

April 12, 2006

A. Lorris Betz
Senior Vice President for Health Sciences
Dean, School of Medicine
5th Floor, Moran Building

RE: Graduate Council Review
Department of Pharmacotherapy

Dear Vice President Betz:

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

Please forward this review to the Academic Senate to be placed on the information calendar for the next meeting of the Senate.

Sincerely,

David S. Chapman
Associate Vice President for
Graduate Studies
Dean, The Graduate School

Encl.

DSC/dh

cc: John W. Mauger, Dean, College of Pharmacy
Diana I. Brixner, Chair, Department of Pharmacotherapy

The Graduate School - University of Utah

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

October 31, 2005

The Graduate Council has completed a review of the Department of Pharmacotherapy. The external reviewers were:

John Murphy, PharmD, Professor and Head
Department of Pharmacy Practice and Science
College of Pharmacy
University of Arizona

Gene Reeder, RPH, PhD, Professor of Pharmacoeconomics
Department of Pharmaceutical and Health Outcome Sciences
College of Pharmacy
University of South Carolina

Kathleen Stringer, PharmD (chair), Associate Professor
Department of Clinical Pharmacy
School of Pharmacy
University of Colorado Health Sciences Center

The Internal Review Committee of the University of Utah was composed of the following individuals:

Susan Beck, Ph.D., APRN
Associate Professor
College of Nursing
Division of Acute and Chronic Care

Peter Catinella, M.D., MPH
Associate Professor (Clinical)
School of Medicine
Department of Family & Preventive Medicine

Donald Strassberg, Ph.D.
Professor
Department of Psychology

This report of the Graduate Council's Ad Hoc Review Committee is based on the Program Self-Study, the Reports of the External and Internal Review Committees, and a response letter from the Chair of Department of Pharmacotherapy and the Dean of the College of Pharmacy.

PROGRAM OVERVIEW

The Department of Pharmacotherapy is one of four departments in the College of Pharmacy. The department participates in a college-wide professional doctorate degree granting program. This program underwent a major curricular revision beginning in 1998 that was fully implemented by 2002. This is a four-year professional program leading to a Doctor of Pharmacy (PharmD) degree. With this degree, students are eligible to be licensed pharmacists. This program is being reviewed separately as part of the College of Pharmacy review. The department also participated in a college-wide B.S. degree that is no longer offered (as of May, 2005). The department is in the process of reviving and expanding its M.S. degree program. The M.S. in Pharmacy Administration has not admitted students since 1992, but the department intends to enroll students in a newly designed M.S. program by Fall, 2006. Finally, establishing a Ph.D. program with a focus on outcomes research is a long-term goal of the department.

The department has two major centers, the Pharmacotherapy Outcomes Research Center (PORC) and the Utah Poison Control Center (UPCC). The UPCC is a leading service institution within the state of Utah and also provides important educational opportunities for students. The PORC, developed in 2002, "has added a new dimension to the scope and capabilities for research in the department and will be an integral part of its future" (External Review, p. 2). This Center has been successful in generating "significant revenue" in its short history and has the potential for greater growth. The department also has a relatively new chair (since 2002), Diana Brixner, who appears to have the support of the faculty, strong leadership skills, and a clear vision for the department. Since the last Graduate Council review in June, 1997, the department has attempted to resolve several issues that were cited as needing attention at that time. Retention of faculty has improved, teaching loads have been adjusted to accommodate the PharmD program, the B.S. program has been phased out, and the department has revised and instituted new RPT guidelines for clinical faculty. The department has not been as successful addressing issues relating to physical space, faculty salaries, and diversity of faculty appointments. These areas still require attention.

Faculty

The department has six tenure-track positions (one is currently unfilled) and 12 clinical faculty positions. One woman (the department chair) holds a tenure-track position and seven occupy clinical positions. The faculty is not ethnically/racially diverse, and they do not appear to have a plan to increase diversity. According to the outside reviewers, the expertise of the current faculty appears sufficiently broad to meet the curricular demands of the department. Additionally, they can draw upon the expertise of faculty in PORC and

researchers in other departments as well as employees of University Hospital's Department of Pharmacy. The faculty in this department are involved in classroom teaching (teaching 55% of the classes) and student supervision for "clerkship rotations" for the college-wide PharmD program. Tenure-track faculty spend approximately 30% of their time teaching and 40% in scholarly activities. For clinical faculty, teaching activities are approximately 50% of their overall effort. In general, the scholarly productivity (approximately two publications per year for both tenure and clinical faculty) is considered to be good and similar to what is seen in other highly ranked schools and colleges of pharmacy. However, many of these publications consist of review articles and editorials rather than research-based papers. The funding within the department is good, but few faculty have been able to secure external, peer-reviewed, multi-year funding.

Students

While the department had no students enrolled in degree granting programs at the time of this review, interviews were conducted with residents and fellows in the department. Students commented positively on the quality of their program, availability of faculty, and the contributions of University Hospitals to their training. They suggested that time spent at PORC could be more structured, and training for teaching assistants might also be improved. Although it was mentioned that the quality of students has improved since the change in the PharmD, there was no data presented to support this statement.

Curriculum

The department is scheduled to enroll students in the newly designed MS program beginning Fall 2006. The program will include three tracks, Pharmacy Administration, Outcomes Research, and Experimental Therapeutics, beginning with the Administration track and only a few students. The program will take advantage of courses that are already offered in this department or other departments or colleges. The Outcomes track, which is close to implementation, will focus on research design and statistics and take advantage of PORC and its faculty. The Experimental Therapeutics track is still in the design phase as new faculty are needed for its implementation.

Facilities and Resources

Space issues continue to exist. There is a shortage of space, and faculty are spread over multiple sites, which negatively impacts productivity (e.g., driving time between sites) and opportunities for collaboration. Faculty salaries continue to be an issue. Revision of the salary supplementation policy has allowed faculty to supplement their salaries (with a cap of 15% above the AACP peer research institutions), but this has created a "sense of haves and have-nots" (Pharmacotherapy Self Study, January, 2005), as not all faculty are able to do this to the same degree.

COMMENDATIONS

1. The current faculty are a dedicated group of individuals who are committed to the mission of the department. They are making important contributions in research, teaching, and service. They share a sense of community and collegiality along with a commitment to quality.
2. The department has established collaborative relationships with centers within the department (e.g., PORC and the UPCC) and other university and community entities (e.g., University of Utah Pharmacy Department, Drug Information Center, etc.) which provide varied research and collaborative experiences for faculty as well as training and research opportunities for students.
3. The revived M.S. program should raise the research productivity of faculty and students and increase the program's visibility on campus and nationally. Further, the soon to be revived M.S. program in Administration is considered to be unique and will fulfill a need in the profession of pharmacy.
4. The department and the PORC have benefited from the strong leadership of Dean Mauger and the past and current chairs Dr. Gary Oderda and Dr. Diana Brixner.

RECOMMENDATIONS

1. Efforts should be made to increase diversity in the faculty. This includes hiring more females in tenure-track positions as well as faculty of color.
2. The department should consider ways to increase faculty research time. This would provide faculty with more time to pursue multi-year, peer-reviewed, externally funded grants and carryout data-based research studies.
3. Continued attention should be directed to issues such as salary equity (both within the department and nationally) and mentoring, which have the potential to influence faculty retention.
4. The department should move towards finalizing the plan for the M.S. program in Pharmacotherapy. The planning should include 1) approving the curriculum and admission and graduation requirements, 2) determining faculty teachings loads and assignments, 3) assuring availability of courses outside the department, 4) developing outcome assessment, 5) determining space and financial requirements, etc. At the same time, they should address issues related to training of teaching assistants.
5. The department should consider placing plans for a Ph.D. program on hold until the M.S. program is not only "off the ground" but showing some success.

6. The department should review options for renovation of current space with the opening of the Health Sciences Education Building.

ACTIONS TAKEN SINCE INITIATION OF THE REVIEW

Letters from the Department Chair and Dean of the College of Pharmacy addressed several of the suggestions made by the Internal and External Review Committees.

1. The department is exploring ways to increase and balance teaching loads. For example, they are integrating their teaching with University Hospital Pharmacy Services Department to expand resources and held a “teaching retreat” to examine teaching needs.
2. Planning for the M.S. program has continued. The department has approved the Administration/Management and Outcomes Research tracks and completed a Student-Faculty Handbook.
3. RPT guidelines have been completed and approved at the department level. A meeting will be held at the PORC to promote collaboration between PORC and department faculty. Mentorship is being discussed.
4. The department will discuss/examine diversity issues with representatives from the Office of Equal Opportunity in their current faculty search.
5. To address resource issues, a faculty committee was convened to present a plan to the Chair outlining faculty support for the M.S. program (Administration and Outcomes Research), and the future expansion of the Experimental Therapeutics and the Ph.D. programs. The Chair and Vice-Chair will prepare a budget to present to the Dean.
6. The department will prepare a document (early 2006) that examines salaries within the department and in relation to other pharmacy departments across the country. The document will be reviewed with the faculty and a possible implementation plan discussed. They will also investigate whether funds are available for Salary Market Adjustments (from the legislature) in general and for their department specifically.
7. The department is developing a space planning document that will be finalized by November 15th with the intent of submitting a proposal to the Capital Appropriations Funding Committee.

Submitted by the adhoc review committee:

Kathy L. Chapman (ad hoc comm. chair), Communication Sciences and Disorders
Tony Anghie, Law
Johanna Watzinger-Tharp, Languages and Literature

**Memorandum of Understanding
Department of Pharmacotherapy
Graduate Council Review 2004-05**

This memorandum of understanding is a summary of decisions reached at a wrap-up meeting on February 9, 2006, concluding the Graduate Council Review of the Department of Pharmacotherapy. A. Lorris Betz, Senior Vice President for Health Sciences; John W. Mauger, Dean of the College of Pharmacy; Diana I. Brixner, Chair of the Department of Pharmacotherapy; David S. Chapman, Dean of the Graduate School; and Frederick Rhodewalt, Associate Dean of the Graduate School were present.

The discussion centered on but was not limited to the recommendations contained in the Graduate Council review completed on October 31, 2005. At the wrap-up meeting, the working group agreed to endorse the following actions:

Recommendation 1: Efforts should be made to increase diversity in the faculty. This includes hiring more females in tenure-track positions as well as faculty of color.

The Department reports that the diversity concern is localized within the regular tenure and tenure track faculty and that the research and clinical faculty is diverse with respect to gender and ethnicity. The Department's recent opportunities to remedy the lack of diversity through filling open lines have been few. However, they anticipate several openings and searches within the next several years and plan to take a proactive approach to recruiting qualified minorities and women. Proactive recruiting strategies will include: 1) the use of professional networks to locate potential applicants, 2) personal contact with potential candidates, and 3) the development of appropriate candidates through postdoctoral training and mentoring. The Department will report progress in these efforts in its annual report to the Graduate School

Recommendation 2: The department should consider ways to increase faculty research time. This would provide faculty with more time to pursue multi-year, peer-reviewed, externally funded grants and carry out data-based research studies.

The Department understands this recommendation as pertaining to the clinical faculty and to be related to their mentoring (see Recommendation 3). The Chair is responding to this recommendation by initiating several actions. First, the Chair has introduced a faculty assessment procedure/plan that communicates clearly articulated expectations for teaching and research productivity. Second, the Department supports the Pharmacy Outcomes Research Center (PORC) in order to assist faculty seeking external funding opportunities. Third, the Department plans to hire more clinical faculty in order to reduce the workload among this sector of the faculty.

Recommendation 3: Continued attention should be directed to issues such as salary equity (both within the department and nationally) and mentoring, which have the potential to influence faculty retention.

The Department recognizes the mentoring concern to be aimed at clinical rather than tenure track faculty. The Department believes that careful selection of clinical faculty who are compatible with, and who understand the Department's academic culture and the clear communication of work expectations via the faculty assessment plan, will better support faculty development and retention. The Dean and Senior Vice President for Health Sciences will work toward addressing salary equity.

Recommendation 4: The department should move towards finalizing the plan for the M.S. program in Pharmacotherapy. The planning should include 1) approving the curriculum and admission and graduation requirements, 2) determining faculty teaching loads and assignments 3) assuring availability of courses outside the department, 4) developing outcomes assessment, 5) determining space and financial requirements, etc. At the same time, they should address issues related to training of teaching assistants.

The Chair reports several actions towards instituting the M.S. by Fall, 2006. The former M.S./Ph.D. committee has been renamed the Department Graduate Programs Committee and will oversee the graduate admissions process for the department while continuing to develop the Ph.D. program. The Department has approved recruitment of M.S. students for Fall 2006 admission. The faculty has approved the Administration/Management and Outcomes Research tracks for the M.S. program. A Student-Faculty Handbook has been completed and will appear on the Department's website.

Recommendation 5: The department will continue to plan for a Ph.D. program once the M.S. program is not only "off the ground" but showing some success.

Development of the Ph.D. program continues with the goal of having it in place when the second to third M.S. cohort finishes their master's degrees. In the interim, the Department is gathering information and observing the impact of the M.S. program on departmental resources.

Recommendation 6: The department should review options for renovation of current space with the opening of the Health Sciences Education Building.

The Department anticipates renovating space in the College freed up by the move of classes to the Health Sciences Education Building. These renovations should be completed over the summer of 2006.

Memorandum of Understanding
Department of Pharmacotherapy
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This memorandum of understanding is to be followed by annual letters of progress from the Chair of the Department to the Dean of the Graduate School. Letters will be submitted each year until all of the actions described in the preceding paragraphs have been completed.

A. Lorris Betz
Diana I. Brixner
David S. Chapman
John W. Mauger
Frederick Rhodewalt

David S. Chapman
Assoc. V.P. for Graduate Studies
Dean, The Graduate School
April 11, 2006