

College of Pharmacy DEI 1.0 Summary

Although it is one of the smallest colleges at the University of Michigan, the College of Pharmacy has a longstanding record in diversity, equity and inclusion. In 1871 it graduated Amelia and Mary Upjohn, cousins of William E. Upjohn, founder of the Upjohn Company and Univ. of Michigan graduate. In addition, the College graduated people of color before many had full rights as citizens in the United States.

The College fully embraced the creation of a DEI strategic plan as part of the University's DEI 1.0 program. This document serves as a summary of the College's first five year plan, which sought to be intentional and strategic in moving the College forward in diversity, equity and inclusion.

A. Who we are:

The College of Pharmacy is a professional school, and includes those pursuing PharmD, PhD, MS, and BS (secondary admit) degrees. The College has 3 academic departments: Clinical Pharmacy, Medicinal Chemistry, and Pharmaceutical Sciences. The College of Pharmacy continues to be ranked #3 in the nation, yet we also continue to pursue being ranked #1. We recognize that achieving this goal will be done through inclusive excellence, which means broadening the participation of those from marginalized groups in all cohorts of the College. One area where we have seen change has been in leadership, as seen in the following milestones:

In 2017 3 of the College's 5 associate deans were women, as was 1 of the 3 department chairs.

In 2020 the College had 3 associate deans, 2 of which were women, and 4 assistant deans, 2 of whom were women and one was African-American. Also the Medicinal Chemistry department had its first woman as department chair.

In 2022 the College chose a new dean, its first woman in its 150+ year history. Of its 4 associate deans, two are women; of its 5 assistant deans, 3 are women and 2 are African American.

While we celebrate our diversity in leadership and our student cohorts, we recognize that we still have work to do. This is especially true in our tenure track faculty. From 1996 to 2020 we went from 42% women to 44%, and from 5.7% to 9.9% of those who identify as belonging to a race/ethnicity that is underrepresented in STEM.

"The University of Michigan and the College of Pharmacy are committed to Diversity, Equity, and Inclusion (DEI). ... My vision for the College is to become a change agent in the pharmacy field. The College's commitment to DEI is rooted in both the deep literature that repeatedly outlines that diverse teams develop more creative and successful solutions to challenging problems and our deeply held respect for the dignity of each individual. We have a duty to the citizens of the state of Michigan, our nation, and the world to grow our commitment to DEI and positively impact the lives of our local, statewide, national, and international communities." *Dean Vicki Ellingrod*

B. Prior Year Highlight Section

The College of Pharmacy made significant strides in addressing and accomplishing the action items in its first 5 year DEI Strategic Plan (2017-2022). Some of our achievements during the plan include the following:

1. Increases in the number of URM students in PharmD (3.4% to 14%) and PhD programs (4% to 16%).
2. Hired the College's first Chief Officer for Diversity, Equity and Inclusion.
3. Conducted climate surveys through the University's ADVANCE Office in 2014, 2018 and 2022.
4. Hired a new faculty member as part of the Provost's anti-racism initiative;.
5. Hold annual training in DEI for all faculty, staff and students, with attendance required.
6. Established partnerships, open to all students, with 4 Historically Black Colleges and Universities (Morgan State Univ., Xavier Univ. of Louisiana, Spelman College, and Fisk Univ.).
7. Regularly send graduate students to attend meetings such as ABRCMS and SACNAS on behalf of the College as part of our recruiting efforts.
8. Created a new summer program, the Pharmacy Scholars Program, to recruit students from marginalized educational or economic backgrounds to pursue careers in pharmacy, and to do so at U of M.
9. Created new College of Pharmacy value statements with input from students, faculty, and staff.
10. Regularly utilize [LAUNCH](#) committees for new faculty hires.
11. Have increased diversity of applicants in faculty searches through more expansive outreach efforts.
12. Formed a curriculum sub-committee to address race, ethnicity and more in the curriculum.
13. Are collecting and using data that will help us identify and recruit experiential sites that will enhance student engagement with more diverse patient populations.
14. Have a committee studying our PharmD technical standards and consulting with the Medical School about admitting students who may have special needs beyond what our standards have allowed in the past.
15. Have a well-being committee that is raising awareness and providing training and resources regarding mental health and wellness.
16. Provide educational opportunities for alumni and preceptors to learn about DEI
17. Host regular diversity / inclusion events (socials, seminars, chats, etc.) to promote awareness and respect of differences, including National Coming Out Day Celebration, and the annual multicultural potluck.
18. Ensure that faculty and staff are treated equitably with regard to salary, opportunities, promotions, tenure, etc., through annual review of salaries and titles.
19. Require all faculty and staff to report their DEI activities on their annual activity report.
20. Require all faculty complete [STRIDE](#) training (2018). We're the first College/School to do so.
21. Created a system that allows individuals to report instances of discrimination, harassment, disrespect, etc., and developed a policy and resources related to sexual misconduct.
22. Created child travel policies to assist faculty and staff who have young children participate in activities that are important for their careers.

C. Summary of DEI 1.0 Assessment Data

The College completed its assessment of its DEI 1.0 efforts, and shares a synopsis of that information below.

1. Climate

The College of Pharmacy has been intentional in addressing its climate. In 2014, 2018 and 2022 the College engaged the University's [ADVANCE](#) Office to conduct surveys of the College's cohorts. Each of these timepoints were strategic.

-The 2014 survey was done just prior to the arrival of Dean Jim Dalton. The survey identified several key areas that needed to be addressed, including: each cohort reporting having experienced bias or exclusion, and a lack of feeling that they belong to the College.

-The 2018 survey marked the end of Dean Dalton's first term as dean, and the beginning of the second year of Chief Officer for Diversity, Equity and Inclusion Regina McClinton. The results showed marked improvements in the areas noted above as well as others. The 2018 survey also indicated that women tenure track faculty felt the College needed to be more supportive and provide mentoring.

-The 2022 survey was conducted under Interim Dean Bruce Mueller, whose time as dean spanned the Covid pandemic and the challenges it caused. The results showed that faculty found the College to have a less tolerant environment than in the past, and to also have reduced gender egalitarianism. Both PharmD and PhD students reported having an insufficient number of student experiences, such as attending conferences and receiving interdisciplinary training. While some of the results are likely due to Covid, the College is examining its need to address all of the areas reviewed to ensure that needed changes to the College's environment are made.

Climate study results are made available to all members of the College via its intranet. They are also discussed in meetings with each cohort.

2. Best Practices and Areas for Attention

The assessment focused on evaluating people, processes, and products. Below we share what we learned regarding best practices and areas where attention is needed.

	Best Practices	Areas of Attention
People	<ul style="list-style-type: none">-Advertising in academic diversity magazines, in addition to improving information on our website have both worked to raise our profile and communicate our commitment to DEI.-Having the Chief Diversity Officer serve on all faculty search committees.-Direct recruiting of candidates for faculty positions.	<ul style="list-style-type: none">-<u>Marketing</u>: COP must understand that it has to "sell itself" to future members, by consistently and persistently advertising itself to establish its brand.-<u>Training</u>: While there is goodwill for addressing DEI in all facets of the College, there is the need for additional training that goes beyond previous efforts. Trainings must be tied directly to initiatives and roles (e.g. mentors).-<u>Retention/Belonging</u>: Explore the creation of affinity groups and other ways of increasing a sense of belonging for all

		<p>COP members. Identify ways to remove barriers to success.</p> <p><u>-Recruitment</u>: Increasing the diversity of the faculty is essential in being able to further diversify the student body.</p>
Processes	<p>-Regular education on, and awareness of, issues of race, gender, sexual orientation, diversity, inclusion, and more have been helpful in supporting changes.</p> <p>-Addressing issues raised, whether in our climate studies or directly to leadership, and reporting back to faculty and staff on how these issues were addressed.</p> <p>-Being willing to create new policies to support needed changes identified in the studies.</p>	<p><u>-Accountability</u>: Our requirement for faculty and staff to list their activities in DEI on their annual activity report was only a first step. We must take the next step and include a DEI assessment as part of employee performance evaluations to increase accountability.</p> <p>-Not holding COP constituents accountable for their behavior.</p> <p><u>-Transparency</u>: We will continue to strive for increased transparency, communication, and sensitivity.</p>
Products	<p>Having value statements, policies, and other mechanisms to communicate expectations and hold people accountable.</p>	<p><u>-Curriculum</u>: Addressing inclusiveness in our curriculum is a high priority in order for us to remain competitive as a top pharmacy school.</p> <p><u>-Policies</u>: Establish a regular practice of reviewing our policies with an eye toward inclusiveness and to ensure clarity about expectations and accountability.</p> <p><u>-Value Statements</u>: Now that our new value statements are established and communicated, we must continue promoting them and actively employ them throughout our activities, initiatives, communications, and missions.</p>

3. Lessons Learned

People

-Regarding existing efforts to recruit students: We need to communicate to future students that Michigan is attainable for them. We continue with the “Leaders and Best”, but our public image does not directly communicate “excellence through inclusion”. We need to better present ourselves as being approachable and attainable.

-We need to better package what we can offer students. For example, we are able to offer any of our students emergency funding, so if a student has to return home for an emergency, we can support them in this. But this information is not readily available, leaving potential students with the impression that if they come far from home that they would not be able to return if needed.

-Regarding efforts to recruit faculty, we must be proactive by identifying potential future hires while they are graduate students and post-doctoral researchers, and maintaining relationships with them.

- Regarding retention, we need to ensure that faculty, particularly those who are women and people of color, are mentored and supported in ways beyond LAUNCH committees.
- We need to address our climate and ensure that members of COP are held accountable for any biased or harassing behavior. We need to ensure that everyone is well informed of the policies, procedures, and accountability that currently exist in the College, and those added in the future.

Process

- Our use of the ADVANCE climate study helped us to identify areas of progress, such as communication (in our 2014 survey), and areas in need of improvement, such as mentoring, particularly for women faculty.
- While the number of students from minoritized backgrounds increased, the absence of faculty from such backgrounds has been an issue for them and may well result in us losing the gains we've made.
- We must be diligent in addressing our climate issues. While we made progress from 2014 to 2018, we did not fully sustain them, nor make additional progress, between 2018 and 2022.
- Some faculty have old wounds that have not healed and have been made to feel less than. These must be acknowledged by leadership and addressed through the changing of policies and procedures.
- Several issues from our climate studies were based on false or misinformation, including that the College needs more women leaders (at the time of the 2018 and 2022 studies, the gender distribution of asst. and assoc. deans was 50% women to 50% men). The College needs to share more information on climate related issues and topics and be more transparent.

Products

This is a category where we have not had much activity. We did add a requirement for faculty and staff to report on their activity in DEI. We have created student pipeline programs during DEI 1.0 (and are actively working on additional efforts) But we need to do more in this area to truly affect change. This includes:

- Revising our curriculum to be inclusive.
- Socializing our recently revised values so that they serve to guide us.
- Continuing to reviewing all of our policies to identify gaps and needs, and sharing these results with the College.

D. Future Priorities

People

- With regards to recruiting students, we will work to recruit “locally”, meaning work to attract students from schools such as UM Flint, and two-year (tribal and community) colleges into our academic programs.
- We created a new academic postdoctoral research fellow training program for PhD and PharmD graduates who are interested in an academic career with the goal of establishing a pipeline of qualified candidates for faculty positions.
- We will work on creating and implementing new marketing and communications strategies.
- We will continue to pursue having our BS in Pharmaceutical Sciences program become a primary admit program (currently it is a secondary admit program).
- We have been approved for a new post-doctoral fellows program that will allow us to engage with potential future faculty candidates.
- We will explore creating a “Next Prof” program in COP, akin to that in Engineering.

- We will explore ways to increase a sense of belonging and identify/remove barriers to success for all members of the COP (e.g., affinity groups, assistance for international students, childcare resources, etc.).
- We will educate COP on our policies and procedures around bias and harassment.
- We will increase accountability and consequences for inappropriate behavior.
- We will continue to address issues identified in our most recent climate study.
- We will tie DEI training and education directly to initiatives and roles, set benchmarks and hold those responsible accountable.

Processes

We will address concerns raised by graduate students, such as lab climate and culture.

We will require leaders, supervisors, and mentors to set an example and hold their subordinates accountable for their behavior.

We will review and revise our messaging so that we set the tone on who we are and who we are working to become.

We will continue to strive for excellence through inclusion, especially in recruiting new faculty.

Products

We will establish a timeline to complete the changes to our curriculum to be more inclusive.

We will continue to review our policies and better communicate this review to the College.

We will socialize our recently revised values and integrate them into everything we do.