Dear Dean Kradjan,

Thank you for submitting your Strategic Alignment and Budget Reduction Implementation document describing the proposed activities that the College of Pharmacy will be undertaking to comply with previously implemented budget adjustments, and describing your realignment activities both within the college and within the Health Sciences Division. The Strategic Alignment and Budget Reduction Review Committee has completed its preliminary review of your document and has the following observations and questions for your consideration:

- The Committee recognizes that many aspects of the college’s organizational structure are mandated by the profession’s accrediting organization, the Accreditation Council of Pharmacy Education. As such, the college is not expected to undergo any significant administrative or academic realignment. As such, the budgetary implications for any changes will be minimal.

- The proposed organizational structure is in alignment with the institutional guidelines of no more than four layers (Provost→Dean→Department Head→Faculty). Within this structure, the college is complying with the mandated minimum 6-to-1 reporting guidelines.

- The college will retain its two departments: Pharmaceutical Sciences and Pharmacy Practice. Neither department is currently at the minimum mandated size of 20 faculty members, but, based on the College’s Strategic Plan both are expected to do some additional hiring and will soon meet this guideline. In any event, the College recognizes that there would be no net cost savings by merging the existing departments.

- The Committee recognizes that, because the college’s alignment is mandated by professional accreditation requirements, and, as such, few if any significant organizational changes have needed to be made, your report has not required extensive engagement of faculty within the college to develop the plan. Nonetheless, we strongly encourage you to keep your faculty informed about the institutional realignment activities and processes. If ideas arise as to how we, as an institution, might become better aligned and more broadly collaborative, please share those with the Committee.

- The college has been proactively managing its budget situation in an appropriate and progressive manner. Specifically, the college has:
  - Held certain faculty positions open, temporarily (short term adjustment)
  - Increased both in-state and out-of-state differential tuition by 5% (increases the long term base)
  - Changed the mix of student enrollments by increasing the emphasis on out of state students (increases the long term base)

- The Committee recognizes that the divisional alignment activities remain in their formative stages. Broad initiatives to develop MPH-Pharm.D programs are in the works as are efforts to
broaden and strengthen cross-college collaborative research activities. You presented an interesting discussion about a potential merger of Pharmacy with Toxicology. From the information provided, it appears that you have not undertaken any discussions with Dean Ramaswamy about such a potential realignment. Please update the Committee as to any progress made on this front.

- You also mention the Institute of Human and Environmental Health, an initiative initially drafted by Craig Marcus from EMT. To date, we have not seen a proposal for this Institute, and Dean Ramaswamy has not been promoting this concept in his report. Please update us on any additional collaborative discussions that have occurred to explore this concept.

- The college offers both M.S. and Ph.D. programs in Pharmacy. The graduate degrees have a number of different focal areas. At this time, there are no plans to reduce or eliminate any of these graduate programs. The college also offers a limited number of undergraduate courses for pre-pharmacy majors. While no degrees are offered, there are also no plans to eliminate the undergraduate curriculum. Based on the limited number of masters degrees awarded during the period FY07 – FY09 (2 graduates), it appears that this graduate program may not meet the minimum standard of 5 graduates in 3 years. Please provide graduation rates for each of the graduate programs in the College and, if necessary, explain how the College plans to align the masters degree program with academic system guidelines.

- Budget projections for the next biennium indicate that additional cuts will probably be necessary, possibly in excess of 10%. To what extent will the proposed changes address further decreases in state-appropriated funding?

The Committee is expected to develop recommendations for the Provost’s consideration by the end of May and, therefore, would appreciate receiving your response by April 30, 2010. In your response, please clearly identify substantive changes that will need to be approved by the University.

Please let me know if you have any questions for the Committee. Also, please do not hesitate to contact me if you think the Committee can play a facilitating role in development of plans, either within the College of involving other colleges, which may advance the strategic initiatives of the university.

Sincerely,

Becky Warner
Committee Chair