From:	Smith, Randy
To:	Mostafavifar, Lisa
Cc:	Sutherland, Sue; Reed, Katie; Smith, Randy; Griffiths, Rob; Greenbaum, Rob; Miriti, Maria; Duffy, Lisa; Hunt, Ryan; Kwiek, Nicole; Kroetz, Deanna
Subject:	Proposal to revise the Master of Pharmaceutical Science with a Specialization in Health-System Pharmacy Administration and Leadership
Date:	Friday, July 18, 2025 2:55:22 PM
Attachments:	image001.png

Lisa:

The proposal from the College of Pharmacy to revise the Master of Pharmaceutical Science with a Specialization in Health-System Pharmacy Administration and Leadership program was approved by the Council on Academic Affairs at its meeting on July 17, 2025. Thank you for attending the meeting to respond to questions/comments.

No additional level of internal review/approval is necessary. This action will be included in the Council's next Annual Activities Report to the University Senate (July 2025).

The Office of the University Registrar will work with you on any implementation issues.

Please keep a copy of this message for your file on the proposal and I will do the same for the file in the Office of Academic Affairs.

If you have any questions please contact the Chair of the Council, Professor Sue Sutherland (.43), or me.

I wish you success with this important program development.

Randy

THE OHIO STATE UNIVERSITY

W. Randy Smith, Ph.D.
Vice Provost for Academic Programs
Office of Academic Affairs

University Square South, 15 E. 15th Avenue, Columbus, OH 43201
614-292-5881 Office
smith.70@osu.edu
Assisted by:
Katie Reed
Executive Assistant
(614) 292-5672

TO: Randy Smith, Vice Provost for Academic Programs

FROM: Graduate School Curriculum Services

DATE: **4/29/2025**

RE: Proposal to **Revise the Master of Pharmaceutical Sciences with a Specialization in Health-System Pharmacy Administration and Leadership** in **The College of Pharmacy.**

The **College of Pharmacy** is proposing a **Revision to the Master of Pharmaceutical Sciences with a Specialization in Health-System Pharmacy Administration and Leadership**.

The proposal was received by the Graduate School on **4/10/2025**. The combined GS/CAA subcommittee first reviewed the proposal on **4/24/2025** and support its review by the Council on Academic Affairs.

Vice Provost W. Randy Smith
Council on Academic Affairs
Office of Academic Affairs
University Square South
15 E. 15th Ave.
Columbus, OH 43201

Dear Vice Provost Smith,

I bring forth a curricular revision proposal regarding The Ohio State University College of Pharmacy's Master of Pharmaceutical Sciences with a Specialization in Health-System Pharmacy Administration and Leadership (MS-HSPAL) program. These program revisions were presented, voted on, and approved by The Ohio State College of Pharmacy Graduate Studies Committee on 3/12/25. To continue moving changes forward, the MS-HSPAL Program is requesting the approval from the Graduate School Council on Academic Affairs.

The MS-HSPAL program is offered on a full-time basis in conjunction with an American Society of Health-System Pharmacists (ASHP) accredited Health-System Pharmacy Administration and Leadership residency program and full-time or part-time to working professionals. The graduate of the MS HSPAL program will be able to:

- Develop a strategic vision for current and future health-system pharmacy services.
- Design, implement, and evaluate current and future health-system pharmacy services.
- Apply healthcare process improvement to promote better health-system pharmacy care at lower costs.
- Apply leadership and finance principles to build successful health-system pharmacy teams and services.
- Develop competence in clear, simple and effective written and oral communication

Graduates of this program seek job opportunities as health system pharmacy leaders including but not limited to pharmacy coordinators, managers, directors, vice presidents, and Chief Pharmacy Officers.

Program revisions began when a new MS-HSPAL Program Director started on November 1st, 2024. The director, faculty, and course instructors met multiple times between November – January to review the current curriculum in terms of course sequencing, content, and credit hours. Considering a large percentage of our current students are residents within partnering organizations, e.g., The Ohio State University Wexner Medical Center, OhioHealth, Nationwide Children's Hospital, and Comprehensive Pharmacy solutions, the Residency Program Directors from these sites were consulted and decisions around curricular changes were made based on faculty and instructor guidance and ultimately by the program director in attempt to better align curriculum with site-based practice opportunities. Of note, there are only two College of Pharmacy faculty members who teach in the MS-HSPAL program and both were present for all meetings and discussion related to MS-HSPAL curriculum redesign.

The following quality improvement exercises were conducted between November 2024 and January 2025:

- Strengths, Weaknesses, Opportunities, Threats (SWOT) analysis of the program – **Attachment A**
- Syllabi review of all courses including course descriptions, course objectives, course deliverables, and credit hours

- Meetings with other Ohio State University Master's Programs, e.g., WP – MBA and MHA programs, to better understand course offerings, duration of course offerings (7-week vs. semester long), and how our programs could collaborate to offer students elective opportunities
- Feedback on course curriculum proposals and the selection of best future curriculum plan

To support student resilience and decrease burnout among students, we propose the following curricular changes:

- Reduce the amount of credit hours per semester allowable for graduate assistant students during their first semester to 8 credit hours as they are orient to their residency site
- Move advanced leadership principles from 2nd year to 1st year to align with resident site-based human resource/team-based management requirements
- Move health-system pharmacy finance from 1st year to 2nd year to align with site-based residency budget and finance organizational timelines
- Update course titles to more accurately describe the courses and align nomenclature with current health system verbiage (1st example); semester long courses that will be divided into 7-week courses will require new course numbers and new titling (2nd example)
    - Example 1: Community-Based Pharmacy Practice (8190) → Outpatient Pharmacy Practice (8190)
    - Example 2: Health System Pharmacy Finance (8100) → Health System Pharmacy Finance I - Principles of Accounting (8100) and Health System Pharmacy Finance II - Budget and Application (8105)
- Balance credit hours based on workload expectations with minimal effect on total credit hours (current = 33.5 vs future =34)
- Move to more 7-week course offerings to align with other master's programs throughout the college
    - MS-HSPAL director met with WP-MBA and MHA programs to discuss ways to collaborate; most courses, specifically electives, are offered on a 7-week cadence
    - Changing most of our courses to 7-week offerings will increase opportunities for other master's program students to take MS-HSPAL courses as electives and vice versa (MS-HSPAL students to take electives in other colleges) further increasing the diversity of students and learning within each class
- Add a capstone course to replace the MS-HSPAL final exam which occurred during the month of December with due date in January; the MS-HSPAL final exam deliverable, e.g. 9 – 10-page paper, is not realistic to what leaders would be asked to do. The capstone will be designed with a similar prompt in mind but will be team-based with short written and verbal presentation deliverables. The longitudinal research project verbal presentation and manuscript suitable for publication will become the "final exam" per the graduate studies program and will be delivered in the Spring semester of PHR 8884.
- Based on current student feedback, add opportunity for students to take up to 3 credit hours of electives if they want to explore other areas of leadership within the College of Pharmacy or other master's program; this is important for students who may take jobs in niche areas of healthcare, e.g., informatics, finance, operations, etc.

Please refer to **Attachment B: Current MS-HSPAL Curriculum** and **Attachment C: Future MS-HSPAL Curriculum** when reviewing all specific changes outlined below:

- No changes
  - PHR 8884, PHR 8120
- No changes to course content or credit hours; course WILL MOVE from Spring to Autumn offering
  - PHR 8180
- Credit hour adjustments only
  - PHR 8160 --> 2 credit hours to 1.5 credit hours
  - PHR 8150 --> 2 credit hours to 1.5 credit hours
  - PHR 8250 --> 2 credit hours to 1.5 credit hours
  - PHR 8210, PHR 8220, PHR 8230, PHR 8240 --> 2 credit hours of supervised project over semester time frame
- Course moved from full semester to 7 weeks (some courses moved within curriculum; credit hours balanced; course content adjusted accordingly)
  - PHR 8130 --> 2 credit hour full semester course split into 2 x 7 week courses (1.5 credit hours each) to balance current course content load; moved from 2nd year to 1st year fall semester for sequencing purposes
  - PHR 8140 --> 2 credit hour full semester course split into 2 x 7 week courses (1 credit hour each)
  - PHR 8200 --> 2 credit hour full semester course split into 2 x 7 week courses (1.5 credit hours each) to balance current course content load
  - PHR 8100 --> 3 credit hour full semester course split into 2 x 7 week courses (1.5 credit hours each); moved from 1st year to 2nd year fall semester for sequencing purposes
  - PHR 8190 --> 2 credit hour full semester course condensed into 1 x 7 week (1.5 credit hour) course; course will be renamed from Community Based Pharmacy Practice to Outpatient Pharmacy Practice to reflect the nomenclature used within health-system pharmacy
  - PHR 8170 --> 2 credit hour full semester course condensed into 1 x 7 week (1.5 credit hour) course; course moved from spring to fall in the 2nd year to prepare students for the capstone course. Some of the content within PHR 8170 currently will be moved to the capstone course.
- NEW Course
  - PHR 8500 Capstone --> This course will be project management-based where students will be working together to meet deadlines and present project results multiple times over the course of the entire semester.
- Elective Opportunities

- o Students will have the ability to take either 1 x 3 credit hour elective course or 2 x 1.5 credit hour electives courses in other master's programs. A list of approved electives is listed in the Graduate Handbook and approval must be granted before students can register.

Specific actions and any corollary issues (positive and negative) that will arise from implementation: issues frequently addressed include but are not limited to the following:

- How will the proposal affect specific groups/constituencies (faculty, graduate/undergraduate students, staff, alumni, accrediting organizations, etc.)?
  - o These changes should positively affect faculty and instructors as they were part of the work group involved in wanting and making curriculum changes
  - o Graduate students should also be positively affected by these changes since the courses will align better with experiential learning at their residency site; they also now can explore electives that otherwise weren't offered
  - o Some instructors and 2nd year students will be affected if implemented changes go as planned for AU2025 semester. These schedule changes include:
    - ▪ 1st and 2nd year students will take PHR 8130 and PHR 8135 in Fall 2025 and then moving forward will be offered for 1st year students only
    - ▪ PHR 8100 and PHR 8105 will not be taught in 2025 and will begin in Fall 2026 with 2nd year students (1st year students will have already taken the course)
    - ▪ PHR 8180 will be taught twice in Fall 2025 for 1st year students and Spring 2026 for 2nd year students and then will be offered for 1st year students only
    - ▪ 2nd year student in Spring 2026 will only have 1 – elective opportunity since they will need to take PHR 8180
  - o No effect on staff, alumni, or accrediting organization
    - ▪ There is no accrediting organization for this graduate program.
- What programmatic changes will take place internally?
  - o All changes will take place internally through The Ohio State University College of Pharmacy.
  - o Although there are many changes, the workgroup and Graduate and Research Studies Committee all agree that these are very small and will be able to be accomplished over the summer in preparation for AU 2025.
- How will the proposal affect students, faculty, and staff outside the proposing unit?
  - o At current state, no courses are offered outside The Ohio State University College of Pharmacy; therefore, no effect to students, faculty, and staff outside the proposing unit.
- Does the content of the proposal overlap in scope or substance with the interests of other units?

- o No
- An overview of which committees at the department, college, and university level have reviewed and approved the proposal:
  - o The Ohio State University College of Pharmacy Graduate Studies and Research Committee reviewed, voted on, and approved this proposal on 3/12/25.
  - o Of note, the internal OSU College of Pharmacy Director of Learning Design and Multimedia has been involved in these changes and support is already assigned to PHR 8100 and 8105; 8150; 8170; 8190; and 8500. This team is ready to provide redesign support for instructors in each of these courses given all have distance learning components.
- A description of the forms and outcomes of interactions with faculty, students, accrediting agencies, alumni, professional organizations, and other interested parties including minutes from meetings, faculty vote results, survey results, letters of support, etc. which offer valuable insight into the nature of the consultative process:
  - o Please refer to **Attachment D: The Ohio State University College of Pharmacy Graduate and Research Studied 03.12.25 Meeting Minutes**
- Some indication of the adequacy and availability of resources including but not limited to fiscal impact statements, commitments of funding from any sources, and memoranda of understanding between collaborating units; and
  - o The College of Pharmacy has 2 faculty members who teach in the MS-HSPAL curriculum – PHR 8884, PHR 8140, PHR 8145, PHR 8210, PHR 8220, PHR 8170, and PHR 8500
  - o The other courses are taught by actively practicing health system pharmacy leaders all of whom are hired as semester course instructors; these are the same instructors who participate in the curriculum redesign meetings.
  - o No collaborating units

As mentioned above, we feel these changes do not substantially change the purpose or objectives of any courses and all content can be updated with the support of The College of Pharmacy Learning Design and Multimedia team who have remained abreast of this redesign initiative and have tentative time set aside to support instructors over the summer to make these changes.

Thank you for your time in reviewing The Ohio State University College of Pharmacy Master of Pharmaceutical Sciences with a Specialization in Health-System Pharmacy Administration and Leadership (MS-HSPAL) program changes. Please let me know if you have any questions and how I can best support these changes through to ensure an August 2025 start.

Sincerely,

Lisa Mostafavifar

Lisa Glance Mostafavifar, PharmD, MS, BCPS, BCNSP
Associate Professor – Clinical | Pharmacy Practice and Science Division
Director, Master of Science in Health-System Pharmacy Administration and Leadership Program
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College of Pharmacy, The Ohio State University
500 W. 12th Ave., Parks Hall, Columbus, OH 43210

Attachment A: MS-HSPAL Program SWOT Analysis

Strengths:	Weaknesses:
- Diversity of Ohio State Cohort Programs (Academic Medical Center, Children's Hospital, Community Teaching, Consultants) - Curriculum emphasizes the importance of innovation (keeping with Latiolais tradition) - Instructors/diversity of instructors representing the various programs - Largely asynchronous for maximum student flexibility/working professional integration - Live components within the program (selling point for case-based work, HR management discussions) - OSU COP Instructional Design Support - Didactic coursework can translate into practice site (some application in real time) - Authentic assignments (applicable to site)	- Engaging Distance Learning Environment - Lack of onboarding/offboarding structure for instructors – need Carmen/Instruction design - Curriculum reassessment - Little student feedback (SEI) - Program assessment - Preceptor/site feedback would be helpful as well – ensure what is being taught can be applied - Update content on a specific cadence
Opportunities:	Threats:
- Engaging Distance Learning Environment - Residency learning objective crosswalk – assignments that could cross walk objectives - Incorporation of standardized synchronous sessions/activities - Electives/certificates options - Reposition finance course (fall – 2nd year) - Master's project – designed to be publishable; should replace final exam as master's program graduation deliverable - Virtual presentations may allow for virtual attendance for live sessions – instill ground rules for virtual presence - Cross course collaboration - Engage with other master's programs within the university to offer electives	- Other programs in the MS-HSPAL market - Other non-MS-HSPAL programs for working professionals (MBA, MHA, etc.) - PARKING - Research timeline

Attachment B: Current MS-HSPAL Curriculum

Fall Session 1 (Aug – Oct)	Fall Session 2 (Oct – Dec)	Spring Session 1 (Jan – Feb)	Spring Session 2 (Feb – Apr)
PHR 8100: Health System Pharmacy Finance (3 credit hours)		PHR 8140: Research Methods (2 credit hours)	
PHR 8160: Operations Management in Health-System Pharmacy (2 credit hours)	PHR 8150: Systems Issues with Medication Safety (2 credit hours)	PHR 8250: Pharmaceutical Supply Chain Principles for Health Systems (2 credit hours)	PHR 8120: Information Systems for Health System Pharmacy (1.5 credit hours)
PHR 8884: Seminar (1 credit hour)		PHR 8200: Operational Assessment of the Pharmacy Enterprise (2 credit hours)	
		PHR 8884: Seminar (1 credit hour)	
Fall Session 1 (Aug – Oct)	**Fall Session 2 (Oct – Dec)**	**Spring Session 1 (Jan – Feb)**	**Spring Session 2 (Feb – Apr)**
PHR 8190: Community-Based Pharmacy Practice (2 credit hours)		PHR 8180: Economic Evaluation of the Pharmacy Enterprise (1 credit hour)	OPEN
PHR 8130: Advanced Leadership & Management Principles (2 credit hours)		PHR 8170: Planning, Leading and Managing the Pharmacy Enterprise (2 credit hours)	
PHR 8210: Supervised Project in Health-System Pharmacy – 1 (2 credits)	PHR 8220: Supervised Project in Health-System Pharmacy – 2 (2 credits)	PHR 8230: Supervised Project in Health-System Pharmacy- 3 (2 credits)	PHR 8240: Supervised Project in Health-System Pharmacy- 4 (2 credits)
PHR 8884: Seminar (1 credit hour)		PHR 8884: Seminar (1 credit hour)	

Total Credit Hours: 33.5 credits

Attachment C: Future MS-HSPAL Curriculum

Fall Session 1 (Aug – Oct)	Fall Session 2 (Oct – Dec)	Spring Session 1 (Jan – Feb)	Spring Session 2 (Feb – Apr)
	PHR 8180: Economic Evaluation of the Pharmacy Enterprise (1 credit hour)	PHR 8140: Research Methods I (1 credit hour)	PHR 8145: Research Methods II (1 credit)
PHR 8130: Foundations of Advanced Leadership (1.5 credit hours)	PHR 8135: Applications of Advanced Leadership (1.5 credit hours)	PHR 8200: Operational Assessment of the Pharmacy Enterprise I (1.5 credit hours)	PHR 8205: Operational Assessment of the Pharmacy Enterprise II (1.5 credit hours)
PHR 8160: Operations Management in Health-System Pharmacy (1.5 credit hours)	PHR 8150: Systems Issues with Medication Safety (1.5 credit hours)	PHR 8250: Pharmaceutical Supply Chain Principles for Health Systems (1.5 credit hours)	PHR 8120: Information Systems for Health System Pharmacy (1.5 credit hours)
PHR 8884*: Seminar (1 credit hour)		PHR 8884*: Seminar (1 credit hour)	
8 credits		**9 credits**	

Fall Session 1 (Aug – Oct)	Fall Session 2 (Oct – Dec)	Spring Session 1 (Jan – Feb)	Spring Session 2 (Feb – Apr)
PHR 8100: Health System Pharmacy Finance: Principles of Accounting (1.5 credit hours)	PHR 8105: Health System Pharmacy Finance II: Application and Budget (1.5 credit hours)	Elective Opportunity (1.5 credit hours)	Elective Opportunity (1.5 credit hours)
PHR 8190: Outpatient Pharmacy Practice (1.5 credit hours)	PHR 8170: Planning, Leading, and Managing the Pharmacy Enterprise (1.5 credit hours)	PHR 8500: Health System Pharmacy Administration and Leadership Capstone (2 credit hours)	
PHR 8210: Supervised Project in Health-System Pharmacy (2 credits)		PHR 8220: Supervised Project in Health-System Pharmacy (2 credits)	
PHR 8884*: Seminar (1 credit hour)		PHR 8884*: Seminar (1 credit hour)	
9 credits		**8 credits**	

Total Credit Hours = 34 credits

*Working Professionals (WP) must enroll in a total of 4 credit hours of PHR 8884 (Seminar) over the course of the program with one of those enrollments including the spring semester leading up to graduation.

THE OHIO STATE UNIVERSITY
COLLEGE OF PHARMACY

Research and Graduate Studies Committee Meeting Agenda

March 12, 2025

3:30-4:30pm, Riffe 616

In attendance: Chris Coss, Jim Fuchs, Lisa Mostafavifar, Tejinder Kaur, Nadeen Anabtawi, Jessica Costic, Macarius Donneyong

Meeting Items

Approve February Meeting Minutes

The minutes were approved by the committee.

Updates to MS HSPAL curriculum/program

Lisa shared documents and changes to the HSPAL curriculum she has been working on since beginning her position in November of 2024. The director and course instructors met multiple times between November – January to review the current curriculum in terms of course sequencing, content, and credit hours. Considering a large percentage of our current students are residents within partnering organizations, e.g., The Ohio State University Wexner Medical Center, OhioHealth, Nationwide Children's Hospital, and Comprehensive Pharmacy solutions, the Residency Program Directors from these sites were consulted and decisions around curricular changes were made based on instructor guidance and feedback and ultimately by the program director. Prior to the MS-HSPAL Program Director's arrival in November 2024, a survey was sent to MS-HSPAL course instructors. The survey requested feedback on current course sequencing in the program, mode of content delivery (synchronous vs asynchronous vs hybrid), and thoughts on offering courses in the summer and multiple times throughout the year for greater student flexibility. The survey also asked instructors if they would like to participate in a curriculum workgroup of which 8/10 (80%) respondents agreed. The workgroup met 3 different times and completed the following quality improvement exercises: Overall SWOT analysis of the program, syllabi review of all courses including course descriptions, course objectives, course deliverables, and credit hours, and provided feedback on future course curriculum proposals. No changes were made to PHR 8884 and PHR 8120. PHR 8180 will maintain its course content and credit hours but will shift from a Spring to an Autumn offering. Credit hour adjustments

were made to PHR 8160, PHR 8150, and PHR 8250, each reduced from 2 to 1.5 credit hours, while PHR 8210, PHR 8220, PHR 8230, and PHR 8240 will now involve 2 credit hours of supervised project work over the semester. Several courses have been restructured from full-semester formats to seven-week modules to improve course load balance and sequencing. Specifically, PHR 8130 (previously a 2-credit full-semester course) has been split into two seven-week courses (1.5 credit hours each) and moved from the second to the first year's Fall semester. PHR 8140 has been split into two seven-week courses (1 credit hour each), while PHR 8200 has also been divided into two seven-week courses (1.5 credit hours each) to better distribute content. PHR 8100, originally a 3-credit full-semester course, has been split into two seven-week courses (1.5 credit hours each) and shifted from the first year to the second year's Fall semester for sequencing purposes. PHR 8190 has been condensed from a full-semester, 2-credit course to a single seven-week, 1.5-credit course and renamed from Community-Based Pharmacy Practice to Outpatient Pharmacy Practice to align with health-system pharmacy terminology. PHR 8170 has also been condensed from a full-semester, 2-credit course to a seven-week, 1.5-credit course and moved from Spring to Fall in the second year to better prepare students for the capstone course, with some content being transferred to that capstone. A new course, PHR 8500 Capstone, has been introduced, focusing on project management, where students will collaborate to meet deadlines and present project results throughout the semester. Additionally, students now have the option to take either one 3-credit elective course or two 1.5-credit elective courses in other master's programs, with a list of approved electives available in the Graduate Handbook and requiring prior approval for registration. The committee reviewed the proposed changes and approved them to move forward. Lisa will work with Michael Bowman to begin the updates with OAA.

Jin and Diana Wu Funds Application

Jim brought several new suggestions for the group to review regarding the application process for these funds. He suggests to only accept one application per PI/group. This would drastically reduce the number of applications and only have the best applications be submitted. Student can apply for this and will require a nomination letter from the PI/advisor. PhD candidates and HSPAL students for wording. Jim will reach out to John in the Development Office about the discretion of the wording "drug discovery and development". We are hoping to announce this for applications in the coming weeks.

Reminder: Graduate Faculty Meeting – April 16, 4-5pm, Parks 107

Open
There were no items discussed in this portion of the meeting.