September 23, 2019

William J. Karpus  
Dean of the Graduate School  
Professor of Pathology and Laboratory Medicine  
University of Wisconsin – Madison  
*Sent Electronically*

Dear Dean Karpus and the Graduate Faculty Executive Committee,

Upon submission of the MS Pharmacy ten-year program review, the recommendation of GFEC was for the program to address the following recommendations in writing by October 1, 2019: 1) recruiting and enrollment of a more diverse student group, 2) encouraging students to seek electives based on personal and professional goals, 3) broadening advising beyond the operations of pharmacy and healthcare, 4) tying electives to the Master’s project, 5) expanding interaction with students in other degree programs, 6) and diversifying the leadership team with hires from outside the organization.

We agree with these six recommendations. Please see below for our responses and action plans for each recommendation.

1. **Recruiting and enrollment of a more diverse student group**
   Program leadership met with David Mott, Division Chair for Health Services Research in Pharmacy (HSRP) and Associate Dean for Advancement, who was a member of our program’s review committee, to further understand this recommendation and discuss an action plan. The recommendation stems from two areas – the University’s desire to increase enrollment of diverse students and strengthening program preceptor competency around issues related to diversity.

   a. **Increasing enrollment of diverse students:**
      Program leadership met with Lisa Imhoff, the School of Pharmacy’s Assistant Dean for Diversity and Inclusion Initiatives, on August 8, 2019 to discuss the recommendation from GFEC and strategize on how to accomplish this. Based on this meeting, the program will:
      1) include programs available through UW-Madison for underrepresented minorities in our marketing materials: (i.e.: Native American Center for Health Professions – NACHP, etc.);
      2) participate in career fairs in Schools of Pharmacy with a higher percentage of underrepresented minorities and/or participate in ASHP state-affiliate meetings in states with higher proportions of diverse pharmacy students, with a focus on marketing our program to students of diverse backgrounds;
      3) convene a focus group in winter 2019/2020 of the six most recent graduates of diversity from our program to gain their counsel on strategies we could employ to make the MS Pharmacy program more appealing to those with diverse backgrounds. Then subsequently we will evaluate those recommendations for implementation.

   b. **Increasing program preceptor competency around diversity:**
      Assistant Dean Imhoff also recommended completing training for our program’s leadership to reduce implicit bias. On September 3, 2019 our program coordinator and nine current graduate students attended “Recognizing and Reducing Implicit Bias” training at Union South. These ten individuals will be leading our program recruitment and interviewing process for our next class which will start in June of 2020. Then starting in 2020, this
training will be required for all individuals involved in recruitment and interviewing of graduate candidates, provided the program remains available through the University. Additionally, effective this fall, UW Health’s Cultural Awareness computer-based training module will be required training for individuals participating in the recruitment and interview process for our graduate program.

Lastly, we are very proud that since 2012, 17% of our graduates have been underrepresented minorities and we look forward to building upon this diversity in the future.

2. **Encouraging students to seek electives based on personal and professional goals**

The stated mission of our program is to train and cultivate the next generation of top health system pharmacy executives on a national level, and the jobs our graduates accept straight out of the program are consistent with accomplishing this objective. We agree that offering diverse, contemporary courses is imperative. Over the past three years the program has made several improvements to our required and elective coursework, including OTM 421: Fundamentals of Supply Chain Management, OTM 722: Logistics Management, MHR 728: Bargaining Negotiations and Dispute Settlement for Managers, ACCT IS 710: Managerial Accounting, and ISYE 859: Special Topics in Human Factors Engineering. This broadening of elective coursework was a direct result of suggestions offered by our current graduate students based on their professional goals. On an annual basis going forward, we will seek council of our graduate students on ways we can continue to broaden elective selections. Additionally, every six months, the program will advise students to enroll in elective courses that are reflective of their individual personal and professional goals and will emphasize that taking courses as a cluster or group may not be in the student’s best interest.

3. **Broadening advising beyond the operations of pharmacy and healthcare**

Effective immediately, the program will begin to partner with faculty in the Health Services Research in Pharmacy division of the UW School of Pharmacy to assist in the advising of graduate student MS projects. Emphasis will focus on research methods and statistical analysis to increase research rigor and likelihood of publication. Additionally, the Chair of this Division has accepted an invitation to participate on our residency program and graduate student Advisory Committee going forward.

4. **Tying electives to the Master’s project**

We believe that the currently recommended elective coursework ties very closely to most of our graduate student Master’s projects, but agree that this should continue in the future. For example, one of our current graduate student’s MS project is to implement robotic technology to produce sterile medications for patients at UW Health. He is taking ISYE520: Quality Assurance Systems as an elective course. This coursework has provided this student with an understanding of how to consistently provide products that meet patient needs and regulatory requirements, thus directly correlating with his Master’s project. The program will continue to emphasize to our graduate students the value of taking elective courses that are synergistic with their Master’s project. The program leadership has met with current second year students to discuss this and will meet with first year students in November, 2019 as they begin to select their Master’s projects.

5. **Expanding interaction with students in other degree programs**

The coursework taken for the MS-Pharmacy degree currently enables extensive interactions with MBA, MPH, and PhD students across the UW campus. They also occasionally interface with graduate students from the School of Pharmacy in the divisions of HSRP, Pharmacy Practice, and
As coursework changes, we will continue to ensure opportunities are available for the students to interact with students from these various degree programs.

6. **Diversifying the leadership team with hires from outside the organization**
   
   The UW Health Pharmacy Department strives to hire the best possible candidates into vacant leadership positions. The department always conducts external searches when vacant leadership positions exist. In recent years, often the top candidate for our vacant leadership positions has been one of our past graduate students, and they have returned to UW Health. Additionally, retaining top internally-developed talent has been a high priority of our senior leaders at UW Health in recent years. We agree that improved leadership team diversity is valuable, and, as we have vacant pharmacy leadership positions in the future, we will continue to ensure that positions are posted and recruited for via national searches. Our most recent vacant manager position in the department was filled by an individual who transitioned to UW Health from the University of Kansas.

Sincerely,

Steve Rough, MS, RPh., FASHP
Senior Director of Pharmacy
UW Health
Clinical Associate Professor
UW School of Pharmacy
15 May 2019

Steve Rough, M.S., R.Ph., FASHP
Senior Director of Pharmacy
Clinical Associate Professor
School of Pharmacy
University of Wisconsin–Madison
Sent Electronically

Dear Professor Rough,

When the School of Pharmacy assembled a review committee to conduct the ten-year program review of the MS in Pharmacy, Professor Gail Robertson was asked to serve as the Graduate Faculty Executive Committee (GFEC) representative. Professor Robertson led a discussion of the review at the GFEC meeting on May 10, 2019. In this letter, I summarize the committee’s discussion.

The GFEC learned of the strengths of this program, which include a national reputation for producing top tier candidates for pharmacy leadership positions, strong relationships with the health center, strong interdisciplinary curriculum, competitive tuition support, students equipped to enter into leadership roles, a strong preceptor and advisor development program, and continuous feedback structure to improve the program.

In addition to these many strengths, the GFEC discussed some of the challenges facing the program. The committee provides the following recommendations: recruiting and enrollment of a more diverse student group, encouraging students to seek electives based on personal and professional goals, broadening advising beyond the operations of pharmacy and healthcare, tying electives to the Master’s project, expanding interaction with students in other degree programs, and diversifying the leadership team with hires from outside the organization.
The GFEC recommends the program engage in efforts to address the recommendations of the review committee and provide a written response by **October 1, 2019**, which will be discussed at a subsequent GFEC meeting. Thank you for your commitment to graduate education.

Sincerely,

[Signature]

Date: 2019.05.15
13:11:19 -05'00'

William J. Karpus
Dean of the Graduate School
Professor of Pathology and Laboratory Medicine

Cc: Steven Swanson, School of Pharmacy
    Kenneth Niemeyer, School of Pharmacy
    Charles Lauhon, School of Pharmacy
    Jocelyn Milner, Office of the Provost
    Nicole Wiessinger, Office of the Provost
    Parmesh Ramanathan, Graduate School
    Emily Reynolds, Graduate School