teaches two or more courses must have a current written professional growth and development plan. All faculty members will be involved with the occupational therapy profession at the local, district, and national level. This involvement includes attending professional development activities; attending and presenting at state, district, and national conferences; conducting and publishing research; providing occupational therapy services at the local, district, national and international levels. Faculty members will have contact with students in the classroom, at clinical sites, through independent and group research projects, and through advisement/mentorship. Faculty members will be heavily involved in student recruitment efforts in conjunction with other faculty and staff on campus (the Office of Admissions, Graduate College, College of Health and Human Services, etc.), which may include the design of promotional materials, visiting career/college fairs at other institutions, hosting open houses, and participating in Missouri State University-sponsored fairs/showcases.

Teaching/learning innovations will include traditional didactic methods, fieldwork/clinical education, clinical practice, case studies, hands-on learning, research project, individual- and group-based projects, as well as many other techniques the faculty and clinical supervisors elect to utilize. Missouri State University's Faculty Center for Teaching and Learning (FCTL) provides course development resources such as the Digital Professor Academy for those who wish to learn to use and incorporate the latest technology in creative teaching methods. Faculty will be encouraged to take advantage of these opportunities in order to create more innovative courses and delivery methods. The curriculum will provide interprofessional education opportunities to develop the knowledge and skills needed for successful collaborative practice.

Enrollment Projections

- Student FTE majoring in program by the end of five years.

The program will have capacity for 24 full-time students per year. It is structured as a two year cohort model so it is anticipated that the program would have 48 current students (24 per year) at the end of five years.

- Percent of full time and part time enrollment by the end of five years.

Due to the structure of the program, one hundred percent of students enrolled in the program will be full-time students.

Student and Program Outcomes

- Number of graduates per annum at three and five years after implementation.

3 year: 24 5 years: 24

- Special skills specific to the program.

Students admitted into the MOT will already hold a bachelors degree from an accredited university, and will have completed the required pre-requisite courses. The MOT will focus on providing students with the necessary skills to become practicing occupational therapists. Major areas of the curriculum include: Basic tenets of occupational therapy; Theoretical perspectives; Screening, evaluation, and referral; Intervention planning; Context of service delivery; Management; Research; Professional ethics, values, and responsibilities; and Fieldwork education. The curriculum will provide opportunities to develop the knowledge and skills needed for successful collaborative practice through interprofessional education.

Graduates of the Missouri State University Master of Occupational Therapy Program will:

1. Implement the occupational therapy process using theory, evidence, reasoned clinical judgment, effective oral and written communication skills, and appropriate technology;
2. Demonstrate behaviors consistent with the legal and ethical standards, values, and attitudes of the occupational therapy profession;
3. Demonstrate sensitivity and respect to cultural, social, geographic, economic, and ethnic diversity during professional practice and personal interactions;
4. Engage in life-long learning through ongoing self-assessment and reflection, continuing education, and scholarship;
5. Provide leadership in interprofessional education and practice to improve patient safety and quality of care;
6. Utilize professional knowledge and skills to support the three pillars of the University's Public Affairs Mission, cultural competence, ethical leadership, and community engagement.

- Proportion of students who will achieve licensing, certification, or registration.

All students that successfully complete all aspects of the degree program will be eligible to take the National Board for Certification in Occupational Therapy (NBCOT) certification examination. Students who pass the national certification exam are also required to apply for a state license. It is anticipated that at least 95% of program graduates will pass the national certification examination on the first attempt.

- Performance on national and/or local assessments, e.g., percent of students scoring above the 50th percentile on normed tests; percent of students achieving minimal cut-scores on criterion-referenced tests. Include expected results on assessments of general education and on exit assessments in a particular discipline as well as the name of any nationally recognized assessments used.

It is expected that the MOT graduate scores on the NBCOT will be at or above the national mean due to the selective admissions criteria established for this program.

- Placement rates in related fields, in other fields, unemployed.

It is anticipated that at least 95% of graduates desiring employment will be employed in occupational therapy positions within three months of graduation; 100% of those seeking employment are expected to be employed within six months of graduation. A small number may not seek immediate employment due to life circumstances.

- Transfer rates, continuous study.

It is atypical for a student admitted into a Master of Occupational Therapy program to transfer as the programs are all traditionally set up in a cohort model.

Program Accreditation

Institutional plans for accreditation, if applicable, including accrediting agency and timeline. If there are no plans to seek specialized accreditation, please provide reasons.

Missouri State University and the Occupational Therapy Program will seek accreditation from the Accreditation Council for Occupational Therapy Education (ACOTE). A timeline is presented below:

1. Letter of Intent and deposit submitted to ACOTE September 2012
2. Candidacy Application and Application fee due by September 15, 2013
3. ACOTE Review of Candidacy status in December 2013
4. If Candidacy status is awarded, students may be notified of acceptance into the program
5. First Class may be enrolled June 2014
6. Initial Self-Study due to ACOTE by August 2014
7. ACOTE Initial Review of Self-Study December 2014
8. Onsite ACOTE site visit late spring or early summer 2015
9. ACOTE Accreditation Action August 2015

Alumni and Employer Survey

- Expected satisfaction rates for alumni, including timing and method of surveys

All students will complete an exit interview at time of graduation. Alumni will be surveyed at 6 months, 1.5 years and 3 years post-graduation. It is expected that all alumni will describe themselves as being "satisfied" to "completely satisfied" with their experience and knowledge gained from the program. It is expected that these surveys will help identify some areas that need improvement and provide suggestions for improvement. Additionally, alumni that are willing and able will be asked to take part in an advisory board that will be utilized to provide feedback and assist with ensuring continuous monitoring and improvement of the program.

- Expected satisfaction rates for employers, including timing and method of surveys

All employers will be asked to complete an on-line survey relating to the program alumni hire 6 months and 1.5 years after hiring. It is expected that all employers will indicate a rating of "satisfied"

to “completely satisfied” with program alumni that they hire. It is expected that these surveys will help identify some areas that need improvement and provide suggestions for improvement. Additionally, employers that are willing and able will be asked to take part in an advisory board that will be utilized to provide feedback and assist with ensuring continuous monitoring and improvement of the program.

9. Accreditation: If accreditation is not a goal for this program, provide a brief rationale for your decision. If the institution is seeking program accreditation, provide any additional information that supports your program.

See section 8: Program Characteristics and Program Goals.

10. Institutional Characteristics: Please describe succinctly why your institution is particularly well equipped or well suited to support the proposed program.

“Missouri State University is a public, comprehensive metropolitan system with a statewide mission in public affairs, whose purpose is to develop educated persons. The University's identity is distinguished by its public affairs mission, which entails a campus-wide commitment to foster expertise and responsibility in ethical leadership, cultural competence and community engagement.

The academic experience is grounded in a general education curriculum which draws heavily from the liberal arts and sciences. This foundation provides the basis for mastery of disciplinary and professional studies. It also provides essential forums in which students develop the capacity to make well-informed, independent critical judgments about the cultures, values and institutions in society.

The Missouri State University campuses are structured to address the special needs of the urban and rural populations they serve.

- Missouri State University-Springfield is a selective admissions, graduate level teaching and research institution.
- Missouri State University-West Plains is a separately accredited open admissions campus primarily serving seven counties in south central Missouri.
- Missouri State University-Mountain Grove serves Missouri's fruit industry through operation of the State Fruit Experiment Station.
- Missouri State Outreach provides anytime, anyplace learning opportunities through telecourses, Internet-based instruction, iTunes U and through its interactive video network.

The University also operates various other special facilities, such as the Darr Agricultural Center in southwest Springfield, the Journagan Ranch in Douglas County, the Jordan Valley Innovation Center in downtown Springfield, the Bull Shoals Field Station near Forsyth, Baker's Acres and Observatory near Marshfield, the Missouri State University Graduate Center in Joplin and a branch campus at Liaoning Normal University (LNU) in Dalian, China.”¹⁷

The proposed Master of Occupational Therapy program will be administered by the College of Health and Human Services. The College works to instill the public affairs mission and focuses on improving the health and well-being of people in Missouri, the nation, and the global community through education, research, and service. The curriculum of the MOT program incorporates the three pillars of the public affairs mission of

¹⁷ Missouri State University Mission Statement. <http://www.missouristate.edu/about/missionstatement.htm> Accessed March 18, 2013.

cultural competence, community engagement, and ethical leadership through coursework, field experiences, and research projects.

The College offers a variety of strong undergraduate programs along with 13 graduate degrees and four graduate certificate programs in the health and human services. These programs have excellent reputations, maintain national accreditation from their disciplines when available, and produce graduates who achieve high first-time pass rates on national exams after program completion. Many CHHS programs have long-term established relationships with the healthcare institutions in the region, including rural communities, which will benefit the MOT program when seeking clinical placement sites for students.

It is planned that the MOT program will be housed within the Sports Medicine and Athletic Training Department. This Department offers an entry-level undergraduate degree and a post-professional graduate degree in athletic training. As home to one of the oldest athletic training programs in the state of Missouri, the Department has a long history of graduating highly competent professionals each year. The highly motivated staff of certified athletic trainers, team physicians, educational faculty /staff, strength specialists, and a cadre of health professionals from Springfield and the southern Missouri region contribute to the student's overall clinical experience.

Additional accredited graduate health programs are also expected to contribute to the MOT program by providing educational activities/courses, shared facilities, and collaborative research. The Biomedical Sciences Department has a new cadaver anatomy laboratory, and currently provides rigorous courses in anatomy and physiology for the many of the University's graduate health programs. Existing facilities and equipment in the Departments of Physical Therapy and Communication Sciences and Disorders will be shared. These facilities include an assistive technology laboratory and a home simulation laboratory.

The College has a tradition of promoting interdisciplinary learning opportunities for students in the health professions. The Department of Sports Medicine and Athletic Training will provide leadership in interprofessional education by creating hands-on experiences in which occupational therapy and athletic training students will learn from and practice with each other. Interprofessional opportunities will involve additional programs in the College including students from nursing, dietetics, and physical therapy.

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APPENDIX A
Letters of Support



MISSOURI HOSPITAL ASSOCIATION
Herb B. Kuhn, President and Chief Executive Officer

May 2, 2012

Dr. Helen Reed
College of Health and Human Services
Missouri State University
901 S. National
Springfield MO 65897

Dear Dr. Reed:

We recently became aware that Missouri State University is considering the development of an Occupational Therapy program. Please accept this letter of support for a much needed program.

The Missouri Hospital Association represents 153 hospitals in Missouri, and since 2000 has helped them address health care professional shortages by providing data and resources. The need for skilled therapists is great, especially in rural areas of Missouri. It has taken many of our hospitals two to three years to fill open occupational therapy positions.

As our population ages and an estimated 500,000 residents become newly insured through the expansion of health insurance coverage beginning in 2014, the demand for skilled therapists will only increase.

The Missouri Economic Research and Information Center has projected a need for 787 occupational therapists statewide from 2008-2018 with 79 annual openings. Occupational therapy graduates will be the recipients of secure and rewarding jobs.

On behalf of Missouri's hospitals, we urge the university's board of regents to favorably consider this program. Thank you for your consideration.

Sincerely,

A handwritten signature in black ink, appearing to read 'Mary C. Becker'. The signature is written in a cursive, flowing style with a large initial 'M'.

Mary C. Becker
Senior Vice President of Strategic Initiatives and Communications

mb/jt



Ozarks Medical Center

The Right Care, Right Here

November 17, 2010

Dr. Helen Reid, Dean of Sciences,
MSU, 901 S. National,
Temple Hall,
Springfield, MO 65897

Dr. Reid,

I am the Recruitment Specialist for Ozarks Medical Center, in West Plains, MO. I am writing to you in the hopes that you will consider implementing an Occupational Therapy program at MSU. It is extremely difficult to find one of these professionals. I have even resorted to using an outside recruitment firm to hire an OT, only to find that they too are having a shortage of OT staff.

We are more than willing to be a clinical site for any students that are in the OT program, because this would be a great benefit for our rapidly growing medical facility.

Thank you in advance for your consideration in this matter. If you have any questions or concerns that I may answer for you, please contact me at anytime!

Sincerely,

Tammy Boak
Recruitment Specialist
tammy.boak@ozarksmedicalcenter.com
417-257-6743

Barton County Memorial Hospital

Quality Care...Close to Home

11-19-10

Dr. Helen Reid
Dean of Sciences
MSU, 901 S. National,
Temple Hall,
Springfield, MO 65897

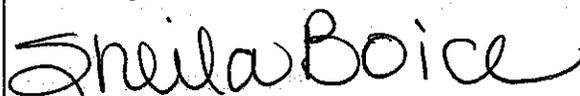
To Whom It May Concern:

Barton County Memorial Hospital has been searching for 6 months for an Occupational Therapist to add to our staff. We recently hired an Orthopedic Surgeon and have a General Surgeon starting in February 2011. I have hired four different firms to help us fill this position. This includes a travelers firm, two permanent placement firms, and an advertising specialist firm. They have all come up empty handed after a nationwide search. I know that the economy is playing a part of this since people are reluctant to move since they cannot sell their houses where they currently live.

I have researched and found that there are not many OT schools in the nation, much less in the state of Missouri. Other hospitals are having the same issues and problems that I am encountering. The RN shortage has eased, thankfully, but the Physical Therapist, Medical Technologist, and now the Occupational Therapist positions are scarce and not meeting the needs of the hospital and healthcare institutions.

Since MSU already has a PT program, I feel that an OT program would be a good next step to meet the needs of healthcare employers, especially in the lower half of the state. Rockhurst and MU are the closest OT programs, and we all know that Kansas City, St. Louis, and Columbia are taking those people even before they graduate. Adding an OT program would give those of us in SW MO the help we need to meet the needs of an aging population who will require more and more therapies. Please consider this as a program addition in the very near future so that SW Missourians can receive the quality healthcare that they deserve. If you have any questions or need further information from me, please do not hesitate to contact me at 417-681-5299 or email at sboice@bcmh.net. Thank you for your time and consideration.

Sincerely,



Sheila Boice, MSHR
HR Director
Barton County Memorial Hospital
29 NW 1st Lane
Lamar, MO 64759

29 Northwest First Lane
Lamar, Missouri 64759
417 681-5100

Appendix B
MDHE Forms



Missouri Department of Higher Education

Building Missouri's future... by degrees

MDHE Form SE: STUDENT ENROLLMENT PROJECTIONS

Year	1	2	3	4	5
Full Time	24	48	48	48	48
Part Time	0	0	0	0	0
Total	24	48	48	48	48



Missouri Department of Higher Education

Building Missouri's future...by degrees

MDHE Form PS

PROGRAM STRUCTURE

A. Total credits required for graduation: 76

B. Residency requirements, if any: 54*

* On a case-by case basis, Missouri State may accept graduate credit earned at other regionally accredited institutions or well-established international institutions. The Missouri State University Graduate transfer policy allows transfer credit to count for up to 30% of the program of study. Acceptance of transfer credits occurs through recommendation of the student's major advisor and approval of the Graduate College.

C. General education: Total credits: N/A

D. Major requirements: Total credits: 76

- OTE 600 Principles and Techniques of Patient Care (1 cr)
- OTE 610 Foundations and Theory in Occupational Therapy (3 crs)
- OTE 612 Occupational Development Through the Lifespan (2 crs)
- OTE 615 Clinical Reasoning and Documentation (1 cr)
- OTE 620 Psychosocial Perspectives in Occupational Therapy Practice (3 crs)
- OTE 624 Therapeutic Modalities (4 crs)
- OTE 630 Assessment Tools and Evaluation Techniques in Occupational Therapy (3 crs)
- OTE 640 Evidence-Based Practice (4 crs)
- OTE 645 Clinical Gross Anatomy (5 crs)
- OTE 646 Neuroscience (2 crs)
- OTE 650 Introduction to Biomedical Biomechanics (3)
- OTE 680 Fieldwork Level I - A (1 cr)
- OTE 690 Fieldwork Level I - B (1 cr)
- OTE 700 Professional Issues, Diversity, and Ethics (3 crs).
- OTE 720 Conditions I: Cognitive Dysfunction (3 crs)
- OTE 725 Environmental Adaptations and Assistive Technology (2crs)
- OTE 730 Conditions II: Physical Dysfunction (3 crs)
- OTE 732 Applied Research Methods in Healthcare (2 crs)
- OTE 735 Management and Policy in Occupational Therapy Practice (3 crs)
- OTE 745 Therapeutic Skills I: Practice with Adults and Older Adults (4 crs)
- OTE 750 Therapeutic Skills II: Practice with Children and Adolescents (4 crs)
- OTE 760 Specialty Topics (1 hr each) (Repeat to 4 cr hours)
- OTE 765 Community and Health Practice in Occupational Therapy (3 crs)
- OTE 780 Fieldwork Level II-A (6 crs)
- OTE 790 Fieldwork Level II-B (3-6 crs)

OTE 798 Research Project (1) (Repeat for 2 cr hrs)

E. Free elective credits: ____0____ (Sum of C, D, and E should equal A.)

F. Requirements for thesis, internship or other capstone experience:

Supervised fieldwork (OTE 780 and OTE 790) provides in-depth experience in delivering occupational therapy services to clients, focusing on the application of purposeful and meaningful occupation and/or research, administration and management of occupational therapy services. Students will demonstrate an ability to evaluate, treat, document and discharge clients with a variety of conditions across the lifespan and in a variety of practice areas. These courses also aim to enhance professionalism, clinical reasoning skills, reflective and ethical practice, and communication with clients, significant others and professional colleagues. Students will also complete a Research Project (OTE 798) that includes an in-depth study of a clinical problem culminating in a scholarly paper and professional presentation.

G. Any unique features such as interdepartmental cooperation:

The Master of Occupational Therapy program will be collaborating with the Masters of Science in Athletic Training on several courses, classrooms and laboratory equipment. The MOT will also work closely with the Biomedical Sciences, Physical Therapy, and Communication Sciences and Disorder Departments. Consistent with the ACOTE Accreditation Standards, this program will emphasize interprofessional education encouraging students to collaborate with their colleagues across various disciplines.

Recurring Expenses. Faculty and staff salaries and benefits account for the majority of the recurring expenses. Five full-time faculty members to be hired for the MOT program include a Program Director (associate professor), an Academic Fieldwork Coordinator (assistant professor/clinical instructor), and three assistant professors and/or clinical instructors. The Program Director will be the first hire followed by the Academic Fieldwork Coordinator. The first two assistant professors or clinical instructors will be hired during the 2013-2014 academic year prior to the anticipated summer 2014 matriculation of the first cohort. The third assistant professor/clinical instructor will be hired during the 2014-2015 academic year prior to the matriculation of the second cohort. A current faculty member in the Biomedical Sciences Department will teach the anatomy course during the summer. Two courses are dual listed with the Athletic Training Educational Program (ATEP), and will be co-taught by Occupational Therapy and Athletic Training faculty. Area OT practitioners may be hired as per course faculty to maintain appropriate student to faculty ratios in laboratory courses. Accreditation standards require that all full-time core faculty who are occupational therapists be licensed to practice in the State. At least 50% of these individuals must hold a doctoral degree; all full-time faculty must hold a minimum of a masters degree. Support staff will include one full-time Administrative Assistant for the OT Program. Other personnel in the College will be available to assist with specific needs including the CHHS Budget Officer, the CHHS Instructional Technology Support Specialist, and the Distributed User Support Specialist. Recurring expenses also include \$5,000 for small equipment needs. Future major equipment requests will be funded through cost-sharing by the Office of the Provost and the Dean's Office. Other recurring expenses include accreditation fees, supplies and services.

Revenue. During the first year of the program when only one cohort of 24 will be enrolled, recurring expenses will be funded by a combination of tuition revenue and one-time institutional funding. At full implementation, the program tuition and fees will be sufficient to cover program recurring expenditures. Two courses will have supplemental fees to cover the cost of laboratory expenses. OTE 645: Clinical Gross Anatomy course will include a supplemental fee of \$255.00; OTE 624: Therapeutic Modalities will include a supplemental fee of \$20.00. One-time funds from the Provost's Office have been allocated to cover the expenses not covered by revenue during the first year of the program.

7.B. Business and Marketing Plan: Recruiting and Retaining Students

Marketing strategies include a webpage on the Missouri State University web site with application information and printable brochure, e-mail campaigns, direct mail brochures, and presentations at regional colleges and career fairs, as well as an on-campus display at MSU Showcases and Majors Fairs. The link to the MSU MOT program website will be included on all marketing materials. In addition, the program contact information and website link will be listed on the website of the American Occupational Therapy Association.



Missouri Department of Higher Education

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MDHE Form PG

PROGRAM CHARACTERISTICS AND PERFORMANCE GOALS

Institution Name: Missouri State University

Program Name: Master of Occupational Therapy

(Although all of the following guidelines may not be applicable to the proposed program, please carefully consider the elements in each area and respond as completely as possible in the format below. Quantification of performance goals should be included wherever possible.)

Student Preparation

- Any special admissions procedures or student qualifications required for this program which exceed regular university admissions, standards, e.g., ACT score, completion of core curriculum, portfolio, personal interview, etc. Please note if no special preparation will be required.

Completed applications must be received by January 15th for admission for the following June. To be considered for admission to the Master of Occupational Therapy (MOT) program, a prospective student must apply to the MSU Master of Occupational Therapy (MOT) graduate program via the Occupational Therapist Centralized Application Services (OTCAS) (<http://www.otcas.org/>). In addition to the OTCAS online application, applicants are required to meet the required qualifications and send requested official documentation to: Missouri State University, Department of Sports Medicine and Athletic Training – Occupational Therapy Program, Attn: OT Program Director, 901 S National Ave, Springfield, MO 65897. Applicants who are *accepted* into the MOT program will be required to submit an application to the Graduate College and pay a \$35.00 non-refundable application fee. International degree seeking students will pay a \$50 non-refundable application fee per the MSU Graduate College policy.

Full admission to the MOT program is selective and competitive; not all that apply will be admitted. Students who are not accepted into the program may apply for the next application deadline. Applicants with complete application materials for full admission will be reviewed by the OT Program Selection Committee. A select number of applicants will be invited for a personal interview. Phone or Skype interviews will be permitted for students living a distance of more than 100 miles from Springfield, MO.

SELECTION FOR AN INTERVIEW AND FINAL ADMISSION DECISIONS WILL BE BASED ON THE FOLLOWING:

1. Submission of an application to OTCAS that must include a personal statement not to exceed three pages; two letters of recommendation that includes a minimum of one letter from an academic source (advisor, instructor, etc.); documented evidence of a minimum of 30 hours of observation of occupational therapy in at least two different areas of practice;
2. A cumulative grade point average (GPA) of no less than 3.00 on a 4.00 scale;
3. Submission of official Graduate Record Examination (GRE) scores taken within the last five years prior to application with a preferred minimum score of 153 in Verbal Reasoning, 150 in Quantitative Reasoning, and 3.5 in Analytical Writing;
4. International applicants for whom English is not the native language are required to submit minimum scores of 550 on the paper-based, or a comparable score of 213 on the computer-based test, on the Test of English as a Foreign Language (TOEFL);
5. Possession of a baccalaureate degree from an accredited college or university prior to matriculation. The undergraduate major may be in any field, but students must complete the following prerequisites (or their equivalents) listed below prior to entering the program in the summer:
 - English: 6 hrs. (Composition I (MSU ENG 110) and II (MSU ENG 201, 221, 310 or 321))
 - College Algebra or higher: 3 hrs. (MSU MTH 135 or higher)
 - Statistics: 3 hrs. (MSU MTH 340 or MTH 545 or ECO 308 or QBA 237 or PSY 200 or SOC 302 or BIO 550)
 - Algebra-Based Physics with lab: 3-4 hrs. (MSU PHY 123)
 - Introductory Chemistry with lab: 4 – 5 hrs. (MSU CHM 105 or CHM 160 and CHM 161)
 - Introductory Psychology: 3 hrs. (MSU PSY 121)
 - Abnormal Psychology: 3 hrs. (MSU PSY 304)
 - Human Development over the Lifespan: 3 hrs. (MSU CFD 155; may be met by completing sequence of courses covering development across the lifespan in Psychology – MSU PSY 331, PSY 365, and 441)
 - General Biology/Biomedical Sciences with lab: 4-5 hrs. (MSU BIO 121 or BMS 110)
 - Human Anatomy: 4 hrs (MSU BMS 307)**
 - Human Physiology: 4 hrs. (MSU BMS 308)**
 - **If students take a combined course, it must be taken across two semesters for a total of at least 8 credit hours to meet admission criteria; a single combined anatomy and physiology course WILL NOT be accepted.*
 - Introductory Sociology or Cultural Anthropology: 3 hrs. (MSU SOC 150 or ANT 125)
 - Medical Terminology: 1 – 3 hrs. (MSU LLT 102)
 - U.S. Government or U.S. History: 3 hrs. (MSU PLS 101 or HST 121 or HST 122);
6. Provide evidence of current Professional Rescuer and AED certification.

ONCE ACCEPTED TO THE MOT PROGRAM, ALL STUDENTS MUST PROVIDE THE FOLLOWING:

7. Submit an application to the Missouri State University Graduate College and pay the \$35.00 application fee; International degree seeking students will pay a \$50 non-refundable application fee.
8. Submit a non-refundable confirmation fee of \$500 to the Occupation Therapy Program, Department of Sports Medicine and Athletic Training to reserve a seat in the incoming class.

Upon matriculation into the MOT program, this fee will be applied to the summer session tuition;

9. Evidence of current physical examination including a TB skin test or chest X-ray. Matriculating students must also demonstrate evidence of good physical health and have up-to-date immunizations (MMR, tetanus, and a complete Hepatitis B series);
10. Applicants must have the capacity for performance of the technical functions and tasks required of an occupational therapist;
11. Students will be required to initiate and pay for any additional security checks and drug screening required by clinical agencies, professional memberships and licensure, as well as any other cost associated with their program of study. Students must submit drug screening test and a criminal record check and receive response that the applicant has not been convicted of any crime pursuant to Section 660.317 RSMO or other disqualifications that would prohibit licensure as an Occupational Therapist.

****Students who fail these checks or procedures will be subject to further review by the OT Selection Committee of the Department of Sports Medicine and Athletic Training. This may result in dismissal from the MOT program;***

12. Admitted students will be required to purchase Liability insurance – group rates will be available;
 13. The American Occupational Therapy Association has an Occupational Therapy Code of Ethics and Ethics Standards to which all MOT students will adhere; students will respect the rights and dignity of all individuals;
 14. Matriculated students must enroll on a full-time basis and progress through the program with their class.
- Characteristics of a specific population to be served, if applicable.

Students who wish to become an occupational therapist by completing an entry-level post-baccalaureate Master of Occupational Therapy program.

Faculty Characteristics

- Any special requirements (degree status, training, etc.) for assignment of teaching for this degree/certificate.

Accreditation standards require a full-time program director with 8 years of occupational therapy experience, including three years as a full-time faculty member. The program must identify an individual as the academic fieldwork coordinator. The faculty must include currently licensed or credentialed occupational therapists. All full-time faculty must hold a minimum of a masters degree and the majority of the full-time faculty who are occupational therapists must hold a doctoral degree. The faculty must have documented expertise in their area(s) of teaching responsibility and knowledge of the content delivery method.

- Estimated percentage of credit hours that will be assigned to full time faculty. Please use the term "full time faculty" (and not FTE) in your descriptions here.

It is expected that 95% of the MOT core courses will be assigned to full-time faculty. In a situation where a particular credential or set of knowledge is required that a current full-time faculty member

does not possess, health care practitioners associated with our program (OT, ATC, PT, MD, DO, PA, etc.) will be utilized to teach, co-teach, or provide guest lectures on the content specific knowledge. Per course or adjunct OTs may be used to maintain appropriate student to faculty ratios in laboratory courses.

- Expectations for professional activities, special student contact, teaching/learning innovation.

The program director and each faculty member who teaches two or more courses must have a current written professional growth and development plan. All faculty members will be involved with the occupational therapy profession at the local, district, and national level. This involvement includes attending professional development activities; attending and presenting at state, district, and national conferences; conducting and publishing research; providing occupational therapy services at the local, district, national and international levels. Faculty members will have contact with students in the classroom, at clinical sites, through independent and group research projects, and through advisement/mentorship. Faculty members will be heavily involved in student recruitment efforts in conjunction with other faculty and staff on campus (the Office of Admissions, Graduate College, College of Health and Human Services, etc.), which may include the design of promotional materials, visiting career/college fairs at other institutions, hosting open houses, and participating in Missouri State University-sponsored fairs/showcases.

Teaching/learning innovations will include traditional didactic methods, fieldwork/clinical education, clinical practice, case studies, hands-on learning, research project, individual- and group-based projects, as well as many other techniques the faculty and clinical supervisors elect to utilize. Missouri State University's Faculty Center for Teaching and Learning (FCTL) provides course development resources such as the Digital Professor Academy for those who wish to learn to use and incorporate the latest technology in creative teaching methods. Faculty will be encouraged to take advantage of these opportunities in order to create more innovative courses and delivery methods. The curriculum will provide interprofessional education opportunities to develop the knowledge and skills needed for successful collaborative practice.

Enrollment Projections

- Student FTE majoring in program by the end of five years.

The program will have capacity for 24 full-time students per year. It is structured as a two year cohort model so it is anticipated that the program would have 48 current students (24 per year) at the end of five years.

- Percent of full time and part time enrollment by the end of five years.

Due to the structure of the program, one hundred percent of students enrolled in the program will be full-time students.

Student and Program Outcomes

- Number of graduates per annum at three and five years after implementation.

3 year: 24 5 years: 24

- Special skills specific to the program.

Students admitted into the MOT will already hold a bachelors degree from an accredited university, and will have completed the required pre-requisite courses. The MOT will focus on providing students with the necessary skills to become practicing occupational therapists. Major areas of the curriculum include: Basic tenets of occupational therapy; Theoretical perspectives; Screening, evaluation, and referral; Intervention planning; Context of service delivery; Management; Research; Professional ethics, values, and responsibilities; and Fieldwork education. The curriculum will provide opportunities to develop the knowledge and skills needed for successful collaborative practice through interprofessional education.

Graduates of the Missouri State University Master of Occupational Therapy Program will:

1. Implement the occupational therapy process using theory, evidence, reasoned clinical judgment, effective oral and written communication skills, and appropriate technology;
2. Demonstrate behaviors consistent with the legal and ethical standards, values, and attitudes of the occupational therapy profession;
3. Demonstrate sensitivity and respect to cultural, social, geographic, economic, and ethnic diversity during professional practice and personal interactions;
4. Engage in life-long learning through ongoing self-assessment and reflection, continuing education, and scholarship;
5. Provide leadership in interprofessional education and practice to improve patient safety and quality of care;
6. Utilize professional knowledge and skills to support the three pillars of the University's Public Affairs Mission, cultural competence, ethical leadership, and community engagement.

- Proportion of students who will achieve licensing, certification, or registration.

All students that successfully complete all aspects of the degree program will be eligible to take the National Board for Certification in Occupational Therapy (NBCOT) certification examination. Students who pass the national certification exam are also required to apply for a state license. It is anticipated that at least 95% of program graduates will pass the national certification examination on the first attempt.

- Performance on national and/or local assessments, e.g., percent of students scoring above the 50th percentile on normed tests; percent of students achieving minimal cut-scores on criterion-referenced tests. Include expected results on assessments of general education and on exit assessments in a particular discipline as well as the name of any nationally recognized assessments used.

It is expected that the MOT graduate scores on the NBCOT will be at or above the national mean due to the selective admissions criteria established for this program.

- Placement rates in related fields, in other fields, unemployed.

It is anticipated that at least 95% of graduates desiring employment will be employed in occupational therapy positions within three months of graduation; 100% of those seeking employment are expected to be employed within six months of graduation. A small number may not seek immediate employment due to life circumstances.

- Transfer rates, continuous study.

It is atypical for a student admitted into a Master of Occupational Therapy program to transfer as the programs are all traditionally set up in a cohort model.

Program Accreditation

- Institutional plans for accreditation, if applicable, including accrediting agency and timeline. If there are no plans to seek specialized accreditation, please provide reasons.

Missouri State University and the Occupational Therapy Program will seek accreditation from the Accreditation Council for Occupational Therapy Education (ACOTE). A timeline is presented below:

10. Letter of Intent and deposit submitted to ACOTE September 2012
11. Candidacy Application and Application fee due by September 15, 2013
12. ACOTE Review of Candidacy status in December 2013
13. If Candidacy status is awarded, students may be notified of acceptance into the program
14. First Class may be enrolled June 2014
15. Initial Self-Study due to ACOTE by August 2014
16. ACOTE Initial Review of Self-Study December 2014
17. Onsite ACOTE site visit late spring or early summer 2015
18. ACOTE Accreditation Action August 2015

Alumni and Employer Survey

- Expected satisfaction rates for alumni, including timing and method of surveys

All students will complete an exit interview at time of graduation. Alumni will be surveyed at 6 months, 1.5 years and 3 years post-graduation. It is expected that all alumni will describe themselves as being "satisfied" to "completely satisfied" with their experience and knowledge gained from the program. It is expected that these surveys will help identify some areas that need improvement and provide suggestions for improvement. Additionally, alumni that are willing and able will be asked to take part in an advisory board that will be utilized to provide feedback and assist with ensuring continuous monitoring and improvement of the program.

- Expected satisfaction rates for employers, including timing and method of surveys

All employers will be asked to complete an on-line survey relating to the program alumni hire 6 months and 1.5 years after hiring. It is expected that all employers will indicate a rating of "satisfied" to "completely satisfied" with program alumni that they hire. It is expected that these surveys will help identify some areas that need improvement and provide suggestions for improvement. Additionally, employers that are willing and able will be asked to take part in an advisory board that will be utilized to provide feedback and assist with ensuring continuous monitoring and improvement of the program.