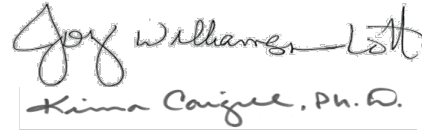


February 28, 2023

To: Peggy Odegard, Interim Dean, School of Pharmacy  
From: Joy Williamson-Lott, Dean  
Kima Cargill, Associate Dean for Academic Affairs



RE: Review of the School of Pharmacy (2021 – 2022)

This memorandum outlines the Graduate School's final recommendations from the academic program review. Detailed comments on the review can be found in the documents that were part of the following formal review proceedings:

- Charge meeting between review committee and administrators (June 10, 2021)
- Self-Study (November 19, 2021)
- Site visit (January 8-11, 2022)
- Review committee report (March 2, 2022)
- School of Pharmacy response to the report (April 18, 2022)
- Graduate School Council consideration of review at its meeting (November 17, 2022)

The review committee consisted of:

Michael Yost, Professor and Chair, UW Environmental and Occupational Health Sciences  
(Committee Chair)

Donald Chi, Professor and Lloyd and Kay Chapman Endowed Chair for Oral Health, UW  
Department of Oral Health Sciences

C. Daniel Mullins, Professor and Chair, Department of Pharmaceutical Health Services Research,  
University of Maryland

Xinxin Ding, Professor and Department Head, Pharmacology and Toxicology, University of  
Arizona

Peter Swaan, Professor and Chair, Department of Pharmaceutical Sciences, Associate Dean for  
Research and Advanced Graduate Studies, University of Maryland

The School of Pharmacy offers the following degree programs:

- Master of Science in Pharmaceutics
- Master of Science in Health Economics & Outcomes Research
- Doctor of Philosophy in Medicinal Chemistry
- Doctor of Philosophy in Pharmaceutics
- Doctor of Philosophy in Health Economics & Outcomes Research

Interim Dean Peggy Odegard and Associate Dean Andy Stergachis attended a Graduate School Council meeting to discuss outcomes from the review. The Council reviewed all documents from the review prior to the meeting. A summary of the review documents and the Graduate School Council discussion is attached to this memo.

### Graduate School Council Recommendations

The Graduate School Council commends the School of Pharmacy on the strength of its programs, faculty, and students. After discussion, the Council recommended the following:

- The School of Pharmacy is a departmentalized school, but it has been reviewed historically as one school, similar to non-departmentalized schools. Future reviews in the school will be conducted separately for each individual department rather than one review of the full school. These individual reviews will be staggered to moderate the impact of this change at the school level:
  - Full academic program review for the Department of Pharmacy in 9 years (2030-2031)
  - Full academic program review for the Department of Pharmaceutics in 10 years (2031-2032)
  - Full academic program review for the Department of Medicinal Chemistry in 11 years (2032-2033)

We concur with the Council's recommendations.

cc: Mark Richards, Provost and Executive Vice President  
Patricia Moy, Associate Vice Provost for Academic and Student Affairs, Office of the Provost  
Peggy Odegard, Interim Dean, School of Pharmacy  
Chris Partridge, Interim Director, Academic Program Review, the Graduate School  
Academic unit Review Committee Members  
Review Committee Members  
GPSS President

## Attachment

### Summary prepared by the Graduate School Interim Director of Academic Program Review

**Site visit date:** January 8-11, 2022

#### Degrees/Certificates included in the review:

- Master of Science in Pharmaceutics
- Master of Science in Health Economics & Outcomes Research
- Doctor of Philosophy in Medicinal Chemistry
- Doctor of Philosophy in Pharmaceutics
- Doctor of Philosophy in Health Economics & Outcomes Research

**Overall Review Committee Recommendation:** Continuing status for all degree programs with a subsequent review in 10 years.

#### Program Strengths (as described in Review Committee Report)

- High quality degree programs with good reputation and student placement
- Welcoming environment for students to pursue their degrees and careers as scholars, teachers, and administrators
- Nationally renowned faculty and excellent reputation of graduate programs and scholarship compared to peer institutions
- Strong mentoring and positive interactions between trainees and faculty mentors
- Appropriate courses and experiential learning to develop fundamental scientific skills
- High confidence that students will find positions upon graduation
- A strong tradition of student mentoring, multidisciplinary research and mutual support
- Uniform praise from students for the support of faculty and feel that funding is stable
- Student handbook is great resource to highlight
- Space continues to be a premium and the new resources will help

#### Challenges & Risks (as described in Review Committee Report)

- Lack of institutional support for graduate training, in terms of lack of tuition waivers, and dedicated first year stipend support
- Need to raise stipends, to compete with SOM and due to high cost of living; concern that some students are working multiple jobs to make ends meet
- Uncertainty in university commitment to providing adequate research space and faculty lines for a highly successful research enterprise and associated graduate degree programs that should be expanded – faculty hiring is central to any expansion plans
- The focus on DEI is “light” and does not address the realities of where we are as a nation; DEI is not well integrated into training and research

- Need to clearly communicate the milestones & expectations for students and identify where to go if they have problems or concerns
- While there are student services in place to address mental health issues, students don't really know how to access those or what they are
- Although students feel connected to their immediate peers and faculty, more cross-departmental and cross-center interactions are desired
- While scientific skills are taught well, the hidden curriculum (e.g. communication, networking, preparing for the job market) could be improved
- Space needs to be well utilized and a long-term plan in place for renovations
- Additional datasets to support HEOR should be explored and targeted funding to support such datasets should be obtained
- Opportunity for more emphasis on F31 awards and diversity supplements
- Consider exploring undergrad teaching as a way to raise revenue and profile
- The turnover for program support staff has made it more challenging for students to be fully informed regarding all aspects of completing the program; however, this has not impacted graduation rates or time to completion of degrees

#### **Areas of concurrence (as described in Unit Response)**

The School of Pharmacy largely agreed with most of the items in the review committee report, while clarifying that some are either already being done or in progress. These include:

- The School would benefit from additional tuition waivers and additional institutional support to dedicate towards first year stipends; clarification that Pharmacy graduate programs already do guarantee first year stipend and benefits for incoming PhD students.
- Raising graduate student stipends would be beneficial; clarification that Medicinal Chemistry significantly increased stipends in 2021-2022. Pharmaceuticals increase is also pending approval.
- Agreement that explicit commitments from the University to provide adequate research space and faculty lines to the SOP would be helpful; clarification that some additional space has been committed.
- Acknowledgment that further outreach and advising is necessary in order to increase awareness of available mental and behavioral health and wellness resources to students in need. The School recently engaged a part-time mental and behavioral health counselor to provide support for graduate and professional degree students.
- The School will seek ways to expand students' cross-departmental and cross-center interactions. Various programmatic efforts are in place but were paused during the pandemic; Pharmacy will reinstate where feasible and look into developing inter-departmental activities for students.
- Pharmacy will explore how an existing program in the PharmD degree program called the Student Professional Development Program might also be adapted to support graduate students in development of 'soft skills.'

- Acknowledgment of value of undergraduate teaching; clarification that School of Pharmacy does offer several undergraduate courses that strengthen the school's profile and return some revenue. Also developing a proposal for an undergraduate minor in Pharmaceutical Sciences which will potentially raise revenue.

#### **Areas of Disagreement (as described in Unit Response)**

- School of Pharmacy stated that each of the School's graduate programs have multiple mechanisms to help ensure that students are well-informed on milestones and expectations.
- School of Pharmacy agreed that there are clear opportunities to better integrate DEI with research activities in particular other funding mechanisms that aim to support trainees from URM populations, but respectfully disagreed that the School's current focus and resources on DEI are "light," particularly given historical norms and the size of the school.

#### **Summary of Graduate School Council Discussion on November 17, 2022**

Interim Dean Peggy Odegard and Associate Dean Andy Stergachis attended the Graduate School Council meeting to discuss outcomes from the review. The Council Discussion included the following key topics:

- *Updates from School of Pharmacy since the unit response:* The School of Pharmacy has continued implementation of several items mentioned in the review documents, including:
  - New faculty have been hired in all three departments
  - New degree option proposal in Health Economics and Outcomes Research to offer data science
  - Continued efforts in Diversity, Equity and Inclusion, for example sending students from traditionally underrepresented groups to professional conferences, holding student-led workshops
  - Strategic plan is complete
  - Stipend amounts for students in Medicinal Chemistry and Pharmaceutical Sciences have been increased to be more competitive with the School of Medicine
  - Piloting a new mental health support specialist position and working toward making that permanent
  - National search for the Dean of the School of Pharmacy is underway
  - Department of Pharmacy has an interim chair – the school made this decision so that the new dean can oversee a chair search
- *Diversity of faculty:* The Council asked for more information on steps the School of Pharmacy has taken to diversify its faculty. The school cited significant work to improve focus on diversity, equity and inclusion in the recent search process for several new faculty and is also examining its orientation and onboarding practices.
- *Pipeline for undergraduate students:* Since the School of Pharmacy has no undergraduate programs, where are students coming from? The School of Pharmacy indicated that its graduate students come from a variety of undergraduate pathways, including not only other research

universities but also from UW and elsewhere in the state of Washington. The school indicated plans to better recruit undergraduate students from STEM departments at UW and an intention to develop an undergraduate minor to raise its profile.

- *Program review structure:* During the site visit and again during the Graduate School Council's discussion of this review, the structure of the School of Pharmacy as a departmentalized school arose as a topic of discussion. The School of Pharmacy has historically been treated as a non-departmentalized school, receiving one academic program review. However, the School of Pharmacy is departmentalized, with distinct separation of faculty oversight in three different departments, so reviews in the future should be conducted at the department level rather than the school level. The Graduate School will make this adjustment in the next review cycle.