Section 1. Summary of Progress

The following is a summary of the progress made since the last visit of the ACPE Evaluation Team on October 4-6, 1999, and since the ACPE Council’s actions and recommendations regarding that visit at their meeting on January 14-16, 2000.

College Reorganization

In 1986, NDSU initiated a baccalaureate nursing program in collaboration with Concordia College under the Tri-College University System, known as the Tri-College Nursing Consortium. The NDSU portion of this nursing program was placed under the management of the College of Pharmacy. In August 2002, NDSU College of Pharmacy hired its own department chair of nursing and began a three-year process of program expansion that led to NDSU separating from the Tri-College Nursing Consortium and developing its own independent, fully accredited baccalaureate nursing program. Because of this change, the faculty of the College of Pharmacy at its April 6, 2005 meeting made a formal recommendation that the College of Pharmacy name be changed to include nursing. Since the College of Pharmacy was expanding its focus and name beyond pharmacy, the provost approached the dean of the college about placing other health-related disciplines under the College of Pharmacy’s administrative oversight. The provost’s desire was to move NDSU’s allied health sciences programs of respiratory therapy, clinical laboratory, and radiological sciences (all managed by the Department of Biology in the College of Science and Mathematics) to the College of Pharmacy. The Allied Health Sciences Program has approximately 222 pre-professional students and 2 staff. The provost felt that this reorganization would allow for more effective and efficient management of these health-related disciplines by consolidating the management of these programs under one college that is focused on health science.

The dean met with the college administrative council to discuss the provost’s desire to reorganize the College of Pharmacy (by adding Allied Health Sciences), and the consensus was to move forward with the change. After meeting with the Administrative Council, the reorganization was discussed with the faculty. The addition of Allied Health Sciences to the College of Pharmacy became effective January 1, 2006. The college will provide office space for two staff to support the Allied Health Sciences program, which will mainly involve advising pre-professional students. Because of these recent changes, the College of Pharmacy has forwarded a request to change its name to the “College of Pharmacy, Nursing, and Allied Health” to provide recognition of both the nursing and allied health disciplines. It is anticipated that, if approved by University Senate, the name change will take effect July 1, 2006.

Strategic Planning

The College of Pharmacy recently developed new mission, vision, and core values statements which complement the university’s goals and priorities for the campus. In addition, the college developed a new 2005-2010 Strategic Plan to replace the previous 1998-2004 Strategic Plan. The new plan addresses the College of Pharmacy's efforts and contributions toward advancing President Chapman’s campus themes including his specific goals and priorities for the university. An initial draft of the new mission, vision, core values, and strategic
plan were developed by the College Administrative Council and then were widely distributed to
departments, student leaders, the college national advisory board, and the central administration.
The new documents received broad input from students, faculty, staff, administration, and
outside constituents and were approved at the faculty meeting on February 2, 2005. The college
plans to use these documents and the upcoming ACPE Evaluation Team/Council’s reports to
guide the future goals, priorities, and direction of the college. The dean will continue to submit a
list of college accomplishments from the previous year as well as the goals and priorities for the
coming year to the provost as part of the annual review. The college will use these annual goals
and priorities to conduct ongoing assessment and modification of its strategic plan.

Admission, Enrollment, and Graduation

Since 1999, the College of Pharmacy has slowly and progressively increased its
enrollment to its current rate of 85 students per year. At its meeting on March 23, 2000, the
faculty approved an increase in the number of students admitted to the professional program
from 65 to 75. This modest increase in enrollment was phased in over two years during the fall
2000 and fall 2001 admission cycles. After another enrollment increase was approved by the
faculty on March 7, 2002, NDSU notified the ACPE that 85 students per year would be accepted
into the professional program beginning with the 2002 fall semester. The college has no plans
for any further increases in student enrollment at this time.

The chart below shows the increases in the numbers of applicants, students admitted,
graduates, and total pharmacy professional program enrollment since the last ACPE visit:

<table>
<thead>
<tr>
<th>Year</th>
<th>Applicant Pool</th>
<th>#Students Admitted</th>
<th>#Graduates</th>
<th>Total Enrollment</th>
</tr>
</thead>
<tbody>
<tr>
<td>1999</td>
<td>94</td>
<td>62</td>
<td>61</td>
<td>256</td>
</tr>
<tr>
<td>2000</td>
<td>76</td>
<td>65</td>
<td>60</td>
<td>269</td>
</tr>
<tr>
<td>2001</td>
<td>92</td>
<td>73</td>
<td>59</td>
<td>271</td>
</tr>
<tr>
<td>2002</td>
<td>128</td>
<td>82</td>
<td>65</td>
<td>285</td>
</tr>
<tr>
<td>2003</td>
<td>202</td>
<td>85</td>
<td>56</td>
<td>307</td>
</tr>
<tr>
<td>2004</td>
<td>221</td>
<td>85</td>
<td>66</td>
<td>330</td>
</tr>
<tr>
<td>2005</td>
<td>171</td>
<td>85</td>
<td>64</td>
<td>345</td>
</tr>
<tr>
<td>2006</td>
<td></td>
<td></td>
<td></td>
<td>88 (anticipated)</td>
</tr>
</tbody>
</table>

The applicant pool declined from 2004 to 2005, which is the opposite of the current
national trend for pharmacy schools. The reason for this decline may be explained by a recent
change to the college’s admissions criteria. During 2004-05, the college planned changes to its
admissions criteria to give additional preference to North Dakota resident applicants. This
change was made because NDSU College of Pharmacy has experienced an increasing number of
nonresident applications over the past several years (primarily from Minnesota due to a
reciprocity agreement between the two states), which has made it more difficult for North
Dakota residents to be admitted into the pharmacy professional program. The number of North
Dakota residents being admitted recently dropped from 75% to 54% for fall of 2004. The
reciprocity agreement was recently changed to allow NDSU to give additional preference to
North Dakota residents. Although the change in admissions criteria was actually instituted for the
2006 admitted class, unhappiness and controversy about the change resulted in a drop in 2005
applications from nonresidents, primarily from Minnesota.
Human Resources

In response to the progressive growth experienced by the College of Pharmacy over the past six years in the areas of teaching, research, and service, the college has strengthened its human resources to help effectively manage this growth and ensure the quality of its existing programs. As indicated in the college’s new strategic plan (2005-2010 Future Plans Addressing Campus Themes), the number of both faculty and staff since 2000 have increased.

The number of faculty in the pharmacy program has increased by a total of 5.75 full-time equivalents (FTE) from 2000 to present, specifically from 26 FTE (29 people) consisting of 8 FTE (9 people) in pharmaceutical sciences and 18 FTE (20 people) in pharmacy practice in 2000, to a current total of 31.75 FTE (37 people, including vacancies and new hires) consisting of 11 FTE (12 people) in pharmaceutical sciences and 20.75 FTE (25 people) in pharmacy practice.

The staff support for the college has also increased. The number of staff in the pharmacy program have increased by a total of 3.0 full-time equivalents (FTE) from 2000 to present, specifically from 7.5 FTE (9 people) including 4.5 FTE in the dean's office, 1.0 FTE in Pharmaceutical Sciences and 2.0 FTE in Pharmacy Practice in 2000; to a current total of 10.5 FTE (11 people) including 6.5 FTE (7 people) in the dean's office, 2.0 FTE (2 people) in Pharmaceutical Sciences and 2.0 FTE (2 people) in Pharmacy Practice. In addition to these staff positions, the college has also added two half-time students in staff-related areas, one as a college-dedicated staff for Informational Technology Support, and one graduate student for supporting the Office of Student Affairs.

With President Chapman’s desire for the college to increase student enrollment to 100 per year, any additions to faculty and staff positions in the future will likely come with an expectation of an enrollment increase. The college currently has two faculty position vacancies, one in Pharmaceutical Sciences, and one in Pharmacy Practice from a November 2005 retirement. Both are currently in the search process.

Physical Resources

Since the last accreditation visit, the College of Pharmacy has made significant enhancements to its building (Sudro Hall) in an effort to improve the infrastructure of the facility to support the current and future teaching/research needs of students and faculty. These $3.5 million building improvements included the complete renovation of all three floors of the existing facility and a new 14,000 sq. ft. building addition, which was built with funds raised from private sources. Major features of the remodeling included the construction of a state-of-the-art Concept Pharmacy instructional laboratory, an expansion of the Sudro Hall Animal Care facility, and a new two-story building addition. Renovations included (a) expanding the undergraduate and graduate student lounges; (b) relocating and updating the physical assessment laboratory; (c) upgrading research laboratories; (d) upgrading library facilities; (e) adding a common core equipment room and cold room; (f) adding a Computational Chemistry and Biology Network computer cluster; (g) upgrading the dean's office and mailroom; (h) replacing exterior windows; (i) making the building handicap-accessible; (j) replacing floors, ceilings, and lighting fixtures; (k) upgrading electrical, mechanical, heating, and cooling systems, including central air-conditioning throughout the building; (l) purchasing new faculty office furnishings;
and (m) removing a significant portion of asbestos from the building. This construction project was successfully completed in August of 2002. In addition, the college completed additional remodeling involving approximately 3,500 sq. ft. of space in Sudro Hall ($265,000) to construct three new research laboratories and a common core equipment room to accommodate the recruitment of three new faculty in Pharmaceutical Sciences. This project was successfully completed in the summer of 2003.

The college also has recently completed the following additional changes to Sudro Hall including: (a) renovation of Sudro 26 classroom from 79 to 96 seating capacity, completed in August of 2005; (b) construction of a new private computer cluster with 15 workstations in Sudro 215 that is operated by the college and accessible to professional students only; (c) installation of additional computer workstations (10 total) in the Sudro 36 student lounge; (d) construction of a graduate student study in Sudro 203; and (e) installation of wireless connectivity throughout Sudro Hall to provide wireless access to students, faculty, and visitors.

The college has future plans to renovate both Sudro 24 and 27 classrooms during the summer of 2006.

Curriculum Development

With the completion of NDSU’s new Thrifty White Concept Pharmacy instructional laboratory in the summer of 2002, NDSU began a three-year process to implement new curriculum changes according to the new ACPE Standards 2000. During the fall of 2004, the final stage of a three-year curriculum conversion was completed. The college has been working hard to incorporate students into the new Concept Pharmacy instructional laboratory in the first three years of the professional program (P-1, P-2, and P-3). The 2004-05 academic year was the first time all three of these were integrated into the Concept Pharmacy early practice experience. During this lab, students gain experience in medication dispensing (using both manual and automated methods), patient education/counseling, medication therapy/management, nursing-home practice, extemporaneous compounding, sterile product preparation, over-the-counter medications, CLIA-waived screening tests, and telepharmacy. The Concept Pharmacy is a unique early practice learning experience for students involving a collaborative and progressive learning model of all aspects of contemporary pharmacy practice.

In addition, the newly revised curriculum incorporates more flexibility in allowing students to take a variety of professional electives that were offered for the first time during the 2005-06 year. A new annual service learning requirement has also been instituted for students during their first three years of the professional program.

In addition to these curriculum changes, all experiential rotations have now been standardized to five weeks in length. The experiential program has been sufficiently expanded in total number of rotation offerings to accommodate the increased class size. The summer of 2005 was the first term that the number of students in the experiential program significantly increased to 90 students from its previous 65 students. NDSU has also instituted a new rural rotation requirement for all students as part of their experiential program requirements. The college has offered or facilitated several unique experiential rotations for students including international rotations in South Africa, Ireland, Spain, and Canada as well as rotations with North Dakota congressional representatives in Washington, DC. Several student rotations are available in Alaska with the assistance of Safeway, Inc.
The college has also developed dual degree curricular tracks for a Pharm.D./M.B.A. and Pharm.D./Ph.D. for students in the professional program who are interested in pursuing business or research-oriented careers.

**Financial Resources**

The academic, research, and service missions of the College of Pharmacy are financially supported annually from multiple sources of funding including state appropriations (30%), student programmatic fee funds (20%), grants and contracts (40%), and development funds (10%). Total financial resources for the college to support these primary missions have increased from $3,425,621 in 1998/99 to $6,173,697 in 2004/05. Student program fee funds to support the college have increased from $245,000 in 1998/99 to $1,504,200 during the current 2005/06 academic year. The college has been successful in procuring additional outside funding to support its professional and graduate programs. Funding generated from extramural research has doubled and revenue obtained from research indirect costs has tripled since 1998/99. The College of Pharmacy currently manages a total research budget of $7,891,917 through the University Restricted Fund Accounting with annual research expenditures of $6,195,823. Annual revenue from development fund-raising efforts by the college (both private and corporate sources) has also increased from $266,750 in 1998/99 to a high of $1,908,383 in 2000/01, and it has averaged $753,415 per year over the past three years. Student scholarship support has increased annually from $83,980 in 1999 to $130,670 in 2005. Currently, grants and contracts, indirect cost recovery, and development funds account for approximately 50% of the College’s total budget. In addition, over the past six years, the college has made significant progress in improving faculty salaries, moving from the 25th percentile of AACP national averages to the 45th percentile, so that faculty salaries equal approximately 95% of faculty salary averages of 14 AACP peer institutions. New faculty start-up packages for recruiting Pharmaceutical Sciences faculty have also become more competitive since 1999 and have increased from $25,000 to currently exceeding $250,000. The college annual equipment budget from the university has also increased from $25,000 in 1999 to its current level of $67,500.

Although the state appropriated budget for the college has modestly increased over the past years, it remains very low compared to other schools of pharmacy within the nation and region. Based on 2003-04 AACP financial comparison data, the NDSU College of Pharmacy receives approximately $1.9 million in state support compared to an average of $5.4 million for 43 other state-supported pharmacy schools across the nation. Currently, approximately 30% of the college’s total budget comes from state appropriation, which has dropped from 45% since the last ACPE accreditation visit. This percentage decline is primarily attributable to a low state-appropriated budget plus implementation of the student program fee and significant increases in external funding, particularly in the areas of research grants and development.

**Assessment Activities**

The College of Pharmacy has developed an assessment plan to monitor programmatic outcomes as well as student learning outcomes. Learning outcomes are based on the nationally developed Center for Advancement of Pharmaceutical Education (CAPE) outcomes. The Curriculum Committee was previously responsible for assessing learning outcomes and preparing an annual assessment report to the university for the college; however, in September of
2000, that responsibility was switched to an Assessment Committee, a new standing committee within the college which develops and monitors assessment activities for the college. Institutional assessment activities have included NAPLEX scores; curriculum mapping; and student, faculty, and employer satisfaction surveys. Assessments of student learning have included critical thinking skills, ethical reasoning skills, communication skills, pharmaceutical care competencies, social responsibility (through service learning), and student portfolios required by the Board of Pharmacy.

The College of Pharmacy assessment program has been an exemplary role model for the NDSU campus on student learning and curricular outcomes assessment and has been commended on numerous occasions by the University Assessment Committee regarding its assessment plan, annual assessment report, and significant improvements to the curriculum based on its assessment findings.