

**Henry J. Mann, PharmD, FASHP, FCCP, FCCM**  
Dean and Professor, College of Pharmacy  
Five Year Self-Assessment (August 2013 to October 2017)

Although this review is for my reappointment as Dean, I recognize that faculty, staff, students, alumni, and supporters of the college have done the accomplishments and the work. I am proud to represent the college and I believe we have many more opportunities to demonstrate leadership and impact healthcare in the years to come. I wish to thank our previous Dean, Dr. Robert Brueggemeier, for leaving me with great college faculty, staff and students with which to build.

### **Overview**

*Mission* : The Ohio State University College of Pharmacy advances the pharmacy profession and medication-related outcomes across Ohio and around the globe through innovative teaching and practice, ground-breaking research, and transformative outreach and engagement.

*Vision* : The College of Pharmacy will lead in drug discovery, development, and training in the optimal use of medications to improve health and well-being.

The college's mission is aligned with the university's mission through an emphasis on research, teaching, outreach and engagement, and resource stewardship.

The Ohio State University College of Pharmacy is one of seven health sciences colleges at OSU and we date our founding back to 1885. There are 135 colleges or schools of pharmacy that are accredited in the US. Among these colleges **we are tied for 6<sup>th</sup> (with Illinois and Kentucky) by US News and World Report 2016** which is a slight increase from our previous rating of 7<sup>th</sup>. There are 7 colleges of pharmacy in the state of Ohio with the next highest rated school being Cincinnati at #33. The remaining 5 Ohio schools (Toledo, Ohio Northern, NEOMED, Findlay, and Cedarville) ranked at 60<sup>th</sup> or higher.

The **Doctor of Pharmacy (PharmD) degree** is a post-graduate program that is 4 years in length and we admit approximately 130 new students each year. Our college is distinguished by the requirement that entry to the PharmD program requires a bachelor's degree while most other schools require 2 or 3 years of pre-pharmacy. This admission policy does restrict our applicant pool and we are evaluating its impact on access, affordability and excellence.

We offer a **Bachelor of Science in Pharmaceutical Sciences (BSPS)**, which is rare among colleges of pharmacy as there are only 18 other BSPS programs. We graduate approximately 110 BSPS students each year. Strong graduate programs offering **MS and PhD degrees** as well as one of **the largest post-doctorate residency programs** in the US also distinguish us.

We have **strong partnerships** with the OSU Wexner Medical Center, the Comprehensive Cancer Center, the Davis Heart and Lung Institute, and the Center for Microbial Interface Biology. We collaborate through educational programs, clinical practice, research, or shared faculty with all of the other health sciences schools, the Fisher School of Business, Social Work, Arts and Sciences, Food Agriculture and Environmental Sciences, the Discovery Themes Initiatives, and most of the health systems in the Columbus area. We have active education agreements with 5 China universities and 6 Taiwan universities. Individual faculty have established research and graduate training relationships with universities in Central America, South America, India, Saudi Arabia, South Africa, and Europe. We also participate in the OSU One Health Initiative in Ethiopia.

### **Strategic Plan**

Our strategic plan is based on the **University Core Goals** that are fundamental to Ohio State's mission and future

success. For each of these Core Goals, the College of Pharmacy has specified **Strategic Focus Areas** that specify and define the areas of emphasis that will enable the College to achieve its Mission. Within each Strategic Focus Area, we have delineated implementation initiatives to support its accomplishment and each is assigned to one of the members of the College Executive Committee. Metrics for the strategic plan are linked to the four core goals areas for the college, and these metrics are collected annually and reported to the Executive Committee. A dashboard was created to provide a one-page overview of the status of achievement of our predetermined benchmarks.

The **College Executive Committee reviews the top ten strategic focus areas** and affirms or revises them as necessary. The most recent revisions occurred in September 2016 and June 2017. We will be working on our strategic plan to bring it into congruence with the new University Strategic Plan “Time and Change” during this academic year. We already have access, affordability and excellence as well as Academic Health Care in our current plan as implementation initiatives.

**Inclusivity is a guiding principle in our strategic planning process.** We included both internal and external stakeholders in the generation and review of the mission, vision and strategic plan. The following groups participated in SWOT (strengths, weaknesses, opportunities and threats) discussions in fall 2013: 80 faculty; 38 students; 26 deans, chairs or association presidents; 12 corporate council members; 24 alumni; and 20 diversity committee members. Over nearly 2 years we refined the strategic plan through 2 retreats and multiple faculty meetings and open forums.

**Teaching and Learning:** to provide an unsurpassed, student-centered learning experience led by engaged, world-class faculty and enhanced by a globally diverse student body.

1. *Develop and implement our new I3 (Inquire, Innovate, Involve) curricula*
2. *Attract/recruit high ability engaged students*

Activity and Accomplishments: We have made great progress in assuring our educational programs are state of the art. All of our programs (BSPS, PharmD, MS, PhD, Residencies) have been reevaluated and undergone significant curriculum changes since 2013. We broadened our BSPS program and developed a Pharmaceutical Sciences undergraduate minor as well as several individual undergraduate courses to expose students to the profession. In all of our considerations **we remain committed to high academic standards while recognizing that access, affordability, diversity, and inclusiveness must be considered in our pursuit of excellence.**

The College of Pharmacy is comprised of four divisions or disciplines and every faculty member is assigned to one of these divisions. We have faculty in tenure track, clinical track, and research track appointments as well as associate faculty and professional staff pharmacists. The 4 division are Medicinal Chemistry and Pharmacognosy, Pharmaceutics and Pharmaceutical Chemistry, Pharmacology, and Pharmacy Practice & Science.

Our PharmD program has undergone the most significant revision as we transformed it to a student-centered learning program that integrates pharmaceutical sciences and clinical pharmacy and is modular in design. The first two years of this program have now been implemented or are in the process of implementation and the third year planning is complete. Our fourth year requires only minor changes and is compatible with our previous PharmD curriculum. Student feedback has been very positive considering the amount of change that is involved. Also, we just completed our Accreditation Council for Pharmacy Education on-site visit and the exit feedback was also positive and supportive of our changes. **Based on the exit team feedback we expect a full 8 year accreditation.**

The majority of our graduates have accepted jobs or residencies prior to graduation from the PharmD program with approximately **70% going into community practice and 30% seeking additional advanced training.** The average starting salary for our PharmD graduates is \$115,000 per year. Our PharmD graduates continue to **perform better than the national average on their licensing and law exams.** In 2016, 95% of our students passed the North

American Pharmacist License Exam (NAPLEX) on the first try versus 86% of students nationwide and 98% of our students passed the Multistate Pharmacy Jurisprudence Exam versus 85% nationwide. This strong performance is also an acknowledgement of the great mentoring our students receive on clinical rotations from over 700 preceptors that contribute their time and practice sites to the college.

The vast majority (>80%) of our **BSPS students go into a PharmD program** following graduation. Approximately 45% of our PharmD class at OSU comes from our BSPS program. Other BSPS students enter graduate programs, other health science programs, or take positions that do not require a post-graduate professional degree.

Our **graduate program has been following the recommendations of a task force** evaluation in 2012 regarding optimal training and optimal size. This has resulted in a decrease in our graduate student program size and an increase in the domestic PhD applicants. These policies have also resulted in improved time to graduation rates and a decrease in college-funded graduate students through teaching assistantships. As we have added new research faculty the number of graduate students is increasing but the reliance on funding through the college has remained lower. We have also established a partnership with the Department of Chemistry and Hong Kong Baptist University to offer a Dual PhD program. We have enhanced our recruiting efforts and we are seeing positive benefits from these strategies. We have participated with Nursing and Medicine in developing an **on-line Master of Applied Clinical and Pre-clinical Research (MACPR)** and we are currently evaluating how our 60 year old MS in Health-Systems Administration and Residency Program (Latiolais Leadership Program) could be offered as an on-line distance education program in partnerships with universities and hospitals across the US and possibly, around the globe. Our residency graduates take positions as clinical specialists or as managers in health systems; our PhD graduates primarily pursue post-doc fellowships or take positions in academia and industry.

The college underwent a successful **academic program review in 2016**. The external reviewers met for two days with various representatives of the university and with College of Pharmacy leadership, faculty, students and staff. The reviewers concluded that the college is a valued and respected member of the university community and noted that it is **recognized nationally for its innovative research and education**. They supported the direction we have taken in our strategic plan. They supported our need for additional funding and enhanced facilities.

#### **Teaching and Learning Goals for an Additional Term**

- Complete implementation of the new PharmD curriculum and make appropriate revisions as faculty and students gain experience with the courses. This will remain intensive for 3 more years.
- Hire 2 additional faculty to teach in our 3<sup>rd</sup> year pharmacy practice labs.
- Continue the evaluation of a distance delivered component for our MS in Health System Administration program. This could have a pilot experience in 2018-20.
- Continue supporting the growth of MACPR as a distance delivered program. There are a variety of markets for this type of training program, including an international market.
- Evaluate how our course content can be further individualized for students who have different post-graduation goals. With 70% of our students entering community practice this has to be our primary focus but it is not clear that we have optimized their experiences to what the market needs.
- The degree to which we prepare our students to be team leaders and provide business skills must also be evaluated. The 30% of our students who seek advanced training should have experiences that make them most competitive in the post-graduate residency environment, specifically research opportunities.
- Examine and remove any barriers that hinder enrolling the highest ability engaged students into our school.
- Evaluate access and affordability trade-offs in our current practices.
- Continue placing an emphasis on recruiting a diverse class of excellent students who want to be change agents and leaders in healthcare.
- The goals of our 2012 graduate program task force have mostly been realized and it will be time to readdress our needs, support, and direction for the graduate program over the next 2 years.

**Research and Innovation:** to create distinctive and internationally recognized contributions to the advancement of fundamental knowledge and scholarship and to solutions for the world's most pressing problems.

3. *Develop innovative and sustainable practices*
4. *Enhance cutting edge research groups*
5. *Develop key domestic and international partnerships that further research and outreach missions*

Activity and Accomplishments: We have made great strides in **increasing funding for research** in the College. We have enhanced our pre-award and post-award services for researchers. We have provided mentoring for faculty to increase their likelihood of submitting competitive grants. We have focused our recruiting on faculty with proven funding records. Most importantly, **we have leveraged our partnerships and the Discovery Themes Initiative** to hire more faculty. Of the 36 faculty we have hired since 2013, 20 have a major research commitment (56%) and are either tenure track (14) or research track (6). Over this same time period we had 17 faculty resign and 6 of those (35%) were recruited away by other universities with significant research packages.

The **total number of faculty has increased by 34% (from 58 to 78)** since 2013 and this has been accompanied by increases in research funding and course credits taught. The composition of the faculty includes 21 full professors, 19 associate professors, 31 assistant professors and 4 lecturers. There are 33 tenure track faculty (47% new since 2013), 17 clinical track faculty (41% new since 2013), 6 research track faculty (83% new since 2013), and 21 associated faculty (24% new since 2013). Research funding was reported by 45 (58%) of the faculty in 2016.

In FY2013 our **total research funding** was \$5,836,000 and in FY2017 it had more than **doubled to \$12,178,000**. This is the highest amount of research funding ever reported in the college. We have moved from 27<sup>th</sup> in **NIH funding to 10<sup>th</sup>** since FY2013 and from 26<sup>th</sup> to **15<sup>th</sup> in overall** research funding among colleges of pharmacy. Greater than 90% of our funding is from NIH with NCI being approximately half of those funds. Grants and contracts by corporations and industry have traditionally been less than 5% of our research funding. Our active licensing deals have increased from 4 in 2013 to 11 in 2017.

We established a **new Center for RNA Nanobiotechnology and Nanomedicine** in the College and Dr. Peixuan Guo, who holds the Sylvan Frank Chair in Pharmaceuticals and Drug Delivery Systems, directs it. Hiring Dr. Guo was a major accomplishment that was made possible by the **establishment of the Frank Chair** by a generous donor to the college. Our faculty hires add new research capability in outcomes, data analytics, cardiology, cancer, neuroscience, and infectious diseases.

Most (66%) of the **clinical track faculty have contract arrangements** to support their practice time (usually 50%). We have made significant changes in our practice sites to assure that they are self-sustaining practices and are a model for real practice opportunities.

We established a new **telepharmacy Medication Management Program** in 2014 under Dr. Milap Nahata. This program now hires 20 pharmacists, 22 technicians, and 120 students (PharmD and BSPS). This program is projected to serve 180,000 patients in FY2018 and generate \$5.7 million dollars. Over \$1 million of that will go to student salaries which exceeds our annual scholarship amount and greatly assists the students.

#### **Research and Innovation Goals for an Additional Term**

- Complete our research faculty hiring plans and make strategic adjustments based on lost faculty and new opportunities. We have 8 approved faculty hires in our plan and 6 proposed hires that need resources developed to implement. We also have 12 clinical scientist hires and 4 clinical specialists in our hiring plan. Each of these positions need resource identification but have had some work done on them. We have 3 research scientist positions that have been proposed to assist in the development of the clinical scientist

positions.

- Continue the review of space assignments to meet the goals of the strategic plan and our hiring plan.
- Renovate research facilities and plan for the necessary budget allocation.
- Continue development of our clinical scientist plan with the OSUWMC Department of Pharmacy. This would add 12 research based faculty that are focused on clinical trials and increase this component of our research funding. This will take 3-5 years to complete.
- Continue our efforts to appropriately identify and use research metrics in making funding and strategic decisions.
- Implement a college-wide faculty seminar series.
- Develop a plan for renewal or replacement of research instrumentation.
- Offer additional training on research issues including data management, investigator responsibilities, authorship, export control and intellectual property, electronic lab notebooks, and data stewardship.
- Develop a T32 training grant for graduate student support.
- Develop the next phase of support for our graduate programs.
- A systematic plan for increased oversight of faculty practice activity, including working with sites to establish performance metrics, needs to be developed.
- We are planning a review of our full clinical enterprise and will make further investments based on the potential to support our college mission. The Medication Management Program will be a significant part of this as well as our interaction and partnerships with OSUWMC.
- Clinical Specialists positions at the OSUWMC continue to be an area we wish to enhance. There is a difficulty with our retirement plans (STRS and OPERS) when staff pharmacists are given faculty appointments. Alternatives still need to be explored.
- We have begun an engagement with chain drug stores to define a new interaction at the corporate level. This would allow discussion of new research and practice support mechanisms for the college. We have a proposal for a Center for the Advancement of Pharmacy Practice that would support such initiatives but funding and staffing will need to develop.

**Outreach and Engagement:** to establish mutually beneficial partnerships with the citizens and institutions of Ohio, the nation, and the world so that our communities are actively engaged in the exciting work of The Ohio State University.

#### *6. Coordinate efforts for practice change*

Activity and Accomplishments: We established the Office of Outreach and Engagement under an Assistant Dean in 2014 to oversee both national and international efforts by the college. We have extensive outreach programs and were recognized by the American Association of Colleges of Pharmacy with the **Lawrence C. Weaver Transformative Community Service Award** in July 2017. This is very prestigious and given to only 1 program each year. We were selected to receive the **National Association of Chain Drug Stores Scholarship Award** for support of refugee education and Generation Rx at their national meeting in April 2017. **Generation Rx has reached its 10 year anniversary** and continues to develop and support the use of prescription drug misuse prevention resources. The **Generation Rx Initiative** is the country's leading anti-prescription-drug-abuse program and has been endorsed for utilization in every K-12 school in Ohio by the Office of the Governor. The program is used in 80 pharmacy schools nationwide, and in all 50 states.

We also partnered with Social Work and Student Life to found the **Higher Education Center for Alcohol and Drug Misuse Prevention and Recovery (HECAOD)**. Both Generation Rx and HECAOD have roles to play in our response to the current opioid crisis. We also developed an **Office of Continuing Professional Development** to develop continuing education programs and certificates and to establish the technology infrastructure needed to provide online, distance education programs.

An OSU P3 student, **Michael Murphy is the current national president of the American Pharmacists Association-Academy of Student Pharmacists**- this is the largest organization in the nation for pharmacists. We have interacted with our national organizations and the Ohio Pharmacist Association to **advance the scope of practice for pharmacists** and to have them **acknowledged under Medicare as providers**. Our students provided over 10,000 volunteer hours in the community and served over 98,000 patients at 234 individual sites this year.

College of Pharmacy students developed **Pharmacy Ambassadors**, an initiative with US Together and Kroger that helps newly-settled refugees learn how to navigate U.S. pharmacies. The program has been featured in The Columbus Dispatch, Pharmacy Today, PRI's "The World" (<http://www.pri.org/stories/2015-11-04/helping-refugees-one-part-american-life-pharmacy>), and the BBC's "Boston Calling." In July 2017, the program was recognized with a **Student Community Engaged Service Award** from the American Association of Colleges of Pharmacy (AACCP).

#### **Outreach and Engagement Goals for an Additional Term**

- A key member of our team will be retiring at the end of the year and we will have to make decisions on how to replace that position.
- HECAOD has a temporary director and the future of the program will need to be outlined.
- Our exchange program with China is at the planned end for enrollment and we are reviewing the future of the program. Most of the schools do want to renew the commitment.
- The needs of our Taiwan partner schools has increased as they begin to offer PharmD programs. They are requesting more from us and the funding mechanism as well as other needed support will require analysis.
- Our work with health-systems, many serving underserved areas, requires evaluation.
- Funding for MEDTAPP has not been renewed and we will have to make decisions on practice faculty/staff placements in the future.
- Generation Rx is needed more than ever and will require additional evaluation of resources required to meet the opioid crisis.
- Working with chain drug stores will require more involvement than we have had in the past but this is a significant opportunity.
- Other international opportunities are continually being presented to the college. Funding, space, and faculty time are major constraints that need additional work.
- Advocacy efforts are relatively new for our college and it is an area we are realizing needs continual effort. This is likely to expand throughout the next 5 years.
- Our Office of Continuing Professional Development is still in its early stages and programing needs to be grown so it is self-supporting.
- Our students are amazing and make huge commitments to outreach efforts. With the new modular format of our classes, it is necessary to continually evaluate how much time students are in required courses versus participating in the co-curriculum.

**Resource Stewardship:** to become the model for an affordable public university recognized for financial sustainability, unsurpassed management of human and physical resources, and operational efficiency and effectiveness.

7. *Retain and reward faculty and staff based on achievement of our strategic goals*
8. *Support achievement of college mission & vision by optimizing the organizational structure*
9. *Create an inspiring physical plant*
10. *Establish the reputation of the College as a leader in education, research, outreach and engagement, and patient care*

Activity and Accomplishments: We have been good stewards of our resources and had to make difficult decisions on

what to fund and when. Our approach has been to combine cost-saving approaches with enhancement of our revenue generating opportunities. We have established budgets for our divisions and associate/assistant dean offices which has been greatly appreciated by all. **Our PBA has increased 25%** from \$13,434,512 in 2013 to \$20,814,630 in 2018. This has allowed us to budget for faculty and staff hires, make significant improvements in faculty and staff salaries, invest in our infrastructure, and acquire needed research, practice, and teaching space.

Our **advancement** efforts have set records for the college in both amount of funding and number of contributors putting us **5<sup>th</sup> in the nation for productivity among pharmacy schools**. We exceeded our But for Ohio State Campaign goal of \$20 million by an additional \$3 million. Since 2013, the College has averaged \$760,000 a year over the \$3.54M average of the top 25 research schools of pharmacy. In FY2017 the College received \$3.61M in New Fundraising Activity (NFA). This is the 4<sup>th</sup> best fundraising effort in the past 20 years. FY2017 also marked our largest increase in annual donors (+291) since 1984. Our Pharmacy Alumni Society has been great in supporting the college and they gave the largest single gift by an alumni society as scholarship funds in 2016.

We have made significant changes to our organizational structure with each intending to better support our strategic plan. In our structure administrative positions are part-time with Associate/Assistant Deans being 50% and Division Chairs 25%. Directors are usually less than 25% administrative appointments. The remaining portion of each faculty's time is primarily teaching and research.

Our main building is Parks Hall which was built in 1967 and suffers from age like many of the other building at the university. We have done space studies for the building and had conceptual drawings made to allow better usage through remodeling. Over 25 renovation projects were completed this year ranging from major construction to minor enhancements We have successfully moved 85% of the research from the 1st and 2nd floors of Park to other areas of the college to align with the vision that those floors contain our public accessed areas. Some of the projects completed included renovating two major lab spaces to house our Fiscal and IT staff; completion of our donor wall; installation of charging lockers for our students; updating our entry areas; and planning for a lecture room and revision of three spaces for pharmacy practice laboratories.

We have hired a new communications director, increased our social networking, developed a history of the college, and worked closer with central communications to share news about the college. We are planning to redesign our website in the coming year. We have moved the reporting structure of communications so it is now under the Senior Associate Dean portfolio.

Our **Faculty Culture Survey was very positive** and indicates our faculty are generally happy with their relationship with the college, collegiality, perceptions, resources, staff support, their unit fit and the unit head. We are committed to an open administration and readily share information requested by all segments of the college.

#### **Resource Stewardship Goals for an Additional Term**

- Our success in the future is dependent on our continuing to meet our planned growth in courses, research funding, and practice support.
- The new "Campaign" will require significant effort but at the same time gives us an opportunity to sharpen our goals with a public message. We wish to continue our facilities improvement, maintain our research productivity, and enhance our ability to attract the best faculty, staff and students.
- Messaging and communications are ever more important. These can become costly however, and we need to assure that our investments are worthwhile in this area over time.
- As the faculty grows our need for excellent support staff also grows. We need to make sure that it is clear that we are consistent in providing appropriate resources to all areas of our college.

### **University Level Service of Dean Mann**

- Health Sciences Deans Council (2013- present)
- Council of Deans (2013- present)
- University Senate (2013- present)
- Higher Education Center for Alcohol and Drug Misuse Prevention and Recovery Internal Advisory Board (2014- present)
- Comprehensive Cancer Center Internal Advisory Board (2013- present)
- OSU Faculty Resource Network (2013- present)
- OSU Bucks for Charity Campaign (2016, 2017) Co-Chair College of Pharmacy
- OSU Campus Campaign (2017, 2018) Co-Lead College of Pharmacy
- Latiolais Leadership Program Executive Committee (2013- present)
- Executive Committee College of Pharmacy (Chair) (2013- present)
- OSU College of Pharmacy Awards Committee(2013- present)
- OSU College of Pharmacy Alumni Dean's Corporate Council (2013- present)
- OSU College of Pharmacy Alumni Society Executive Committee (2013- present)
- OSU College of Pharmacy Alumni Society Board of Governors (2013- present)
- OSU College of Pharmacy Diversity and Inclusion Committee (2013- present)
- OSU Veterinary Medicine Dean Search (Chair) (2014-15)
- OSU Dean of Dentistry Reappointment Committee (2015-16)
- AACP Research and Graduate Affairs Committee Focus Group on Graduate Education 2016
- OSU Administrative Delegate AACP House of Delegates (2013- present)
- Pharmacy Deans Research Group, OSU Representative, (2014- present)
- AACP Interim Meeting, OSU Dean Representative (2014- present)
- Council of Ohio Colleges of Pharmacy, OSU Representative (2013- present)
- Latiolais Leadership Program Executive Committee (2013- present)
- Latiolais Leadership Program Luncheon and Award Program, Speaker (2013- present)
- ASHP Leadership Meeting with Deans of Pharmacy (2013- present)
- Congratulatory Comments to China Pharmaceutical University on their 80<sup>th</sup> Anniversary Celebration, Representing OSU. Nanjing China. November 16, 2016.
- National Association of Chain Drug Stores Annual Meeting, OSU Dean Representative. Scottsdale AZ Apr 21-26, 2017
- NABP-AACP District IV Meeting, OSU Dean Representative (2013- present)

## **Progress toward diversity action plan goals**

I will recognize that we are not as diverse a college as we would like to be based on under-represented minorities. We have made advances in this area but they are small and require considerable effort. We have increased Black faculty members (from 1 to 2) and added two Black staff members, an increase of 66%. We have maintained the number of Hispanic faculty (2) and staff (1). We now use Academic Jobs On-line for all faculty job postings to capture Diversity information to aid with the selection process. Compared to all pharmacy schools we have a lower percentage of White faculty (53% vs 68% nationally), an equal percentage of Black faculty (6.3% vs 6.5% nationally), and a higher percentage of Hispanic faculty (6.3% vs 4.6% nationally). Our new hires since 2013 have been 6.9% under-represented minorities which is greater than the national average.

We have been very successful in advancing gender equity in leadership roles. We appointed our first woman division chair during my tenure. Currently 3 out of 4 chairs are women. Our associate/assistant deans are also majority women (3 out of 5). Our chief administrative officer, our director of human resources, our director of undergraduate studies, our continuing professional development director, our alumni director, our experiential education director and our communications officer are all women. We lead the university in percentage of women faculty in our clinical and research tracks.

The College of Pharmacy purposely promotes diversity and inclusion in all of its forms. We have implemented a proactive recruiting initiative with the goal of building a student body representative of the greater population. We have removed barriers to entry that under-represented students may encounter as they enter the College of Pharmacy. We have removed the ACT requirement for admission to the BSPS program and removed the ACT requirement for the Early Admissions Pathway program. We have instituted implicit bias training for our Admissions Committee.

We engage with prospective students through our own home-grown recruitment programs like Pharmacy Day and by partnering with programs like Young Scholars and Upward Bound. We actively participate in other diversity-focused recruitment efforts including the Healthcare Education Alternative Learning series, Mentoring in Medicine, and Breakfast of Science Champions. We recruit students using in-person visits, virtual visits, and direct email campaigns. Once candidates apply to our program we have an intentional, consistent, informative communication stream that encourages prospective students to persist in the application process. Once admitted, we continue this communication with the ultimate goal of matriculating a diverse PharmD cohort.

The PharmD program continues to diversify. We have seen slight increases in the enrollment of students of Hispanic and Two or More Racial backgrounds. In the last three years, enrollment of students from African American/Black backgrounds have seen significant growth surpassing the enrollment level of our peer group. Increased diversity of the program can likely be attributed to changes in the minimum criteria, admissions process changes, and changes to the application/admissions timeline.

We have supported new student groups that have a focus on inclusion and equity. Groups such as Student-Pharmacists Association for Diversity and Equity (SPADE) reflect a support for diverse populations. The College's ongoing diversity efforts have integrated this group, and others, to make sure that students have the opportunity to advocate for themselves.