

Diversity, Equity, & Inclusion Strategic Plan



Diversity, Equity and Inclusion Strategic Plan

Five-Year Strategic Objectives, Measures and FY17 Actions

I. Diversity Equity and Inclusion Strategic Plan: Overview

“At the University of Michigan, our dedication to academic excellence for the public good is inseparable from our commitment to diversity, equity, and inclusion. It is central to our mission as an educational institution to ensure that each member of our community has full opportunity to thrive in our environment, for we believe that diversity is key to individual flourishing, educational excellence and the advancement of knowledge.”

From being one of the first universities to admit women in 1870 to our historic defense of race conscious admission policies at the U.S. Supreme Court in 2003, the University of Michigan has had a fierce and longstanding commitment to diversity, equity and inclusion (DEI). This commitment rests upon our recognition of the history in the United States of racial, ethnic, and gender discrimination as well as our understanding that our progress as an institute of higher learning will be enhanced with a vibrant community of people from many backgrounds.

Goals: Diversity, Equity and Inclusion

Diversity: We commit to increasing diversity, which is expressed in myriad forms, including race and ethnicity, gender and gender identity, sexual orientation, socio-economic status, language, culture, national origin, religious commitments, age, (dis)ability status, and political perspective.

Equity: We commit to working actively to challenge and respond to bias, harassment, and discrimination. We are committed to a policy of equal opportunity for all persons and do not discriminate on the basis of race, color, national origin, age, marital status, sex, sexual orientation, gender identity, gender expression, disability, religion, height, weight, or veteran status.

Inclusion: We commit to pursuing deliberate efforts to ensure that our campus is a place where differences are welcomed, different perspectives are respectfully heard and where every individual feels a sense of belonging and inclusion. We know that by building a critical mass of diverse groups on campus and creating a vibrant climate of inclusiveness, we can more effectively leverage the resources of diversity to advance our collective capabilities.

Vision and Mission¹

Vision Statement: To be a global leader in pharmacy and pharmaceutical education, research and practice with the ultimate goal of providing excellent, innovative patient care and drug development.

Mission Statement: The mission of the University of Michigan - College of Pharmacy (UM COP) is to prepare students to become pharmacists and pharmaceutical scientists who are leaders and best in any setting. The College provides a quality education that effectively integrates critical

thinking, problem-solving and leadership skills. Research in the pharmaceutical, social and clinical sciences and its translation into health care is a key component of our mission. The College achieves its mission by striving for excellence in education, service and research, all directed towards enhancing the health and quality of life of the people of the state of Michigan, the nation and the international community. This mission cannot be effectively achieved without embracing the principles of diversity, equity and inclusion.

The rationale for the objectives presented in this document are:

- To create an environment that is nurturing, welcoming and supportive where everyone is respected, diversity is celebrated and individuals are allowed to voice their ideas without judgement.
- To equip students with the knowledge, compassion and desire to become true leaders who advance scientific knowledge and deliver health care to a diverse population with respect and empathy.
- To recognize and accept our role and power as educators to train our future health care providers, policy makers and research scientists to embrace the principles of diversity, equity and inclusion.

History¹: The University of Michigan - College of Pharmacy (UM COP) has a long history of innovation and leadership in education, research and service. Founded initially as a department in 1860, the University of Michigan School of Pharmacy (renamed the College of Pharmacy in 1916) was established as the first in a U.S. state university, making it one of the oldest continuously named pharmacy schools in the United States.

From its beginning, the College of Pharmacy established its position as a source of innovation, diversity and leadership. With regard to diversity, sisters Amelia and Mary Upjohn, daughters of the founder of the Upjohn Company, graduated from the College of Pharmacy in June of 1871, making them among the first of 4 women to receive degrees from the University of Michigan.

The College of Pharmacy was the first Pharmacy school to require a science-based curriculum for its graduates, which was strongly opposed by members of the pharmacy profession at the time. Nevertheless, "the Michigan Model" was finally adopted and quickly became the standard curriculum for most Colleges of Pharmacy in the United States. This spirit of leadership and innovation has continued and expanded. We were one of the first schools to adopt the Doctor of Pharmacy degree as our terminal degree; to require that all pharmacy students complete an independent research project prior to graduation; and to introduce students to interdisciplinary practice environments.

In research and graduate education, the UM COP was instrumental in developing the discipline of medicinal chemistry and leading the transformation of the area of pharmaceuticals from a physical-based science into one that is more interrelated with the biological sciences.

The UM COP strives to carry its rich history of leadership and innovation into the future. A key area is the development of interdisciplinary initiatives in teaching, research and service. Other

important areas include formalized leadership training programs for our students and development of more imaginative uses of technology in educating students.

Educational Programs Professional, Graduate, and Undergraduate:

Professional Program (PharmD)

The UM COP currently serves 329 students, with a target of admitting 85 students per year. This goal allows us to maintain a relatively small class size compared to other colleges of pharmacy and a very favorable PharmD student: faculty ratio of 11:1.

Our reputation of offering a superior educational environment is supported by “peer” surveys completed by US News & World Report. The College of Pharmacy consistently ranks in the top ten and was recently ranked 3rd in the 2016 survey.

Graduates of the PharmD program are equipped to take full advantage of the variety of career opportunities that are available. UM COP Graduates are well placed in residency programs as well as community and hospital pharmacies.

Graduate Programs

The UM COP offers Ph.D. degrees in Medicinal Chemistry, Pharmaceutical Sciences, and Social & Administrative Sciences. With a current enrollment of 97, our graduate programs in Medicinal Chemistry (47), Pharmaceutical Sciences (45), and Social & Administrative Sciences (5) offer training within a close community of students and faculty.

In an effort to increase the cross-disciplinary interaction between students from different programs, the UM COP has implemented a required course for all first year graduate students on the responsible conduct of research. This course is successful in meeting its content goals. Secondary effects of this course are that graduate students have greater opportunities to network with each other and to learn about the other disciplines within the UM COP. The UM COP also promotes interdisciplinary learning through the Interdepartmental Graduate Program in Medicinal Chemistry through which students have opportunities to work with associated faculty members who collectively represent six departments at the University of Michigan.

Undergraduate Program

In addition to our graduate and professional programs, the UM COP offers a BS in Pharmaceutical Sciences. This program provides an excellent option of study for students with interests in health professional degrees (pharmacy, medicine, etc.), graduate studies or careers in the pharmaceutical industry. There are currently 9 students enrolled in the program with plans for growth in the coming years.

II. Planning Process Used

Planning Leads:

Ronald Woodard (Professor of Pharmacy, Medicinal Chemistry & Chemistry)

Cherie Dotson (Student Affairs Program Manager – Recruitment & Outreach)

Planning Team:

Faculty / Staff:

Cesar Alaniz (Clinical Assoc. Professor of Pharmacy Services, Clinical Pharmacist);
Charlotte Bowens (Research Process Senior Manager)
John Clark (Clinical Assoc. Professor of Pharmacy, Director of Pharmacy Serv., Inpatient Pharmacy Serv.)
Steve Erickson (Assoc. Professor of Social and Administrative Sciences, Clinical Pharmacist)
Caitlin Ferguson (Program Manager – Experiential Education and Community Engagement)
Anica Madeo (Assistant Director of the Center for Interprofessional Education)
Nancy Mason (Assoc. Dean for Student Services, Clinical Professor of Pharmacy, Clinical Pharmacist)
Nair Rodriguez (Assoc. Professor of Pharmaceutical Sciences)
Gus Rosania (Professor of Pharmaceutical Sciences)
Hollis Showalter (Research Professor of Medicinal Chemistry and Co-Director of the Vahlteich Medicinal Chemistry Core)
Matthew Soellner (Assistant Professor of Medicinal Chemistry and Chemistry)
Paul Walker (Clinical Professor of Pharmacy; Director of Experiential Education, Community Engagement & Continuing Education; Manager of Patient Care Outcomes; Adjunct Clinical Prof of Nursing)

Students:

Stephanie Burke (PharmD student – 4th year)
Katherine Cho (PharmD student – 3rd year)
Tracelyn Freeman (PharmD student – 2nd year)
Blaise Ndukwe (PharmD student – 2nd year)
Jerika Nguyen (PharmD student – 3rd year)
Maxwell Norris (PharmD student – 2nd year)
Helen Waldschmidt (Medicinal Chemistry Graduate Student – 4th year)

Planning Process Summary:

The UM COP Diversity, Equity and Inclusion Committee was convened by Dean James Dalton in August of 2015. Dr. Ronald Woodard was charged with serving as the committee chair. Dr. Cherie Dotson later assumed the role of co-committee chair. The committee, composed of faculty, staff and students, met twice per month from September - March. During the fall meetings, the committee focused on reviewing the results of the Climate Surveys that were conducted by the ADVANCE Program for the College of Pharmacy in 2014. In December, the committee began making plans to host Diversity, Equity and Inclusion Forums for each COP constituent group. In January, the committee hosted Diversity, Equity and Inclusion Forums for the Faculty / Staff and the PharmD students and in March a Town Hall event was hosted for all students (BS, PharmD, PhD) and Post-Doctoral fellows. Further details regarding these events along with other follow-up meetings are provided below.

College of Pharmacy Diversity, Equity and Inclusion Events

Faculty & Staff Diversity, Equity and Inclusion Forum – January 26, 2016 (3:30 – 4:30 pm)
Total Attendance – 50 Faculty (29 ideas generated) Staff (21 ideas generated)

PharmD Diversity, Equity and Inclusion Forum – January 26, 2016 (5:00 – 6:00 pm)
Total Attendance – 159 PharmD Students (133 ideas generated)

College of Pharmacy Diversity, Equity and Inclusion Follow-up Meetings

PharmD student Diversity, Equity and Inclusion (Debriefing Meetings)

February 1, 2016 (noon – 1:00 pm) ~ 5 student attendees

February 3, 2016 (noon – 1:00 pm) ~ 5 student attendees

Faculty Diversity, Equity and Inclusion (Debriefing Meetings Regarding Recruitment)

February 16, 2016 (noon - 1:00) no attendees (met with Director of Admissions -

PharmD)

February 24, 2016 (noon - 1:00) - cancelled

February 24, 2016 (1:00 – 2:00 pm) – cancelled

Student (PharmD, PhD, BS) & Post-Doc Diversity, Equity and Inclusion Town Hall Meeting

March 24, 2016 (5:30 -7:00 pm) – 17 student attendees (16 PharmD, 1 PhD)

March 30, 2016 (noon-1 pm) – Cancelled

Departmental Meetings

Medicinal Chemistry – State of the Department Meeting – August 31, 2015

Data Collection Process

The data that has provided guidance in the development of the COP Diversity, Equity and Inclusion Strategic Plan was collected by:

1. The University of Michigan ADVANCE Program conducted the 2014 Climate Survey for the College of Pharmacy.
2. Student engagement leaders facilitated the UM COP Diversity, Equity and Inclusion Forums for the faculty, staff and PharmD students. The top ideas for each group were identified using the Liberating Structures² crowd sourcing technique, which required each attendee to write an issue/concern along with a solution on an index card. The cards were then passed quickly to others among the group for peer ratings. Ratings were made on a scale of 1-5, where 5 is the most pressing issue/concern. The resulting issues/concerns and rankings were tallied by the event facilitators and were presented in a final report.

Additional Data Sources

1. Student Services reports (admissions, recruitment and retention data)
2. Departmental information (Rackham reports)
3. Feedback from student Town Hall meetings and departmental retreats

Data Analysis Process

1. The COP Diversity, Equity and Inclusion Committee reviewed the reports and executive summaries that were provided by the ADVANCE Program. This information, in addition to reviews by other groups (Student Services Committee), was used to identify issues of concern for our constituent groups.

- The Diversity, Equity and Inclusion Committee reviewed the reports for each constituent group (faculty, staff and PharmD students) and extracted the top ideas pertaining to diversity, equity and inclusion. These ideas are presented below in *Table 1*.

III. Data and Analysis: Key Findings

Summary of Data:

The data collected from climate surveys, as well as COP DEI Forums was used to identify key issues of concern. This report is also informed by demographic data of faculty, staff and students as well as underrepresented minority (URM) recruitment data for the PharmD and PhD programs. Ideas generated from DEI Forums for faculty, staff and PharmD students are provided in Table 1.

Table 1. Ideas generated from Diversity, Equity and Inclusion Forums (Faculty/Staff/PharmD students) (Ideas were extended to PhD students and post-doctoral fellows)

	Faculty	Staff	PharmD Students	PhD Students	Post/Docs
Recruitment, Retention, Development	Expand the diversity of applicant pools for faculty positions. Provide support for development & retention.	Expand the diversity of applicant pools for staff positions. Provide support for development & retention.	Recruit more underrepresented minority students. Provide support for development & retention.	Recruit more underrepresented minority students. Provide support for development & retention.	Expand the diversity of applicant pools for staff positions. Provide support for development & retention. Can lead to diverse population of future faculty.
Education & Scholarship	Provide faculty training / Enhance the PharmD curriculum to include DEI topics.			Provide graduate student instructor (GSI) training regarding DEI topics in the curriculum.	
Promoting an Equitable & Inclusive Community	1) Diversity Training	1) Diversity Training	1) Diversity Training	1) Diversity Training	1) Diversity Training
	2) Host events to promote inclusion	2) Host events to promote inclusion	2) Host events to promote inclusion	2) Host events to promote inclusion	2) Host events to promote inclusion
	3) Provide reporting system for instances of bias, etc.	3) Provide reporting system for instances of bias, etc.	3) Provide reporting system for instances of bias, etc.	3) Provide reporting system for instances of bias, etc.	3) Provide reporting system for instances of bias, etc.
	4) Increase cultural awareness (events, promotions, news)	4) Increase cultural awareness (events, promotions, news)	4) Increase cultural awareness (events, promotions, news)	4) Increase cultural awareness (events, promotions, news)	4) Increase cultural awareness (events, promotions, news)
	5) Consideration of special needs (disabilities, religious, family needs, etc.)	5) Consideration of special needs (disabilities, religious, family needs, etc.)	5) Consideration of special needs (disabilities, religious, family needs, etc.)	5) Consideration of special needs (disabilities, religious, family needs, etc.)	5) Consideration of special needs (disabilities, religious, family needs, etc.)
	6) Foster an environment of respect for everyone	6) Foster an environment of respect for everyone	6) Foster an environment of respect for everyone	6) Foster an environment of respect for everyone	6) Foster an environment of respect for everyone
Service	Provide equitable and inclusive service to students.	Provide equitable and inclusive service to students, staff and faculty.	Provide equitable and inclusive service to patients.	Provide equitable and inclusive service to students.	Provide equitable and inclusive service to students in lab setting.

Key Findings, Themes and Recommendations

One issue of priority is the lack of ethnic/racial diversity in the student body. This is evident from existing demographic/recruitment data and has also been identified as a priority by our faculty, staff and students. URM (underrepresented minority) recruitment efforts with regard to the graduate programs have been led by the Student Affairs Program Manager for Recruitment and Outreach. These activities have been focused on attending undergraduate science conferences for URM students, maintaining and building relationships with faculty members at minority serving institutions and coordinating research experiences for students, including URM students, through the COP Interdisciplinary REU (Research Experiences for Undergraduates) Program. The work that has been done should serve as a foundation for new initiatives aimed at increasing the number of URM students who apply, receive admission and matriculate into UM COP graduate programs. The UM COP Director of Admissions and Counseling Student Services has expanded the recruitment efforts for the PharmD program to include campus visits to pre-pharmacy organizations, including those at minority serving institutions. The establishment of pre-college pipelines was identified as a key strategy to increasing the level of diversity in the UM COP programs. The UM COP is prepared to work with the other UM health science schools and colleges in providing support to the UM Wolverine Pathways Program and has also agreed to partner with the Growing STEM initiative through LSA.

Another issue that was apparent among all constituent groups, but most significantly for staff, was one of respect, bias and exclusion and the desire to report such instances. These issues appear to be prevalent not just in the UM COP, but across campus. A portion of the plan will be dedicated to investigating this further in order to determine best practices in addressing this issue.

Themes that emerged from the data analysis, etc. include:

- A. Lack of diversity among constituent groups (faculty and students)
- B. Issues of bias, exclusion, disrespect and condescending attitudes
- C. The need for diversity (broadly defined) / sensitivity training
- D. The need to incorporate diversity, equity issues into the PharmD curriculum & training opportunities
- E. Lack of sensitivity to the special needs, in the broadest sense, of faculty, staff and students.

IV. Strategic Objectives, Measures of Success and Action Plans*

The UM COP Diversity, Equity and Inclusion Strategic Plan has been written to address faculty, staff, professional students, graduate students, undergraduate students and post-doctoral fellows/visiting scientists. This plan is considered to be a living document and will be refined and revised with feedback and input from our constituent groups. UM COP alumni will be engaged in the ongoing planning process and will be included in forthcoming revisions of this plan.

The strategic objectives presented in this plan will support the university-wide goals of diversity, equity and inclusion and are divided into four domains, as determined by the University. These domains are: Recruitment, Retention & Development; Education & Scholarship; Promoting an Equitable & Inclusive Community and Service. The metrics for measuring success will be further

defined upon consultation with key stakeholders and upon further analysis of current data in an effort to establish realistic and well informed measures of success.

With regard to major resources needed, the COP Diversity, Equity and Inclusion Committee has recommended the establishment of the position of Director of Diversity, Equity and Inclusion. This person would be responsible for managing the Diversity, Equity and Inclusion initiatives in the COP. There are other major resources that are needed that may benefit from centralized support and implementation. These include: renovation of laboratory facilities to accommodate individuals who are physically disabled as well as a standard bias reporting system and DEI evaluation tools.

****All strategic objectives and related actions will be pursued in accordance with the law and University policy.***

IV. A. Recruitment, Retention and Development

Definition: This domain addresses issues of equity in access, development and advancement of students, staff and faculty members in the UM COP.

Faculty

Five-Year Strategic Objective 1:

Increase the number of URM and female faculty members.

Measures of Success (for Objective 1):

Increased # of URM and female faculty members.

FY17 Actions:

1. Network directly with URM and female faculty members from other institutions (e.g. minority serving institutions [MSI's], etc.).
2. Network with future URM and female faculty members from post-doctoral positions who have the potential for success as a faculty member.
3. Network with URM and female faculty members from national meetings.
4. Ensure that all members of faculty search committees have received STRIDE training through UM Advance.
5. Build connections with faculty, of any race/ethnicity, from minority serving institutions by offering funded sabbatical research positions in the College of Pharmacy. This experience would give COP faculty an opportunity to build a connection with the visiting faculty member and their institution. This could assist in the recruitment and admission of students from the home institutions of these faculty members.
6. Develop a detailed protocol for faculty recruitment based on lessons from other UM units (e.g. School of Education).

Five-Year Strategic Objective 2:

Increase the retention rate of URM and female faculty members at the Assistant Professor stage.

Measures of Success (for Objective 2):

of URM and female faculty members who achieve tenure and/or promotion.

FY17 Actions:

1. Utilize launch committees available through UM's ADVANCE program to develop a mentoring plan / retention toolkit to ensure the success of all faculty members, including those who are female or from underrepresented minority groups, by providing guidance and support with:
 - a. Networking and establishing collaborations within the discipline
 - b. Writing grant proposals
 - c. Publishing scholarly work
 - d. Teaching
 - e. Mentoring graduate students
 - f. Personal and professional mentoring
 - g. Managing professional relationships

2. Research best practices and recognized models for success in supporting all assistant professors in achieving tenure.

Primary DE&I Goal: Diversity

Other applicable domain: Equity

Staff

Five-Year Strategic Objective 1:

Continue to explore ways to expand the diversity of applicant and interview pools by broadening recruitment efforts.

Measures of Success (for Objective 1):

Increased number of diverse individuals in the applicant and interviewing pools.

FY17 Actions:

1. Continue to seek opportunities to advertise new staff positions in publications/locations that will attract a diverse candidate pool, e.g. Michigan Works, Common Cause, VA Affairs, etc.
2. Analyze the data from annual reviews of applicant pool demographics to determine needs for more targeted actions to diversify applicant pools.
3. Determine if STRIDE training is available for staff. If not, suggest that such training be provided.
4. Conduct a regular analysis of staff demographic data.

Primary DE&I Goal: Diversity

Other applicable domain: Equity and Inclusion

Five-Year Strategic Objective 2:

Encourage staff members to participate in professional development activities.

Measures of Success (for Objective 2):

Increased number of requests from staff to participate in professional development activities.

FY17 Actions:

1. Establish a system of regular communications to staff about professional development opportunities.
2. Require supervisors to identify and encourage staff to participate in professional development activities.
3. Expand training and professional development opportunities on DEI for the staff & supervisors.

Primary DE&I Goal: Equity

Other applicable domain: Inclusion

Five-Year Strategic Objective 3:

Ensure that the work environment is conducive to staff retention.

Measures of Success (for Objective 3):

Increased job satisfaction among staff.

FY17 Actions:

1. Convene committee to suggest ways to improve support for work / life balance.
2. Regularly collect staff feedback concerning their work environment and job satisfaction.
3. Conduct exit interviews.

Primary DE&I Goal: Inclusion

Other applicable domain: Diversity

PharmD Students***Five-Year Strategic Objective 1:***

Recruit and admit more URM students into the PharmD program.

Measures of Success (for Objective 1):

Increased level of diversity in the PharmD program.

FY17 Actions:

1. Make connections with pre-pharmacy advisors at URM serving institutions.
2. Increase the number of recruitment events at URM serving institutions.
3. Develop articulation admission agreements with URM serving institutions.
4. Identify relevant national recruitment conferences.
5. Incorporate DEI topics into the application and interview process.
6. Incorporate DEI themes in recruitment/promotional materials.
7. Expose pre-college and undergraduate students to career paths in pharmacy
 - Wolverine Pathways (Pharmacy staff member is the lead coordinator for the health sciences)
 - LSA- Project Growing STEM (Pharmacy has agreed to participate in planning activities)

- Other local community initiatives and outreach programs

Primary DE&I Goal: Diversity

Other applicable domain: Inclusion

Five-Year Strategic Objective 2:

Provide all students (including URM students) with the necessary support for retention and academic success.

Measures of Success (for Objective 2):

Increased level of student satisfaction with academic support services

FY17 Actions:

1. Catalog current COP resources that are available for supporting the academic success of students.
2. Determine the level of participation in the activities.
3. Conduct a survey of all current students about the awareness and effectiveness of college academic support services.
4. Use programmatic evaluations and student feedback to direct/inform the creation of a summer bridge program for students who may need additional preparation before beginning the program.

Primary DE&I Goal: Diversity

Other applicable domain: Equity

Graduate Students (Ph.D.)

Five-Year Strategic Objective 1:

Recruit and admit more URM students into the graduate programs in Medicinal Chemistry & Pharmaceutical Sciences.

Measures of Success (for Objective 1):

Increased level of diversity in the graduate (PhD) programs.

FY17 Actions:

1. Increase the number of recruitment events at URM serving institutions.
2. Maintain and establish connections with undergraduate advisors at URM serving institutions.
3. Identify additional national conferences for URM student recruitment.
4. Identify resources within national scientific organizations (NOBCCHE, ACS, ASBMB, etc.) to advertise and promote the COP graduate programs to undergraduate students.
5. Develop professional relationships with faculty members at URM serving institutions.
 - Invited faculty presentations at UM/ reciprocal UM faculty presentations at URM serving institution
 - Provide research opportunities for faculty members and their students
6. Involve graduate students in pre-college outreach activities designed to promote pathways to science and graduate studies.
 - Participate in volunteer tutoring or other events.

- Connect with existing organizations to identify available service opportunities (FEMMES, Society of Women Engineers)

7. Provide funding to admit a total of 8 students (4/year), who have a demonstrated commitment to diversity, into the PhD programs in Medicinal Chemistry and Pharmaceutical Sciences.

Primary DE&I Goal: Diversity

Other applicable domain: Equity

Five-Year Strategic Objective 2:

Improve retention of all students, including female & URM students.

Measures of Success (for Objective 2):

Decreased # of students who leave the professional and graduate programs.

FY17 Actions:

1. Consult with the graduate program chairs to determine factors that may have led to the departure of students from our graduate programs. Determine if DEI issues may have played a role in their departure.
2. Look for solutions to retention issues based on data.
3. Catalog the current resources available to support student success / identify unmet needs.
4. Review successful models of support for graduate students, including female & URM students.

Primary DE&I Goal: Equity

Other applicable domain: Diversity

IV. B. Education and Scholarship

Description: This domain involves assuring that diversity, equity and inclusion issues are sufficiently included in our curricula and scholarship, as well as how they impact the delivery of our curricula, and how our scholarship is judged.

Faculty

Five-Year Strategic Objective 1:

Achieve full faculty participation in DEI workshops designed to increase their competency in key/critical areas.

Measures of Success (for Objective 1):

Positive evaluation of the yearly portfolio of faculty, which will include DEI activities, in addition to research, teaching and service components.

FY17 Actions:

1. Identify and/or create core-training opportunities in DEI which will be part of the yearly portfolio evaluation (e.g. CRLT Inclusive Teaching workshops, Intergroup Relations programs, etc.).
2. Modify COP annual Faculty Evaluation Data reports FED to include a section regarding faculty diversity efforts. This would include DEI along with research, teaching and service components.

Primary DE&I Goal: Equity

Other applicable domain: Promoting an equitable and inclusive community

Five-Year Strategic Objective 2:

Enhance the PharmD curriculum with regard to diversity, equity and inclusion.

Measures of Success (for Objective 2):

Revisions in curricular content taught coupled with positive results on student surveys.

FY17 Actions:

1. Charge the Curriculum and Assessment committee with revising the PharmD curriculum to enhance student knowledge of the needs of diverse patient populations
 - Incorporate topics of DE&I into patient cases presented during class.
 - Increase the emphasis on health literacy in PharmD curriculum.
 - Increase opportunities for exposure to patients from diverse backgrounds (Standard Patient Interactions, Introductory Pharmacy Practice Experiences, Advanced Pharmacy Practice Experiences)
2. Create a pre-survey to assess the current level of competence of students in interacting with patients from diverse backgrounds. Make plans to survey students after the changes have been implemented.

Primary DE&I Goal: Diversity

Other applicable domain: Promoting an equitable and inclusive community

PharmD Students

Five-Year Strategic Objective 1:

Increased opportunities to work with diverse populations (with regard to race/ethnicity, disease state, socio economic status, veteran status, etc.) in introductory pharmacy practice experience (IPPE) and advanced pharmacy practice experience (APPE) sites.

Measures of Success (for Objective 1):

Increased number of sites serving diverse populations and an increased number of student placements at these sites.

FY17 Actions:

1. Student utilization of a catalog of IPPE practice sites with information regarding their patient demographics. Catalog of IPPE practice sites is currently being developed. A catalog of APPE sites already exists.
2. Use catalogs for IPPE and APPE sites to identify gaps and expand opportunities.

Primary DE&I Goal: Diversity
Other applicable domain: Equity

PhD Students

Five-Year Strategic Objective 1:

To ensure that Graduate Student Instructors are equipped to support DEI issues presented in the curriculum and in their interactions with students in the classroom.

Measures of Success (for Objective 1):

Greater level of preparedness to address DEI issues in the classroom as measured by pre-post surveys.

FY17 Actions:

1. Provide students with relevant training with regard to inclusive teaching practices (e.g. CRLT Inclusive Teaching Workshops).
2. Ensure that students are aware of and prepared to support DEI-based curricular revisions.

Primary DE&I Goal: Equity
Other applicable domain: Inclusion

Alumni / Preceptors

Five-Year Strategic Objective 1:

Provide educational opportunities for alumni and preceptors to learn about diverse patient populations.

Measures of Success (for Objective 1):

Increased competence and confidence in providing service to diverse patient populations as measured by pre-post surveys.

FY17 Actions:

1. Make plans to offer continuing education courses that are focused on providing quality service to members of diverse populations (e.g. LGBTQ community).
2. Provide opportunities for involvement in trainings (diversity, cultural competence / sensitivity, bias, etc.)

IV. C. Promoting an Equitable and Inclusive Community

Description: This domain focuses on the creation of a multicultural and inclusive community within the UM COP which is defined as one where everyone feels welcomed, respected and has a sense of belonging.

College of Pharmacy (for all constituent groups)

Five-Year Strategic Objective 1:

Develop an Expect Respect Campaign.

Measures of Success (for Objective 1):

Greater satisfaction among all constituents with regard to the climate of the College of Pharmacy (as measured with a pre-post satisfaction survey).

FY17 Actions:

1. In consultation with the Dean and Associate Deans, prepare an action plan to make the improvement of our college climate a top priority. Discuss the data regarding issues of bias, negative comments and disrespectful actions that are occurring within and across our constituent groups (faculty, staff, students).
2. Involve representatives from all constituent groups in the planning process.
3. Connect with the Office of Student Life to get ideas regarding the existing Expect Respect campaign.

Primary DE&I Goal: Inclusion

Other applicable domain: Equity

Five-Year Strategic Objective 2:

Develop plans for mandatory diversity / cultural sensitivity / bias training for all faculty, staff and students in the College of Pharmacy.

Measures of Success (for Objective 2):

Greater level of competency/sensitivity (as measured with a pre-post survey) of all constituents (faculty, staff and students) with regard to issues of diversity as it relates to culture, religion, privilege, mental health, special needs, etc.

FY17 Actions:

1. Involve stakeholders in the UM COP in the initial discussions of these plans.
2. Talk with other units on campus about best practices with regard to the development of such trainings.
3. Consider how this can be incorporated into the curriculum (PharmD students), first year programming (PhD students) and in mandatory training for faculty and staff.
4. Make plans to begin these trainings in years 1 or 2.

Primary DE&I Goal: Inclusion

Other applicable domain: Equity

Five-Year Strategic Objective 3:

Create a system that will allow individuals to report instances of discrimination, bias, sexual harassment, disrespect, etc.

Measures of Success (for Objective 3):

Greater satisfaction among all constituents with regard to the climate of the UM COP (as measured with a pre-post satisfaction survey)

FY17 Actions:

1. Talk with UM COP and campus leadership about suggested ways to approach this matter.
2. Conduct focus groups with members of each constituent group to gather further input regarding ways in which the UM COP and the UM campus, in general, can provide support to individuals who may feel threatened, disrespected or harassed.
3. Catalog existing UM COP and UM policies regarding conflicts and existing processes for handling them.

Primary DE&I Goal: Equity

Other applicable domain: Inclusion

Five-Year Strategic Objective 4:

Host regular diversity / inclusion events (socials, seminars, chats, etc.) to promote awareness and respect of differences in culture, birthplace, backgrounds, etc. These events could be done both within and across constituent groups (i.e. faculty, staff and student groups). The events will be focused around issues and not identities.

Measures of Success (for Objective 4):

Greater level of respect among all faculty, staff and students with regard to the climate of the UM COP (as measured with a pre-post satisfaction survey).

FY17 Actions:

1. Discuss plans with student organization leaders (BS, PharmD and PhD) as well as the Staff / Faculty Connections team.
2. Develop a list of events to host for faculty, staff and students with an associated schedule.

Primary DE&I Goal: Inclusion

Other applicable domain: Equity

Five-Year Strategic Objective 5:

Ensure that a conflict resolution plan is in place that will address the issues of all constituents (i.e. faculty, staff and students) in the COP.

Measures of Success (for Objective 5):

Satisfaction from constituents in knowing that a method of handling conflicts is in place if needed.

FY17 Actions:

1. Evaluate all current systems of conflict resolution for constituents in the COP.
2. Identify strengths, weaknesses and gaps.
3. Gather ideas of best practices from other UM units.
4. Develop improved and new conflict resolution plans, as needed, for all constituents in the COP.

Primary DE&I Goal: Equity

Other applicable domain: Inclusion

Faculty & Staff

Five-Year Strategic Objective 1:

To become equipped and ready to address the special needs of COP constituents (i.e. faculty, staff and students). Such needs include physical / mental challenges, medical conditions, parental responsibilities, financial hardship, etc.

Measures of Success (for Objective 1):

Greater satisfaction among all constituents with regard to the resources of the UM COP (as measured with a pre-post satisfaction survey).

FY17 Actions:

1. Conduct a survey to Identify gaps in our ability to meet the special needs of UM COP constituents (e.g. accessibility of classrooms, labs, etc.). Develop plans to address any gaps.
2. Identify workshops to educate COP faculty, staff, students and post-doctoral fellows about the special needs that may affect individuals in the COP.
3. Where practical, advertise (website, orientation, syllabus, etc.) resources that are available for individuals with special needs.

Primary DE&I Goal: Equity

Other applicable domain: Inclusion

Five-Year Strategic Objective 2:

To ensure that faculty and staff are treated equitably with regard to salary, opportunities, promotions, tenure, etc.

Measures of Success (for Objective 2):

Greater satisfaction among faculty and staff with regard to issues of equity in the College of Pharmacy (as measured with a pre-post satisfaction survey)

FY17 Actions:

1. Assess current level of equity with regard to salary, opportunities, promotions, tenure, etc.
2. Make recommendations to appropriate personnel to discuss and resolve instances of inequity.

Primary DE&I Goal: Equity

Other applicable domain: Inclusion

IV. D. Service

Definition: This domain focuses on whether our service is equitable and inclusive and if it is aligned to meet the needs of a diverse community.

Faculty

Five-Year Strategic Objective 1:

To ensure that all faculty members are prepared to assist students who are in need.

Measures of Success (for Objective 1):

Higher ratings on student satisfaction surveys with regard to college support and attentiveness.

FY17 Actions:

1. Develop policies, strategies, training and resources to equip faculty members to effectively respond to student situations (e.g. accommodations, disabilities, mental health crises, etc.).
2. Ensure that there are efficient college-wide systems in place to ensure that students are properly accommodated.

Primary DE&I Goal: Equity

Other applicable domain: Inclusion

Five-Year Strategic Objective 2:

Develop an atmosphere of faculty engagement with students outside of the normal academic setting (e.g. annual picnics, student events, community fairs, Pharmacy “Phamily” events, etc.)

Measures of Success (for Objective 2):

Higher ratings on student satisfaction surveys with regard to faculty support and involvement.

FY17 Actions:

1. Provide incentives and recognition to faculty members who attend special functions in support of students.

Primary DE&I Goal: Inclusion

Other applicable domain:

Staff

Five-Year Strategic Objective 1:

To ensure that all staff (temporary and full time) are prepared to assist students who are in need.

Measures of Success (for Objective 1):

Higher ratings on student satisfaction surveys with regard to college support and attentiveness.

FY17 Actions:

1. Develop policies, strategies, training and resources to equip staff to effectively respond to student situations (e.g. accommodations, disabilities, mental health crises, etc.)

Primary DE&I Goal: Inclusion

Other applicable domain:

Five-Year Strategic Objective 2:

Make the duties and job functions of all staff members easily accessible to all constituents within the College of Pharmacy.

Measures of Success (for Objective 2):

Better informed faculty, staff and students with regard to the functions of staff as reported in COP surveys.

FY17 Actions:

1. Work with Human Resources director to collect and catalog the job duties for each staff member.
2. Work with the Communications & IT teams to determine the best way to make this information accessible to all COP constituents (internal and external).

Primary DE&I Goal: Inclusion

Other applicable domain:

PharmD Students

Five-Year Strategic Objective 1:

Provide equitable and inclusive service to patients.

Measures of Success (for Objective 1):

Increased awareness among student pharmacists, as indicated in pre/post surveys, of the needs of patients from diverse populations and backgrounds.

FY17 Actions:

1. Outline expectations pertaining to diversity, equity, and inclusion that all students are expected to adhere to when caring for patients (of all backgrounds) at IPPEs, APPEs, health fairs, and internships/jobs.
2. Familiarize students with issues of inherent bias that may impact their ability to provide equitable service to patients from diverse backgrounds.
3. Incorporate more diverse patient cases into the curriculum in order for student pharmacists to work with other health disciplines to determine how to best serve diverse patient populations.
4. Help recognized student organizations expand the reach of their health fairs and other patient care projects by assessing the needs of Wayne County and surrounding areas and hosting screening and educational events in areas with diverse populations.
5. Develop a process to assess the health care needs of diverse patient populations.

Primary DE&I Goal: Equity

Other applicable domain:

Patients

Five-Year Strategic Objective 1:

Consider ways to incorporate the voices of patients or patient advocates, particularly those who represent underrepresented populations, into the pharmacy curriculum.

Measures of Success (for Objective 1):

Increased awareness of the needs of patients from diverse populations.

FY17 Actions:

1. Meet with the curriculum committee members and faculty to discuss how patients can be involved in teaching course content.
2. Develop a plan for identifying patients or patient advocates who would be available to serve in this role.

Primary DE&I Goal: Equity

Other applicable domain:

Five-Year Strategic Objective 2:

Develop relationships with community members of underserved populations through outreach / service projects.

Measures of Success (for Objective 2):

Increased level of awareness of the profession of pharmacy by those in the community. Increased level of trust of pharmacists. This could be assessed through pre-post surveys.

FY17 Actions:

1. Determine the number and location of regular community service / outreach projects that are typically sponsored by recognized student organizations in the COP. Consider hosting regular health fairs sponsored by the COP.
2. Develop materials that can be shared with community members about the profession of pharmacy and the role of pharmacists.
3. Develop a questionnaire to assess their current level of connection with health professionals.
4. Consider partnering with other UM health science schools and colleges.

Primary DE&I Goal: Inclusion

Other applicable domain: Equity

V. Goal-related Metrics – College measures tracked over time

College of Pharmacy Metrics

The following metrics will be used to determine the level of progress in achieving our strategic goals/objectives:

Diversity

Makeup of workforce (staff & faculty)

Make up of supervisor cohort

Makeup of entering program cohorts (BS, PharmD and PhD) programs

Equity

Demographics of pool of employees promoted in past year
Demographics within salary bands of employees

Inclusion

We plan to develop formal assessments to determine the satisfaction of all constituents with regard to the climate of the UM COP.

Sustainability of efforts:

We have requested funds for the hiring of a Diversity, Equity and Inclusion Officer. This officer would continue the work that has been started by the Diversity, Equity and Inclusion committee in developing the Diversity, Equity and Inclusion Plan. The Diversity, Equity and Inclusion Committee will be in place for the foreseeable future to support the future Diversity, Equity and Inclusion Officer in the implementation of the plan and in tracking the success of the initiatives. The DEI committee will be the key contact for the stewardship of the plan and will be assisted by others in leadership in the College as we await approval to hire a DEI staff member.

The planning process undertaken over the past 6 months has given us an opportunity to engage constituent groups around issues of diversity, equity and inclusion. As we move forward, we will seek to continually provide ways for our constituent groups to engage around these topics. We recently developed an anonymous suggestion board that can be used by UM COP constituents to share ideas and suggestions regarding ways to improve diversity, equity and inclusion. We also look to host UM COP campaigns on the Be Heard platform.

Additional support for DEI efforts is being considered through the 25 UM COP standing committees. One idea will be to require annual updates/reports from each committee chair regarding the ways in which their committee has incorporated or considered DEI in their work.

Tracking plans:

We will track the progress of these plans through a mid-year status report as well as through annual reports which will be used to develop recommendations for activities in the following year. The annual reports will be generated using the metrics listed above along with data regarding: recruitment (faculty, staff, students), admissions / hires (faculty, staff/students), COP standing committee DEI reports, faculty annual FED reports (with regard to engagement in relevant activities), DEI climate surveys (pre-post evaluation), faculty/staff/student satisfaction surveys, survey responses to diversity/sensitivity trainings, number of incidents of bias/exclusion/disrespect and other relevant data.

Ongoing Planning & Engagement Activities:

The College of Pharmacy Diversity, Equity and Inclusion Committee will seek to continue to engage its constituents around issues of diversity, equity and inclusion. The committee will take advantage of standing meetings with faculty, staff, students and alumni to provide updates concerning the plan and to gather feedback regarding issues addressed in the plan. All constituents

will have an opportunity to review and comment on the draft of this plan. Innovative ways of presenting information regarding DEI to each constituent group will be considered.

In the summer of 2016, the Committee plans to establish a College of Pharmacy BeHeard campaign and will also consider the development of internal web content for the purpose of providing updates, collecting feedback, sharing resources and informing our college community of these efforts.

In addition to these basic methods of engagement, the Committee will request assistance from COP constituents in further developing key areas of the plan (e.g. interested faculty members will be asked to provide feedback on the proposed plans for student recruitment).

VI. Action Planning Tables with Details and Accountabilities:

College of Pharmacy - Diversity, Equity & Inclusion Plan

VI. A. Recruitment, Retention and Development

Faculty

Five-Year Strategic Objective 1:

STRATEGIC OBJECTIVE	MEASURES OF SUCCESS	DETAILED ACTIONS PLANNED
<p>Increase the number of URM and female members faculty</p>	<p>Increased number of URM and female members faculty</p>	<ol style="list-style-type: none"> 1. Network directly with URM and female faculty members from other institutions (e.g. Minority Serving Institutions, etc.) 2. Network with future URM and female faculty members from post-doctoral positions who have the potential for success as a faculty member. 3. Network with URM and female faculty members from national meetings. 4. Ensure that all members of faculty search committees have received STRIDE training through UM Advance. 5. Build connections with faculty, of any race/ethnicity, from minority serving institutions by offering funded sabbatical research positions in the College of Pharmacy. 6. Develop a detailed protocol for faculty recruitment.

VI. A. Recruitment, Retention and Development Faculty Cont'd

Five-Year Strategic Objective 2:		
STRATEGIC OBJECTIVE	MEASURES OF SUCCESS	DETAILED ACTIONS PLANNED
<p>Increase the retention rate of URM and female faculty members at the Assistant Professor stage</p>	<p># of URM and female faculty members who achieve tenure</p>	<ol style="list-style-type: none"> 1. Utilize launch committees available through UM's ADVANCE program to develop a mentoring plan / retention toolkit to ensure the success of all faculty members, including those who are female or from underrepresented minority groups, by providing guidance and support with: <ol style="list-style-type: none"> a. Networking and establishing collaborations within the discipline b. Writing grant proposals c. Teaching d. Mentoring graduate students e. Personal and professional mentoring f. Managing professional relationships 2. Research best practices and recognized models for success in supporting all assistant professors in achieving tenure.

IV. A. Recruitment, Retention and Development Staff

Five-Year Strategic Objective 1:		
STRATEGIC OBJECTIVE	MEASURES OF SUCCESS	DETAILED ACTIONS PLANNED
<p>Continue to explore ways to expand the diversity of applicant and interview pools by broadening recruitment efforts.</p>	<p>Increased number of diverse individuals in the applicant and interviewing pools</p>	<ol style="list-style-type: none"> 1. Continue to advertise new staff positions in publications/locations that will attract a diverse candidate pool. 2. Analyze the data from annual reviews of applicant pool demographics to determine needs for more targeted actions to diversify applicant pools. 3. Require all interviewing staff to participate in STRIDE training, if available. 4. Conduct a regular analysis of staff demographic data.

IV. A. Recruitment, Retention and Development Staff Cont'd

Five-Year Strategic Objective 2:		
STRATEGIC OBJECTIVE	MEASURES OF SUCCESS	DETAILED ACTIONS PLANNED
Encourage staff members to participate in professional development activities	Increased number of requests to participate in professional development activities	<ol style="list-style-type: none"> 1. Establish a system of regular communications to staff about professional development opportunities. 2. Require supervisors to identify and encourage staff to participate in professional development activities 3. Expand training and professional development opportunities on DEI for the staff & supervisors

VI. A. Recruitment, Retention and Development Staff Cont'd

Five-Year Strategic Objective 3:		
STRATEGIC OBJECTIVE	MEASURES OF SUCCESS	DETAILED ACTIONS PLANNED
Ensure that the work environment is conducive to staff retention	Increased job satisfaction among staff	<ol style="list-style-type: none"> 1. Convene committee to suggest ways to improve support for work / life balance. 2. Regularly collect staff feedback concerning their work environment and job satisfaction. 3. Conduct exit interviews.

VI. A. Recruitment, Retention and Development

PharmD Students

Five-Year Strategic Objective 1:

STRATEGIC OBJECTIVE	MEASURES OF SUCCESS	DETAILED ACTIONS PLANNED
<p>Recruit and admit more URM students into the PharmD program</p>	<p>Increased level of diversity in the PharmD program.</p>	<ol style="list-style-type: none"> 1. Make connections with pre-pharmacy advisors at URM serving institutions. 2. Increase the number of recruitment events at URM serving institutions. 3. Develop articulation admission agreements with URM serving institutions. 4. Identify relevant national recruitment conferences. 5. Incorporate DE&I topics into the application and interview process. 6. Incorporate DE&I themes in recruitment/promotional materials. 7. Expose pre-college and undergraduate students to career paths in pharmacy <ul style="list-style-type: none"> • Wolverine Pathways (Pharmacy staff member is the lead coordinator for the health sciences) • LSA- Project Growing STEM (Pharmacy has agreed to participate in planning activities) • Other local community initiatives and outreach programs

VI. A. Recruitment, Retention and Development PharmD Students Cont'd

Five-Year Strategic Objective 2:

STRATEGIC OBJECTIVE	MEASURES OF SUCCESS	DETAILED ACTIONS PLANNED
<p>Provide all students (including URM students) with the necessary support for retention and academic success.</p>	<p>Increased level of student satisfaction with academic support services</p>	<ol style="list-style-type: none"> 1. Catalog current COP resources that are available for supporting the academic success of students. 2. Determine the level of participation in the activities. 3. Conduct a survey of all current students about the awareness and effectiveness of college academic support services. 4. Use programmatic evaluations and student feedback to direct/inform the creation of a summer bridge program for students who may need additional preparation before beginning the program.

IV. A. Recruitment, Retention and Development PhD Students

Five-Year Strategic Objective 1:

STRATEGIC OBJECTIVE	MEASURES OF SUCCESS	DETAILED ACTIONS PLANNED
<p>Recruit and admit more URM students into the graduate (PhD) programs</p>	<p>Increased level of diversity in the PhD programs</p>	<ol style="list-style-type: none"> 1. Increase the number of recruitment events at URM serving institutions. 2. Maintain and establish connections with undergraduate advisors at URM serving institutions. 3. Identify additional national conferences for URM student recruitment. 4. Identify resources within national scientific organizations to advertise and promote the COP graduate programs to undergraduate students. 5. Develop professional relationships with faculty members at URM serving institutions (faculty presentations and research opportunities for faculty and students). 6. Involve graduate students in pre-college outreach activities designed to promote pathways to science and graduate studies. 7. Provide funding to admit a total of 8 students (4/year), who have demonstrated a commitment to diversity, into the PhD programs in Medicinal Chemistry and Pharmaceutical Sciences.

VI. A. Recruitment, Retention and Development PhD Students Cont'd

Five-Year Strategic Objective 2:		
STRATEGIC OBJECTIVE	MEASURES OF SUCCESS	DETAILED ACTIONS PLANNED
<p>Improve retention of all students, including female & URM students.</p>	<p>Decreased # of students who leave the graduate programs</p>	<ol style="list-style-type: none"> 1. Consult with the graduate program chairs to determine factors that may have led to the departure of students from our graduate programs. Determine if DEI issues may have played a role in their departure. 2. Look for solutions to retention issues based on data. 3. Catalog the current resources available to support student success / identify unmet needs. 4. Review successful models of support for graduate students, including female & URM students.

VI. B. Education and Scholarship Faculty

Five-Year Strategic Objective 1:

STRATEGIC OBJECTIVE	MEASURES OF SUCCESS	DETAILED ACTIONS PLANNED
<p>Achieve full faculty participation in DEI workshops designed to increase their competency in key/critical areas</p>	<p>Positive evaluation of the yearly portfolio of faculty, which will include DEI activities, in addition to research, teaching and service components.</p>	<ol style="list-style-type: none"> 1. Identify and/or create core-training opportunities in DEI which will be part of the yearly portfolio evaluation (e.g. CRLT Inclusive Teaching workshops, Intergroup Relations programs, etc). 2. Modify COP FED yearly report to include a section of faculty diversity efforts which would include DEI along with research, teaching and service components.

VI. B. Education and Scholarship

Faculty Cont'd

Five-Year Strategic Objective 2:

STRATEGIC OBJECTIVE	MEASURES OF SUCCESS	DETAILED ACTIONS PLANNED
<p style="text-align: center;">Enhance the PharmD curriculum with regard to diversity, equity and inclusion</p>	<p style="text-align: center;">Revisions in curricular content taught coupled with positive results on student surveys</p>	<ol style="list-style-type: none"> 1. Charge the Curriculum and Assessment committee with revising the PharmD curriculum to enhance student knowledge of the needs of diverse patient populations <ul style="list-style-type: none"> • Incorporate topics of DE&I into patient cases presented during class. • Increase the emphasis on health literacy in PharmD curriculum. • Increase opportunities for exposure to patients from diverse backgrounds (SPIs, IPPEs, APPEs) 2. Create a pre-survey to assess the current level of competence of students in interacting with patients from diverse backgrounds. Make plans to survey students after the changes have been implemented.

VI. B. Education and Scholarship

PharmD Students

Five-Year Strategic Objective 1:

STRATEGIC OBJECTIVE	MEASURES OF SUCCESS	DETAILED ACTIONS PLANNED
<p>Increased opportunities to work with diverse populations in introductory pharmacy practice experience (IPPE) and advanced pharmacy practice experience (APPE) sites.</p>	<p>Increased number of sites serving diverse populations and an increased number of student placements at these sites.</p>	<ol style="list-style-type: none"> 1. Student utilization of a catalog of IPPE practice sites with information regarding their patient demographics. Catalog of IPPE practice sites is currently being developed. A catalog of APPE sites already exists. 2. Use catalogs for IPPE and APPE sites to identify gaps and expand opportunities.

VI. B. Education and Scholarship

PhD Students

Five-Year Strategic Objective 1:

STRATEGIC OBJECTIVE	MEASURES OF SUCCESS	DETAILED ACTIONS PLANNED
<p>To ensure that Graduate Student Instructors are equipped to support DEI issues presented in the curriculum and in their interactions with students in the classroom.</p>	<p>Greater level of preparedness to address DEI issues in the classroom as measured by pre-post surveys.</p>	<ol style="list-style-type: none"> 1. Provide students with relevant training with regard to inclusive teaching practices (e.g. CRLT Inclusive Teaching Workshops). 2. Ensure that students are aware of and prepared to support DEI-based curricular revisions.

VI. B. Education and Scholarship

Alumni / Preceptors

Five-Year Strategic Objective 1:

STRATEGIC OBJECTIVE	MEASURES OF SUCCESS	DETAILED ACTIONS PLANNED
<p>Provide educational opportunities for alumni and preceptors to learn about diverse patient populations.</p>	<p>Increased competence and confidence in providing service to diverse patient populations as measured by pre-post surveys.</p>	<ol style="list-style-type: none"> 1. Make plans to offer continuing education courses that are focused on providing quality service to members of diverse populations (e.g. LGBTQ community). 2. Provide opportunities for involvement in trainings (diversity, cultural competence / sensitivity, bias, etc.)

VI. C. Promoting an Equitable and Inclusive Community
Faculty, Staff, PharmD students, PhD students, BS students, Post-Doctoral
Fellows, Visiting Scientists

Five-Year Strategic Objective 1:

STRATEGIC OBJECTIVE	MEASURES OF SUCCESS	DETAILED ACTIONS PLANNED
Develop an Expect Respect Campaign (make respect a priority item from leadership)	Greater satisfaction among all constituents with regard to the climate of the College of Pharmacy (as measured with a pre-post satisfaction survey)	<ol style="list-style-type: none"> 1. In consultation with the Dean and Associate Deans, prepare an action plan to make the improvement of our college climate a top priority. Discuss the data regarding issues of bias, negative comments and disrespectful actions that are occurring within and across our constituent groups. 2. Involve representatives from all constituent groups in the planning process. 3. Connect with the Office of Student Life to get ideas regarding the existing Expect Respect campaign.

VI. C. Promoting an Equitable and Inclusive Community
Faculty, Staff, PharmD students, PhD students, BS students, Post-Doctoral
Fellows, Visiting Scientists Cont'd

Five-Year Strategic Objective 2:		
STRATEGIC OBJECTIVE	MEASURES OF SUCCESS	DETAILED ACTIONS PLANNED
Develop plans for mandatory diversity / sensitivity / bias training for all faculty, staff and students in the College of Pharmacy	Greater level of competency/sensitivity (as measured with a pre-post survey) of all constituents (faculty, staff, students) with regard to issues of diversity as it relates to culture, religion, privilege, mental health and special needs.	<ol style="list-style-type: none"> 1. Involve stakeholders in the College of Pharmacy in the initial discussions of these plans. 2. Talk with other units on campus about best practices with regard to the development of such trainings. 3. Consider how this can be incorporated into the curriculum (PharmD students), first year programming (PhD students) and in annual mandatory training for faculty and staff. 4. Make plans to begin these trainings in years 1 or 2.

VI. C. Promoting an Equitable and Inclusive Community
Faculty, Staff, PharmD students, PhD students, BS students, Post-Doctoral
Fellows, Visiting Scientists Cont'd

Five-Year Strategic Objective 3:		
STRATEGIC OBJECTIVE	MEASURES OF SUCCESS	DETAILED ACTIONS PLANNED
<p>Create a system that will allow individuals to report instances of discrimination, bias, sexual harassment, disrespect, etc.</p>	<p>Greater satisfaction among all constituents with regard to the climate of the College of Pharmacy (as measured with a pre-post satisfaction survey)</p>	<ol style="list-style-type: none"> 1. Talk with COP and campus leadership about suggested ways to approach this matter. 2. Conduct focus groups with members of each constituent group to gather further input regarding ways in which the COP and the UM campus, in general, can provide support to individuals who may feel threatened, disrespected or harassed. 3. Catalog existing COP/UM policies regarding conflicts and existing processes for handling them.

VI. C. Promoting an Equitable and Inclusive Community
Faculty, Staff, PharmD students, PhD students, BS students, Post-Doctoral Fellows, Visiting Scientists Cont'd

Five-Year Strategic Objective 4:

STRATEGIC OBJECTIVE	MEASURES OF SUCCESS	DETAILED ACTIONS PLANNED
<p>Host regular diversity / inclusion events (socials, seminars, chats, etc.) to promote awareness and respect of differences in culture, birthplace, backgrounds, etc. These events could be done both within and across constituent groups (i.e. faculty, staff and student groups). The events will be focused around issues and not identities.</p>	<p>Greater level of respect among all faculty, staff and students with regard to the climate of the College of Pharmacy (as measured with a pre-post satisfaction survey)</p>	<ol style="list-style-type: none"> 1. Discuss plans with student organization leaders (BS, PharmD and PhD) as well as the Staff / Faculty Connections team. 2. Develop a list of events to host for each group with an associated schedule.

VI. C. Promoting an Equitable and Inclusive Community
Faculty, Staff, PharmD students, PhD students, BS students, Post-Doctoral
Fellows, Visiting Scientists Cont'd

Five-Year Strategic Objective 5:		
STRATEGIC OBJECTIVE	MEASURES OF SUCCESS	DETAILED ACTIONS PLANNED
<p>Ensure that a conflict resolution plan is in place that will address the issues of all constituents (i.e. faculty, staff and students) in the COP.</p>	<p>Satisfaction from constituents in knowing that a method of handling conflicts is in place if needed.</p>	<ol style="list-style-type: none"> 1. Evaluate all current systems of conflict resolution for constituents in the COP. 2. Identify strengths, weaknesses and gaps. 3. Gather ideas of best practices from other UM units. 4. Develop improved and new conflict resolution plans, as needed, for all constituents in the COP.

VI. C. Promoting an Equitable and Inclusive Community Faculty & Staff

Five-Year Strategic Objective 1:

STRATEGIC OBJECTIVE	MEASURES OF SUCCESS	DETAILED ACTIONS PLANNED
<p>To equip and prepare individuals to address the special needs of COP constituents (i.e. faculty, staff and students). Such needs include physical / mental challenges, medical conditions, parental responsibilities, financial hardship, etc.</p>	<p>Greater satisfaction among all constituents with regard to the resources of the College of Pharmacy (as measured with a pre-post satisfaction survey)</p>	<ol style="list-style-type: none"> 1. Conduct a survey to Identify gaps in our ability to meet the special needs of COP constituents (e.g. accessibility of classrooms, labs, etc.). Develop plans to address any gaps. 2. Identify workshops to educate COP faculty, staff, students and post-doctoral fellows about the special needs that may affect individuals in the COP. 3. Where practical, advertise (website, orientation, syllabus, etc.) resources that are available for individuals with special needs.

VI. C. Promoting an Equitable and Inclusive Community Faculty & Staff

Five-Year Strategic Objective 2:		
STRATEGIC OBJECTIVE	MEASURES OF SUCCESS	DETAILED ACTIONS PLANNED
To ensure that faculty are treated equitably with regard to salary, opportunities, promotions, tenure, etc.	Greater satisfaction among faculty and staff with regard to issues of equity in the College of Pharmacy (as measured with a pre-post satisfaction survey)	<ol style="list-style-type: none"> 1. Assess current level of equity with regard to salary, opportunities, promotions, tenure, etc. 2. Make recommendations to appropriate personnel to discuss and resolve instances of inequity.

**VI. D. Service
Faculty**

Five-Year Strategic Objective 1:

STRATEGIC OBJECTIVE	MEASURES OF SUCCESS	DETAILED ACTIONS PLANNED
To ensure that all faculty members are prepared to assist students who are in need.	Higher ratings on student satisfaction surveys and pre-post satisfaction surveys with regard to college support and attentiveness.	<ol style="list-style-type: none"> 1. Develop policies, strategies, training and resources to equip faculty members to effectively respond to student situations (e.g. accommodations, disabilities, mental health crises, etc.). 2. Ensure that there are efficient college-wide systems in place to ensure that students are properly accommodated.

VI. D. Service Faculty Cont'd

Five-Year Strategic Objective 2:

STRATEGIC OBJECTIVE	MEASURES OF SUCCESS	DETAILED ACTIONS PLANNED
<p>Develop an atmosphere of faculty engagement with students outside of the normal academic setting (e.g. annual picnics, student events, community fairs, Pharmacy “Phamily” events, etc.).</p>	<p>Higher ratings on student satisfaction surveys and pre-post satisfaction surveys with regard to faculty support and involvement.</p>	<ol style="list-style-type: none"> 1. Provide incentives and recognition to faculty members who attend special functions in support of students.

VI. D. Service Staff

Five-Year Strategic Objective 1:

STRATEGIC OBJECTIVE	MEASURES OF SUCCESS	DETAILED ACTIONS PLANNED
<p>To ensure that all staff (temp and full time) are prepared to assist students who are in need</p>	<p>Higher ratings on student satisfaction surveys and pre-post satisfaction surveys with regard to college support and attentiveness.</p>	<ol style="list-style-type: none"> 1. Develop policies, strategies, training and resources to equip staff to effectively respond to student situations (e.g. accommodations, disabilities, mental health crises, etc.)

VI. D. Service Staff

Five-Year Strategic Objective 2:

STRATEGIC OBJECTIVE	MEASURES OF SUCCESS	DETAILED ACTIONS PLANNED
<p>Make the duties and job functions of all staff members easily accessible to all constituents (faculty, staff, students) within the College of Pharmacy.</p>	<p>Better informed faculty, staff and students with regard to the functions of staff as reported in pre-post satisfaction surveys.</p>	<ol style="list-style-type: none"> 1. Work with Human Resources director to collect and catalog the job duties for each staff member. 2. Work with the Communications & IT teams to determine the best way to make this information accessible to all COP constituents.

VI. D. Service PharmD Students

Five-Year Strategic Objective 1:

STRATEGIC OBJECTIVE	MEASURES OF SUCCESS	DETAILED ACTIONS PLANNED
<p>Provide equitable and inclusive service to patients</p>	<p>Increased awareness among student pharmacists, as indicated in pre/post surveys, of the needs of patients from diverse populations and backgrounds.</p>	<ol style="list-style-type: none"> 1. Outline expectations pertaining to diversity, equity, and inclusion that all students are expected to adhere to when caring for patients (of all backgrounds) at IPPEs, APPEs, health fairs, and internships/jobs. 2. Familiarize students with issues of inherent bias that may impact their ability to provide equitable service to patients from diverse backgrounds. 3. Incorporate more diverse patient cases into the Interprofessional Education course in order for student pharmacists to work with other health disciplines to determine how to best serve diverse patient populations. 4. Help student organizations expand the reach of their health fairs and other patient care projects by assessing the needs of Wayne County and surrounding areas and seeking diverse populations for which to host screening and educational events. 5. Develop a process to assess the health care needs of diverse patient populations.

VI. D. Service Patients

Five-Year Strategic Objective 1:

STRATEGIC OBJECTIVE	MEASURES OF SUCCESS	DETAILED ACTIONS PLANNED
Consider ways to incorporate the voices of patients or patient advocates, who represent diverse populations, into the pharmacy curriculum.	Increased awareness of the needs of patients from diverse populations.	<ol style="list-style-type: none"> 1. Meet with the curriculum committee members and faculty to discuss how patients can be involved in teaching course content. 2. Develop a plan for identifying patients or patient advocates who would be available to serve in this role.

VI. D. Service Patients

Five-Year Strategic Objective 2:

STRATEGIC OBJECTIVE	MEASURES OF SUCCESS	DETAILED ACTIONS PLANNED
<p>Develop relationships with community members of underserved populations through outreach / service projects.</p>	<p>Increased level of awareness of the profession of pharmacy by those in the community. Increased level of trust of pharmacists. This could be assessed through pre-post surveys.</p>	<ol style="list-style-type: none"> 1. Determine the number and location of regular community service / outreach projects that are typically sponsored by student organizations in the COP. Consider hosting regular health fairs sponsored by the COP. 2. Develop materials that can be shared with community members about the profession of pharmacy and the role of pharmacists. 3. Develop a questionnaire to assess their current level of connection with health professionals. 4. Consider partnering with other UM health science schools and colleges.

VII. References

1. University of Michigan College of Pharmacy Strategic Assessment 2012 (Frank Ascione and the UM COP Strategic Assessments Steering Committee)
2. Liberating Structures (Crowd-sourcing activity) <http://www.liberatingstructures.com/>