

BOARD OF HIGHER EDUCATION
REQUEST FOR COMMITTEE AND BOARD ACTION

COMMITTEE: Academic Affairs

NO.: AAC 18-27

COMMITTEE DATE: April 24, 2018

BOARD DATE: May 1, 2018

**APPLICATION OF COLLEGE OF SAINT LOUIS UNIVERSITY TO AWARD THE
MASTER OF SOCIAL WORK**

MOVED: The Board hereby approves the Certificates of Organization of
Saint Louis University to offer the **Master of Social Work**.

Authority: Massachusetts General Laws Chapter 69, Section 30 et seq.

Contact: Kristen Stone, MPP
Assistant Director for Academic and Veterans Affairs

BOARD OF HIGHER EDUCATION

May 2018

Saint Louis University Master of Social Work

INTENT

Saint Louis University (SLU), a private non-profit institution located in St. Louis, Missouri, has filed a Foreign Corporation certificate seeking authority to offer the Master of Social Work (MSW). SLU is accredited by the Higher Learning Commission. The MSW program has been offered at SLU since the 1930s and has been accredited by the Council on Social Work Education (CSWE) since 1952.

Consistent with the current MSW program already offered on campus in Missouri, SLU proposes to offer two MSW program options in Massachusetts. The Foundation program is a full 57 credit hour option for students without a Bachelor of Social Work (BSW) from an accredited program. The Advanced Standing program is a 39 credit hour option for students with a BSW from an accredited program. Within each option, students can participate on a full-time or part-time basis. Courses will be offered online and at Elms College, located in Chicopee, MA.

The mission of SLU is: "The pursuit of truth for the greater glory of God and for the service of humanity. The university seeks the excellence in the fulfillment of its corporate purposes of teaching, research, health care, and service to the community. It is dedicated to leadership in continuing quest for the understanding of God's creation and for the discovery, dissemination and integration of the values, knowledge, and skills required to transform society in the spirit of the Gospels. As a Catholic, Jesuit University, the pursuit is motivated by the inspiration and values of the Judeo-Christian tradition and is guided by the spiritual and intellectual ideals of the Society of Jesus." The proposed MSW program prepares students to be advanced practitioners of social work who act as agents of change to promote individual and societal well-being. The SLU School of Social work is committed to social justice consistent with the Jesuit mission.

INSTITUTIONAL OVERVIEW

Founded in 1818, SLU is a private Roman Catholic four-year research university with campuses in St. Louis, MO, and Madrid, Spain. It is one of twenty-eight member institutions of the Association of Jesuit Colleges and Universities. SLU enrolls a total of approximately 12,949 students in undergraduate and graduate programs.

SLU offers nearly 90 undergraduate programs and more than 100 graduate programs. The University is divided into fourteen degree-granting colleges, schools and centers: College of Arts and Sciences; College of Philosophy and Letters; College for Public Health and Social Justice; Doisy College of Health Sciences; Richard A. Chaifetz School of Business; Parks College of Engineering, Aviation and Technology; School of Education;

School of Law; School of Medicine; School of Nursing; School for Professional Studies; Center for Advanced Dental Education; and the Center for Outcomes Research. In addition, SLU operates a campus in Madrid, Spain. The MSW Program is housed in the School of Social Work, an academic unit within the College for Public Health and Social Justice.

SLU seeks authority to award the MSW degree program in Massachusetts. Currently, SLU is not approved to offer degrees in Massachusetts.

ACADEMIC AND RELATED MATTERS

Admission

The admission requirements for the proposed MSW program will remain consistent with the requirements for the MSW program already offered on campus in St. Louis, MO.

Applicants to the proposed programs must provide: a completed application, resume, professional statement, three professional reference letters and transcripts from all prior college or university coursework. Applicants are also required to complete an interview, which can be done in person, by Skype or by telephone. Additional factors considered in determining an applicant's eligibility include academic achievement, strength of the undergraduate program attended, work experience, previous graduate degrees, motivation, leadership and service. Applicants must have a bachelor's degree from an accredited college or university, a minimum cumulative GPA of 3.0 and 24 credit hours completed in the liberal arts.

Students may transfer a maximum of 27 credits earned in a CSWE- accredited MSW program, provided that the coursework was completed in the last five years (seven for those students who have been employed full-time for two or more years in a social work position) and that the course work was completed with a grade of B or better. Any transfer credits are discussed with the Director of Admissions as part of the admissions process. The Director of Admissions will advise the applicant regarding the process of transfer and required documentation. The Director of the MSW program makes the final decision regarding eligible transfer credit hours.

Current Tuition and Fee Charges

The tuition for the proposed program is \$925 per credit hour. Fees are \$100 per term.

Proposed Master of Social Work Curriculum (Attachment A)

The MSW will prepare students to engage in advanced social work practice and to be eligible for state social work licensure. Professional social workers work in governmental agencies, private businesses, non-profit settings as well as a variety of fields such as school social work, child abuse and neglect, crisis intervention, medical social work, mental health, gerontology, hospice, substance abuse, sexual assault, domestic violence, employee assistance programs, disabilities, corrections and family therapy.

Consistent with the MSW program already offered on campus in St. Louis, SLU proposes to offer the MSW Foundation program and Advanced Standing program in Massachusetts. The Foundation program is a full 57 credit hour option for students without a BSW from an accredited program. The Advanced Standing program is a 39 credit hour option for students with a BSW from an accredited program. Within each option, students can participate on a full-time or part-time basis. As part of a partnership with Elms College, located in Chicopee, MA, SLU will teach approximately 60% of the courses online and contract with Elms College to deliver the rest of the courses on its campus and to place and supervise students in field practicum.

The curriculum includes six foundation courses that students must complete if they do not have a BSW degree from an accredited program. Foundation courses are waived for students with a BSW degree from an accredited program who earned a grade of B or better in the corresponding undergraduate courses. Students must choose one of two concentration options: clinical or community and organization. The clinical concentration requires three core courses and four elective courses. The community and organization concentration requires two core courses and five elective courses.

The MSW program requires three semesters of field education (300 hours per semester) at an approved local organization that provides social work appropriate for the selected MSW concentration. Additionally, students take part in a seminar course during their foundation practicum and during the first concentration practicum semester. Elms College will designate faculty to teach the practicum seminars as well as a faculty practicum liaison that will oversee student placements and provide support and guidance throughout the practicum experience to students and their on-site practicum supervisor. SLU will work with Elms College to ensure that the faculty liaisons and on-site supervisors are properly trained to the same degree as faculty liaisons and on-site supervisors at the MSW program offered on campus in St. Louis. Faculty liaisons must hold a MSW degree and have several years of social work experience. The on-site practicum supervisor is also required to have a MSW degree for at least two years with appropriate practice experience. In addition, on-site supervisors are required to participate in an orientation and training program held by SLU and Elms College.

Students are assessed through a learning agreement they construct at the beginning of each semester of their practicum experience in collaboration with their onsite supervisor and approved by the faculty practicum liaison. The learning agreement identifies tasks that students will undertake during the semester that integrates the curriculum and helps them develop practice and professional behaviors specifically tied to competencies required by the CSWE. The on-site practicum supervisor completes the final student evaluation that includes ratings of the practice and professional behaviors identified in the learning agreement. The faculty liaison has the final authority for the student's grade and formally records it. The learning agreement is available online and the same system used by MSW students participating on campus in St. Louis will be also be used by students in the program offered at Elms College.

In selecting a partner institution, SLU wanted to partner with a Catholic institution that had an accredited undergraduate social work program and did not offer a MSW program. Elms College met these criteria and was seeking a partnership because the MSW degree is a highly requested graduate program that the College does not offer.

The enrollment projections are based on the number of current of Elms College BSW students, the frequency with which they go on to earn an MSW degree, and the national and Massachusetts projected need for social workers.

PROGRAM ENROLLMENT PROJECTION

	# of Students Year 1	# of Students Year 2	# of Students Year 3	# of Students Year 4
New Full-Time	8	12	14	15
Continuing Full-Time	0	2	4	4
New Part-Time	6	8	8	10
Continuing Part-Time	0	6	10	10
Totals	14	28	36	39

RESOURCES AND BUDGET

Faculty and Staff

The SLU School of Social Work currently has nine full-time tenured faculty, five full-time tenure track faculty, and five full-time non-tenure track faculty. In addition, SLU has 25 adjunct faculty who are hired to teach specific courses in the MSW program. In order to meet increased demand for the proposed MSW offering in Massachusetts, SLU will redirect some full-time faculty course selections taught on campus to the online program, will hire a new full-time faculty position for the online program and will selectively utilize adjunct faculty.

The SLU School of Social Work currently employs four full-time staff, including a financial coordinator, two administrative assistants and a Director of Graduate Admissions. SLU will address its staffing needs for the proposed MSW offering in Massachusetts by restructuring existing staffing to provide an administrative assistant for the proposed MSW program in Massachusetts.

Facilities, Library and Information Technologies

Both SLU and Elms College have sufficient office and classroom facilities to offer the proposed MSW program in Massachusetts. No new facility resources will be needed.

Students participating in the proposed MSW program will have access to the libraries of both SLU and Elms College. Because SLU has been offering the MSW program on

campus in Missouri since the 1930s, no new library materials are needed and librarians from both institutions have the capacity to work with additional students.

Students will have complete access to the range of student support services offered to graduate students at SLU and Elms College including, but not limited to writing assistance, tutoring, counseling, and employment services

Fiscal (Attachment B)

The institution submitted a multi-year budget for the proposed MSW program. Projected revenue was calculated by multiplying the projected number of enrolled credit hours by the current per credit hour rate of \$925. Included in the calculation of credit hours was an estimation of the number of foundation students who would complete the full 57 credit hour program and those who would enter with advanced standing and complete 39 credit hours.

Program expenses include new personnel, travel, marketing, Massachusetts Board of Higher Education fees and payment to Elms College. As part of the partnership with Elms College, SLU will pay Elms College each semester the full tuition amount for courses, including field practicum courses, that Elms College faculty teach in the program, less any pro-rated scholarships any students in this proposed program receive. This payment of tuition less university-funded scholarships is to cover Elms College's direct expenses associated with the program as well as its overhead costs associated with SLU students' use of its facilities, library, counseling services, tutoring and other services available to all Elms College graduate students.

EXTERNAL REVIEW AND INSTITUTIONAL RESPONSE

The proposed program was reviewed by a committee comprised of faculty members: Shelley Steenrod, PhD, LICSW, Associate Professor, School of Social Work, Salem State University and Lisa Watson, PhD, LICSW, Assistant Professor of Social Work, Springfield College.

The Visiting Committee reviewed the institution's petition and its appendices. There was no site visit to the campus. The committee reviewed the institution's ability to offer and support the proposed programs in the context of its faculty, equipment, financial organization, leadership and other factors as mandated by standards currently utilized by the *Independent Institutions of Higher Education Standards, 610 CMR 2.07*. For this review, the appropriate criteria found within the 610 CMR 2.07 standards include: mission; planning and evaluation; organization and governance; academic programs and instruction; faculty; student services; financial resources; public disclosure; physical resources; library and information resources; and additional criteria for out-of-state institutions operating in Massachusetts.

The program was evaluated remotely during the month of September and the committee completed its report on October 4, 2017. At that time, the evaluation committee found that the proposed MSW program could not be approved until SLU clarified its oversight, institutional review and quality control of faculty teaching in the MSW curriculum in the proposed program. In addition, the committee recommended that SLU respond to the

potential need for additional technological resources and librarian support for SLU students at Elms College.

The institution responded thoroughly and substantively to the visiting committee's concerns. SLU clarified that two groups of faculty will teach in the proposed MSW program. One is composed of adjunct and full-time SLU faculty who teach online and on-ground courses in the St. Louis, Missouri-based program. The second group of faculty is composed of faculty who will teach SLU's MSW courses on the campus of Elms College. This second group of faculty members, including any Elms College faculty hired by SLU, will have adjunct contracts and be paid directly by SLU.

To ensure quality control of the adjunct faculty teaching in the proposed MSW program in Massachusetts, SLU explained that the same process for oversight, review, and quality control used on the SLU campus will be used for faculty teaching in the Massachusetts MSW program. Full-time SLU faculty are assessed through student course evaluations and an annual performance review conducted by the Director of the School of Social Work and reviewed by the Dean of the College. Adjunct faculty, including those on campus and off campus, must meet the SLU hiring criteria, including providing a CV and original transcripts, and meet the credentials required by the CSWE. SLU also conducts background checks on all new full-time and adjunct faculty members. The Director of the MSW Program and the Program Coordinator provide an initial orientation to new adjunct faculty. As part of this initial orientation, adjunct faculty receive an adjunct faculty handbook. In addition, a full-time faculty member who has taught the course assigned to the adjunct faculty provides ongoing mentoring to the adjunct faculty member. Next, the MSW Program Director reviews the syllabi of the adjunct faculty to ensure they adequately address the course objectives and competencies, and students complete an anonymous online course evaluation for each course taught. These course evaluations are carefully reviewed by the MSW Program Director and the Director of the School of Social Work, who take action as may be appropriate.

Regarding concerns for additional technological resources at Elms College, SLU responded that all SLU courses on Elms College will be held in classrooms that meet high standards of technology. Technologies include a Cisco SX-80 Video Conferencing Endpoint system that includes a two camera speaker track system at the rear of the room, two Cisco boundary microphones, and a 80 inch LG TV mounted at rear of room for viewing remote learners; a Crestron DMPS 200 system used for all AV routing that includes integrated ceiling microphones and speakers that routes audio and video from the SX-80 to the room; two NEC projectors with motorized projection screens; a Dell Optiplex PC with dual monitors at the podium; and a Wolfvision document camera located in podium that can be accessed via software on PC.

In response to the committee's concerns about librarian support, SLU confirmed that SLU students enrolled in the MSW program at Elms College will have access, remotely, to the same SLU library services as students on campus, except checking out books. SLU's libraries use the Innovative Interfaces Millennium integrated catalog (libcat.slu.edu). The catalog, subscription resources, such as journals or databases, and electronic reserves (eRes) are available to students remotely. Students also have access to four online research guides for social work using the Libguides software platform. Finally, students can access a range of non-book materials through the

interlibrary loan system. In addition to students having remote access to the SLU libraries and librarian services, SLU is contracting with Elms College to make its library services available to SLU students taking courses on the Elms College campus.

After reviewing the institution's response, staff determined that the institution responded substantively to the committee's recommendations and meets the minimal standards contained in 610 CMR 2.07 required for Board approval.

PUBLIC HEARING

The required public hearing was held on March 22, 2018, at the Department of Higher Education, located at One Ashburton Place in Boston, Massachusetts. No objections to the petition were presented.

STAFF ANALYSIS AND RECOMMENDATION

After a thorough evaluation of all documentation submitted, Department staff is satisfied that the proposal of Saint Louis University to award the Master of Social Work meets the requirements set forth in 610 CMR 2.07 in the Degree Granting Regulations for Independent Institutions of Higher Education. Staff recommendation is for approval.

ATTACHMENT A: CURRICULUM

Master of Social Work

Major Required (Core) Courses (Total # of courses required = 17 for students in the Clinical Concentration; 16 for students in the Community and Organization Concentration)		
Course Number	Course Title	Credit Hours
	Foundations Courses	
SWRK 5702	Social Policy	3
SWRK 5725	Human Behavior and the Social Environment	3
SWRK 5750	Social Work Practice with Individuals, Families and Groups	3
SWRK 5751	Social Work Practice with Communities and Organizations	3
SWRK 5787	Research Methods for Social Work Practice I	3
SWRK 5819	Foundation Integrative Seminar	1
SWRK 5841	Foundation Practicum I	2
	Core Concentration Courses – Clinical Concentration	
SWRK 5733	Advanced Clinical Social Work Practice	3
SWRK 5734	Human Behavior and the Social Environment II	3
SWRK 5762	Assessment and Treatment in Clinical Practice	3
	Core Concentration Courses – Community and Organization Concentration	
SWRK 5721	Community Theory & Practice	3
SWRK 5785	Organizational and Program Planning	3
	Other Required Courses	
PUBH 5010	Mission and Practice of Global Public Health	3
SWRK 5700	Values and Ethics in Social Work Practice	3
SWRK 5707	Policy Practice for Social Justice	3
SWRK 5788	Research Methods for Social Work Practice II	3
SWRK 5820	Concentration Integrative Seminar	1
SWRK 5842	Concentration Practicum II	2
SWRK 5843	Concentration Practicum III	3
	SubTotal # Core Credits Required	45 for Clinical Concentration Students 42 for Community

		and Organization Concentration
<i>Elective Course Choices (Total courses required = 4 for students in the Clinical Concentration; 5 for students in the Community and Organization Concentration)</i>		
SWRK 5742	Evidence-Based Practice in a Community Mental Health	3
SWRK 5744	Substance Abuse Interventions	3
SWRK 5755	Social Work Practice in the Health Field	3
SWRK 5772	Cognitive-Behavioral Therapy	3
SWRK 5798	Nonprofit Management	3
SWRK 5799	Social Entrepreneurship	3
SWRK 5828	Fundraising for Nonprofit Organizations	3
	Note that required concentration courses can be taken as electives for students not in that concentration	
	SubTotal # Elective Credits Required	12 for Clinical Concentration Students 15 for Community & Organization Concentration

<i>Curriculum Summary</i>	
Total number of courses required for the degree	21 for students required to take foundation courses 14 for students granted full advance standing
Total credit hours required for degree	57 for students required to take foundation courses 39 for students granted full advance standing
<i>Prerequisites, Concentration, Dissertation or Other Requirements:</i>	
Students are required to select a concentration (either the Clinical Concentration or the Community and Organization Concentration). The program does not require a thesis. The concentration practica are considered the capstone work.	

ATTACHMENT B: FISCAL

One-Time/ Start-Up Costs	Cost Categories	Annual Expenses			
		Year 1	Year 2	Year 3	Year 4
	Full-Time Faculty (<i>Salary & Fringe</i>)	\$65,000, +\$21,613	\$65,000, +\$21,613	\$65,000, +\$21,613	\$65,000, +\$21,613
	Part-Time Faculty (<i>Salary & Fringe</i>)	0	0	0	0
	Staff	0	0	0	0
	General Administrative Costs	0	0	0	0
	Instructional Materials, Library Acquisitions	0	0	0	0
	Facilities/Space/Equipment	0	0	0	0
	Field & Clinical Resources	0	0	0	0
	Marketing	0	0	0	0
\$1,500	Other (specify) --Travel expenses to Elms College	\$9,500	\$9,500	\$9,500	\$9,500
\$10,000	--Payment to Elms College	\$130,370	\$236,597	\$309,024	\$335,581
	--Payment to Massachusetts Board of Higher Education	\$4,000	\$4,000	\$4,000	\$4,000
\$11,500	TOTALS	\$230,483	\$336,710	\$409,137	\$435,694

One-Time/Start-Up Support	Revenue Sources	Annual Income			
		Year 1	Year 2	Year 3	Year 4
	Grants	0	0	0	0
	Tuition	\$371,850	\$693,750	\$893,550	\$968,475
	Fees	0	0	0	0
	Departmental	0	0	0	0
	Reallocated Funds	0	0	0	0
	Other (specify)	0	0	0	0
	TOTALS	\$371,850	\$693,750	\$893,550	\$968,475

Detail on Selected Budget Lines

- Tuition is the only revenue source and is expected to be \$230,483 in the program's first year and increase to \$968,475 by its fourth year and remain constant in future years.
- SLU plans to add a new faculty member in the first year of the program. A faculty salary of \$65,000 plus a fringe rate of 33.25% results in an expense of \$86,613. SLU did not include salary raises for years two through four in the new faculty salary because those amounts are uncertain and the university automatically includes salary increases into the core department/school budget. Adjunct

salaries are also not included in the budget because the SLU School of Social Work adjunct budget has the capacity to pay the salaries of any adjunct faculty teaching in the program.

- Selected SLU faculty (School Director, MSW Program Director and/or Director of Field Education) and staff (Director of Graduate Admissions) are planning at least annual trips to Elms College to ensure effective and personal communication. Trips will include meetings with perspective and current students, as well as with social work faculty and college administration. Projected travel expenses are \$9,500 per year.
- Marketing for the proposed program will be similar to marketing approaches for the MSW program offered on campus in St. Louis, MO. This includes travel to feeder universities (which in this case will be visits to universities within driving range of Elms College, particularly Catholic and other faith-based universities), brochures, newspaper and magazine ads and targeted mailings. SLU did not include marketing expenses in the listing of annual expenses because the School of Social Work's current marketing budget can absorb these costs. Any marketing costs incurred by Elm's College would be funded by the payment from SLU to Elms College.
- SLU will pay Elms College each semester the full tuition amount for courses, including field practicum courses, that Elms College faculty teach in the program, less any pro-rated scholarships any students in this proposed program receive. This payment of tuition less university-funded scholarships is to cover Elms College's direct expenses associated with the program as well as its overhead costs associated with SLU students' use of its facilities, library, counseling services, tutoring and other services available to all Elms College graduate students.
- As required by the Massachusetts Board of Higher Education, the budget includes an application fee of \$10,000 and annual fees of \$4,000.