1. **Provide the overall plan for your unit in terms of strategic alignment and budget reduction.**
   a. Please provide organization charts to indicate where current/future undergraduate/graduate programs reside.

All College of Pharmacy’s educational, research, and outreach initiatives support the mission, vision, goals, and values of OSU and the Division of Health Sciences. Our goal is to foster multidisciplinary professional education and health care delivery and collaborative research.

Maintaining academic excellence of the professional doctor of pharmacy (Pharm. D.) program that exceeds the accreditation standards of the Accreditation Council of Pharmacy Education (ACPE) and produces graduates that promote healthier, higher quality lives for the people they serve is the principle educational mission for the College of Pharmacy.

The Pharm. D. degree is jointly awarded by OSU and the Oregon Health & Sciences University (OHSU). Through our relationship with OHSU, we share in the vision to be a place “where healing, teaching, and discovery come together.”

The graduate education, research, and public outreach missions of the College complement and build upon the successes of the professional doctoral program. Graduate degrees in pharmacy include an emphasis in medicinal and natural products chemistry, pharmacology, pharmaceutics, and drug policy/pharmacoeconomics.

As represented in the accompanying organizational chart, the College of Pharmacy is divided into two academic departments: the Department of Pharmaceutical Sciences and the Department of Pharmacy Practice. All tenure track, clinical track, and instructor faculty from both departments contribute to the professional education of pharmacists and are active participants in research or other forms of scholarship, and/or advancement of the practice of pharmacy. Faculty in the Department of Pharmaceutical Sciences participate in graduate education, both in the classroom and in their laboratories. Many faculty in the Department of Pharmacy Practice have clinical practices that serve as teaching laboratories for professional students and residents and a genesis for research questions.

Undergraduate degrees are not awarded by the College of Pharmacy though College faculty offer a small number of undergraduate courses for pre-pharmacy students and other majors on campus.

As indicated in the preliminary planning documents submitted in October and January, the College of Pharmacy will not be eliminating any undergraduate, professional, or graduate courses, nor is there any anticipated administrative re-organization, or faculty or staff reduction. Through a combination of delayed faculty hiring over the last two years and substantial increases in differential tuition for Pharm.D. students, the college has stable funding for the current academic year and will end the year with a higher fund balance than the previous year. Recruitment for four new faculty hires is underway, with two offers to start in June 2010 already accepted and one other offer pending. Increased expenditures to support the new faculty, as well as future unanticipated budget reductions, will be offset by a combination of continued ramp up of previous differential tuition increases plus an additional 5% tuition increase in AY 2011 to approximately $18,000 per year for resident students and $25,900 for non-resident students, generating an additional $150,000 in revenue. There is also a small increase in the relative proportion of non-resident to resident students in the professional program.
As a result of the new divisional structure, several faculty work groups have been established to identify research, graduate education, and outreach collaborations, and participation in a new College of Public Health. Participants in each work group include faculty from the three health science colleges (HHS, Pharmacy, and Veterinary Medicine) as well representative from other departments (Environmental and Molecular Toxicology, Sociology, and Psychology), colleges (Agricultural Sciences, Liberal Arts, and Science), and divisions. Anticipated outcomes are new joint research and graduate programs.

2. Provide a summary of how this plan aligns with “academic and administrative” guidelines.

   a. Academic guidelines

      i. 5 sub-units per college –

         2 academic departments - In compliance

      ii. Minimum 20 FTE faculty per sub-unit

         Pharmaceutical Sciences: 18 (15 FTE tenure track + 3 FTE research track)

         Pharmacy Practice: 19 (9 FTE tenure track + 5 FTE clinical track + 5 FTE instructor)

         Neither department meets the minimum 20FTE faculty threshold, but the College strategic plan would bring both departments to the required minimum. A waiver is requested to continue with the two department structure because of significant differences in research and scholarly missions of the two departments.

         Merging of the two departments would provide no budgetary savings, and could even increase administrative salary expenses. All faculty in the Department of Pharmaceutical Sciences are located on the Corvallis campus. The chair of that department also serves as associate dean for academic affairs and has a heavy teaching load in the Pharm.D. program. If no longer a department chair, he would continue duties as associate dean and his current teaching load for essentially the same salary. Faculty in the Department of Pharmacy Practice are located on both the Portland (OHSU) and Corvallis campuses. The department chair is located in Portland and also serves as an administrative liaison with OHSU, has a heavy teaching load in the Pharm.D. program, and maintains a clinical practice in infectious diseases at OHSU. If the two departments were to merge, this individual’s position would be converted to an associate dean for the Portland campus at the same salary. A department head for the merged department would have to be appointed, adding a new administrative salary for the college.

         Discussions at the division level identified overlapping missions and existing collaborations between faculty in the Department of Pharmaceutical Sciences and several (but not all) members of the Department of Environmental and
Molecular Toxicology (EMT) in the College of Agricultural Sciences. Merging the two departments into a Department of Biomedical Sciences (a placeholder name only) would exceed the critical mass of 20 FTE faculty and the combined research funding of the merged department would place it in the top ten among colleges of Pharmacy in the US. Indeed, there is precedent at other universities with a college of pharmacy and medicine to have a combined pharmacology and toxicology department. However, such a merger is considered premature at this time without a careful review of factors including assurance of appropriate placement of faculty who better align with other departments or divisions; physical location of faculty offices and laboratories; teaching responsibilities; and funds flow for salaries, equipment and supplies, and indirect cost return. As an interim step, the college of pharmacy is supportive of development of a new Institute of Human and Environmental Health as proposed by Craig Marcus, Chair of EMT. The institute would be anchored by faculty from Pharmaceutical Sciences and EMT, but open to investigators from other colleges and divisions with an emphasis on collaborative research and graduate education. This concept is in keeping with the discussions occurring within the research and graduate education subgroups of the Health Sciences Division. It also creates opportunities for grant applications and a capital campaign to build a new facility to provide expanded and improved laboratory space for the institute collaborators. As the institute matures, merger of departments could be re-considered in the future.

iii. Program size

1. Undergraduate programs: average 20 students (3 yr. average)

   This is not applicable to the College of Pharmacy – no undergraduate degrees are offered.

2. Graduate programs: average 5 masters, 2 Ph.D. (3 yr. average)

   The College of Pharmacy is currently in alignment with these requirements, averaging 20-30 graduate students in residence. College of Pharmacy Faculty also serve as major professor for several students in the Molecular and Cellular Biology (MCB) program. Discussions at the divisional level and about the new institute of Human and Environmental Health will identify greater collaborations to enhance recruitment of new graduate students and efficiencies in developing core educational offerings.

iv. Class size

1. Lower division: 25 –

   not applicable to the College of Pharmacy
2. Upper division: 15 –

   not applicable to the College of Pharmacy

3. Professional: (Not addressed in university guidelines)

   90 students per year in core curriculum (16-18 credits per quarter.)
   Electives (required for accreditation) may have fewer than 15 students,
   but the faculty teaching electives are involved with teaching core
   curriculum. Thus, no extra cost is incurred. Some electives are taught
   by faculty in departments and colleges not in College of Pharmacy (e.g.,
   business, public health, and aging.)

4. Graduate: 6 –

   The College of Pharmacy is in compliance with this policy by offering
   some courses every other year. New collaborations within the division
   will likely increase class sizes further.

b. Administrative guidelines

   i. Maximum of 4 levels of management –

   College of Pharmacy is in alignment: The associate dean/ department chair,
   assistant Dean, second department chair, and unit directors (student services,
   experiential programs, assessment, alumni and student relations, student health
   service pharmacy) report to the Dean. Professorial faculty are supervised by the
   two department chairs.

   ii. Targeted minimum of 6 direct reports –

   in alignment for dean and 2 department chairs.

3. For places of disconnect, provide a clear rationale for this disconnect and how you plan to move
toward alignment.

   See part 2, a, ii.

4. What are the budgetary implications of your plan?

   a. What are the savings associated with realignment? –

   None. All costs offset by increased differential tuition.

   b. What are the costs associated with realignment? –

   New faculty hires and support of clinical training sites are required to maintain
accreditation. Any additional costs are offset by increased differential tuition and development of compensated practice agreements for clinical faculty.

5. Describe the decision making process for this particular plan. How were faculty, staff, and students involved in developing the plan and how was input from these and other constituency groups incorporated into the plan? Provide evidence as to the level of faculty support for the proposed plan.

Planning at the college level starts at the level of the Executive Committee (Dean, associate/assistant deans, department chairs) and the College Council (Executive Committee plus Director of Student Services/ Head Advisor, Director of Pharmacy Practice Experience Programs, Director of Assessment, Director of Alumni and Student Relations, two elected faculty representatives -one from each department, and the Dean’s Executive Assistant.) Budgetary guidance and oversight is provided by the Manager of the Health Sciences Business Center. Faculty committees are charged with oversight of Academic and Professional Standards, Admissions, Assessment, Curriculum, Diversity, Faculty Development and Promotions, Graduate Studies, Instructional technology and support, Professional Experience Programs, and Research and Scholarship. The department chairs meet with faculty monthly to seek input and review of strategic planning, faculty recruitment, and curricular revision. College-wide faculty meetings are convened by the Dean quarterly, with open forums/town hall sessions available periodically.

Oversight of Divisional Planning involves weekly meetings of the deans of the three health science colleges, frequent meetings of the combined leadership teams of the three colleges, and appointment of three cross divisional faculty committees to address collaborative research, graduate programs, outreach and development of a College of Public Health. The chairs of these committees report back to the combined leadership team for prioritization of planning.

The entire faculty and staff of the College of Faculty are provided working documents from the planning committees and periodic updates from the dean. Open forums have generated little debate, either a sign of general agreement or minimal interest.