INTRODUCTION

The University of Michigan College of Pharmacy has produced outstanding pharmacy leaders, scientists and practitioners for over 140 years thanks to its outstanding and innovative research and educational programs. Envisioning the future and then charting a course to achieve it is one of the basic tactics that we use to remain one of the top Colleges of Pharmacy in the world. This Strategic Plan articulates our most far-reaching goals; those that extend beyond our ongoing endeavors and create new opportunities for faculty, staff, students, alumni and friends of the College. It is not intended as an exhaustive inventory of what we will do in the next five years. We acknowledge the independent strategic planning that each of our departments has conducted and fully support those important initiatives. Likewise, our commitment to diversity, equity and inclusion is inseparable from our ambition to excel in research, teaching and service.

The lofty aspirations contained herein are intended to create differences between where we stand today and the contributions that we hope to make tomorrow. The plan outlines the new initiatives into which we expect to allocate time, energy and effort in order to leverage our available resources and fulfill our full potential as a premiere College of Pharmacy. This College-wide strategic plan also seeks to identify key priorities where new resources will be expended in order to advance our role in science, health, and education. Starting with statements of what we believe makes the University of Michigan College of Pharmacy unique (our differential advantage) and our shared vision and mission, along with metrics by which we intend to measure our success, our Strategic Plan outlines four major strategic initiatives:

1. Advancing innovative and collaborative research in precision health, drug discovery and drug delivery;
2. Creating educational and career development programs to mentor the next generation of pharmacy faculty;
3. Expanding and enhancing our educational offerings; and
4. Embedding our core values of diversity, equity and inclusion in everything we do.

Achieving these initiatives is the responsibility of everyone in the College. Faculty, staff, students, alumni and friends of the College were engaged in creating this Strategic Plan and must be accountable as we work together to realize this vision of our future, achieve our mission, and be the leaders and best in pharmacy. We view the following as important metrics of success to follow as we strive to achieve these goals:
→ Students and alumni being recognized as innovators and leaders in positions of influence
→ Individualized educational opportunities (personalized, flexible, varied delivery options, tracks), that increase our global reach
→ Graduates recognized as the preferred pharmacy practitioners when seeking employment
→ Translational research leading to increased numbers of patents, start-ups, and entrepreneurs that get new medicines to patients
→ Increases in published studies and grant dollars
→ Increases in collaborations between College faculty and other units on campus on grants, research, and education
→ Increases in collaborations through public/private partnerships
→ Our faculty develop innovative pharmacy practice models that are identified as best practices
→ Our faculty and alumni hold leadership positions in local, national and international professional organizations
→ Improvements in recruitment, retention, engagement, and education related to diversity, equity and inclusion

DIFFERENTIAL ADVANTAGE

We are a top five rated college of pharmacy renowned for integration of world-class research and pharmaceutical education that values small class size and is embedded in the #1 public university and its preeminent academic health system.

VISION STATEMENT

We will revolutionize pharmacy practice and healthcare through interdisciplinary education and research.

MISSION STATEMENT

Our mission is to educate and inspire a diverse group of future pharmacists and pharmaceutical scientists to be leaders, advance patient care, and improve health for all. We seek to create, disseminate, and apply new knowledge that endows our graduates with the skills, abilities, behaviors, and attitudes necessary to apply the foundational sciences to the provision of inter-professional patient-centered care, management of medication use systems, advocacy of population health and wellness, and collaborative discovery and implementation of solutions to today’s and tomorrow’s healthcare problems.
STRATEGIC INITIATIVE 1:
Advance innovative and collaborative research by pursuing key opportunities and promoting our expertise both on and off campus.
STRATEGIC INITIATIVE 1:
Advance innovative and collaborative research by pursuing key opportunities and promoting our expertise both on and off campus.

Strategic Directive 1.1:
Partner with university stakeholders to advance discovery, delivery, and implementation of precision health to improve medication use. Accountable: Associate Dean for Research and Graduate Education, Associate Dean for Clinical Affairs, Associate Dean for Pharmacy Innovations and Partnerships, Chair of the Department of Clinical Pharmacy

- **Objective 1.1.1:** By 2020, complete (plan, implement and evaluate in terms of cost, quality, patient satisfaction and adverse drug events) precision health implementation project(s) in targeted areas poised for partnership within the health system. Accountable: Associate Dean for Research and Graduate Education

- **Objective 1.1.2:** By 2019, develop a plan to apply for center grants focused on state-wide implementation of precision health (e.g., CQI grant from BCBSM and NIH Center for Pharmacogenomics). Accountable: Associate Dean for Pharmacy Innovations and Partnerships

- **Objective 1.1.3:** By 2019, create collaborations with Learning Health Sciences, the School of Information and/or the School of Engineering to bolster pharmacy-focused health-informatics research collaborations and educational programs. Accountable: Chair of the Department of Clinical Pharmacy

Potential Strategies and Actions:
- Develop point-of-care tools using health informatics faculty and practitioners for evidence-based therapeutic decision-making

Strategic Directive 1.2:
Integrate our research efforts across the College and with appropriate university partners to capitalize on our programmatic strengths in precision health (e.g., pharmacogenomics), drug discovery (e.g., medicinal chemistry core and pharmacokinetics core) and drug delivery (e.g., nanomedicines). Accountable: Dean, Associate Dean for Research and Graduate Education, Department Chairs

- **Objective 1.2.1:** By 2018, establish a coordinated mechanism (e.g., websites, symposia, coordinated investments, joint or sequential funding opportunities) to fund separate but overlapping aspects of high priority projects to enhance the University of Michigan’s and our College’s portfolio of projects, grants, and commercialization efforts in drug discovery, drug development, and drug delivery. Accountable: Associate Dean for Research and Graduate Education
STRATEGIC INITIATIVE 1:
Advance innovative and collaborative research by pursuing key opportunities and promoting our expertise both on and off campus.

→ **Objective 1.2.2:** By 2018, propose and develop strategies that engage faculty, select focus areas, and ultimately invest in teams that develop program project grant and center(s) originating from and within the College. *Accountable: Dean and Associate Dean for Research and Graduate Education*

**Potential Strategies and Actions:**
- Execute recommendations of recently formed ad hoc committee on team science
- Continue discussions with high level FDA and industry stakeholders to establish the structure and goals for a collaborative institute

□ **Objective 1.2.3:** By 2022, consider expanding and redefining the responsibilities of the College of Pharmacy’s research administration office to facilitate interdepartmental collaborations, interdisciplinary collaborations and business engagement. *Accountable: Associate Dean for Research and Graduate Education*

**Potential strategies and actions:**
- Match individuals' research interests and projects for collaboration
- Serve as clearinghouse for types of facilities that are available
- Match up college faculty with opportunities for collaboration on campus and beyond
- Identify potential opportunities to increase research funding for the College
- Database for research resources and potential collaborators (a “matchmaker”)
- Enhance transparency of research resources and efforts to enhance collaborations

□ **Objective 1.2.4:** By 2018, collaborate with other health sciences colleges to initiate and pursue interprofessional research aimed at determining the impact of interprofessional education, policy, care and service on health outcomes and value. *Accountable: Dean*

**Strategic Directive 1.3:**
Establish a regular presence in University of Michigan and external news articles, journals and other media outlets to promote the value of our research and clinical practice and how they impact health care. *Accountable: Administrative Operations Committee*

□ **Objective 1.3.1:** By 2018, identify and centralize a list of subject matter experts for research and practice within the College of Pharmacy and brand individual faculty and groups as thought leaders for pharmaceutical research and clinical practice. *Accountable: Executive Director of Pharmacy Advancement and External Relations and Associate Dean for Research and Graduate Education*
STRATEGIC INITIATIVE 1:
Advance innovative and collaborative research by pursuing key opportunities and promoting our expertise both on and off campus.

Potential Strategies and Actions:
→ Establish a college-level communications committee comprised of faculty and staff
→ Make go-to information (profiles of expertise and resources) readily available
→ Create web pages of thought leaders in important subject areas
→ Utilize experts.umich.edu

Objective 1.3.2: By 2018, develop a formal process by which faculty work with communications to promote our external presence so that faculty and staff are recognized for those efforts and the College of Pharmacy has a major presence on the University-wide social channels and The Record. Accountable: Executive Director of Pharmacy Advancement and External Relations

Potential Strategies and Actions:
→ Develop a comprehensive public relations strategy to better position the College of Pharmacy within the University of Michigan
→ Ensure faculty representation/input in this effort and that this time is recognized in annual evaluations
→ Meet annually with university communications officers

Objective 1.3.3: By 2019, convene a group of people in the College to flesh out a public awareness strategy for internal and external audiences to educate them on pharmacy, pharmaceutical research, pharmaceutical education and their value to healthcare. Accountable: Executive Director of Pharmacy Advancement and External Relations

Objective 1.3.4: By 2019, develop tools and encourage College of Pharmacy faculty to promote the college in all presentations and meetings, both internally and externally. Accountable: Dean and Executive Director of Pharmacy Advancement and External Relations

Potential Strategies and Actions:
→ Develop training for faculty
→ Consistent slide template and introductory slides

Objective 1.3.5: By 2020, revamp the College of Pharmacy website to establish a clear web presence that promotes translational research and collaborations to our target audience. Accountable: Executive Director of Pharmacy Advancement and External Relations with Department Chairs
STRATEGIC INITIATIVE 2:
Create and sustain educational and career development programs that make the University of Michigan College of Pharmacy the premier institution for training, developing, and supporting current and future pharmacy faculty.
STRATEGIC INITIATIVE 2:
Create and sustain educational and career development programs that make the University of Michigan College of Pharmacy the premier institution for training, developing, and supporting current and future pharmacy faculty.

Strategic Directive 2.1:
Foster career development opportunities for pharmacy faculty. Accountable: Associate Dean for Academic Affairs, Faculty Development Committee

- **Objective 2.1.1:** By 2019, consider creation of a College of Pharmacy faculty partnership program to facilitate collaborative education and research. **Accountable: Faculty Development Committee**

  **Potential Strategies and Actions:**
  - Pair basic science faculty with clinical faculty and have them go on clinical rounds together
  - Basic scientist paired to a clinical scientist in the medical area that they teach
  - College of Pharmacy program (like M-Cubed) to pair people for research and education, (e.g., develop a course or joint research project)

- **Objective 2.1.2:** By 2021, define and establish a mini-sabbatical in order to facilitate internal faculty development in teaching, research or professional engagement. **Accountable: Faculty Development Committee**

- **Objective 2.1.3:** By 2018, develop a series of College forums to share research ideas and encourage collaborative work that would benefit and enhance all participants. **Accountable: Dean, Associate Dean for Research and Graduate Education Committee and Graduate Education Committee**

  **Potential Strategies and Actions:**
  - Research retreat
  - College-wide seminar series (one per semester)

Strategic Directive 2.2:
Create a vision and implement a plan for comprehensive pharmacy services to meet mutual goals of the College of Pharmacy and Michigan Medicine to support individual faculty goals. **Accountable: Chair of the Department of Clinical Pharmacy, Associate Dean for Clinical Affairs, Associate Dean for Pharmacy Innovations and Partnerships**
STRATEGIC INITIATIVE 2:
Create and sustain educational and career development programs that make the University of Michigan College of Pharmacy the premier institution for training, developing, and supporting current and future pharmacy faculty.

- **Objective 2.2.1:** By 2019, achieve consensus with the Department of Pharmacy Services and Pharmacy Innovations and Partnerships within Michigan Medicine regarding an equitable balance between patient care and college responsibilities that is aligned with the funding and service models so that individuals and organizations can achieve their goals. **Accountable:** Chair of the Department of Clinical Pharmacy

- **Objective 2.2.2:** By 2019, assure practice sites within Michigan Medicine are innovative and leading practice to ensure student learning is unrivaled in clinical excellence. **Accountable:** Associate Dean for Clinical Affairs and Associate Dean for Pharmacy Innovations and Partnerships

Strategic Directive 2.3:
Create a postdoctoral training program that includes a strategic focus on teaching, research, and career development. **Accountable:** Associate Dean for Research and Graduate Education

- **Objective 2.3.1:** By 2019, establish a training program and funding model to provide College support for postdoctoral fellows interested in pursuing careers in academia. **Accountable:** Graduate Education Committee

Potential Strategies and Actions:
- 75/25 funded postdoctoral positions; research (faculty funded)/training (College funded)
- Available to postdoctoral fellows with a PharmD or PhD
- Competitive and voluntary program focused on research skills as well as teaching, pedagogy, and mentoring
- Adapt current Resident Teaching Certificate Program to create a broader program focused on postdoctoral fellows across the College
- Rackham/CRLT didactic programs

- **Objective 2.3.2:** By 2020, create and consolidate a list of postdoctoral training resources within and outside College of Pharmacy to assist postdoctoral fellows in capitalizing on existing resources, applying for external funding (e.g. UM internal, K99, Michigan Institute for Clinical & Health Research (MICHR), AHRQ, NIH), and establishing an independent research program. **Accountable:** Office of Research Administration.
STRATEGIC INITIATIVE 3:
Expand and enhance our infrastructure and educational offerings
STRATEGIC INITIATIVE 3:  
Expand and enhance our infrastructure and educational offerings

**Strategic Directive 3.1:**  
Assert our need to build a permanent and collective home for College of Pharmacy students, faculty and staff near the medical school and hospitals.  
*Accountable: Dean*

- **Objective 3.1.1:** By 2018, continue to revise and submit our annual capital budget request for a new facility to the Provost.  
  *Accountable: Dean*

- **Objective 3.1.2:** By 2018, initiate the fund-raising campaign seeking contributions from alumni, friends, faculty, staff, and corporate partners of the College.  
  *Accountable: Executive Director of Pharmacy Advancement and External Relations*

- **Objective 3.1.3:** By 2018, design and implement budgetary plans to conserve funds that could be devoted to construction of a new facility.  
  *Accountable: Dean*

- **Objective 3.1.4:** By 2022, gain approval from the Provost, President, and Board of Regents to begin construction of a new facility.  
  *Accountable: Dean*

**Strategic Directive 3.2:**  
Create and enhance curricular opportunities in our PharmD program that are designed to build increased interprofessional collaboration and promote innovation in pharmacy practice.  
*Accountable: Associate Dean for Academic Affairs, PharmD Curriculum Committee*

- **Objective 3.2.1:** By 2018, create and enhance dual degree programs (PharmD/MPH, PharmD/MBA, PharmD/PhD).  
  *Accountable: Associate Dean for Academic Affairs*

- **Objective 3.2.2:** By 2019, implement required interprofessional experiences for each of the four years of the PharmD curriculum.  
  *Accountable: PharmD Curriculum Committee*

**Potential Strategies and Actions**

- Experience = one-time experiences through full-semester courses that could be didactic or experiential

- **Objective 3.2.3:** By 2019, leverage the value of our innovative ambulatory care expansion in our PharmD program.  
  *Accountable: Associate Dean for Pharmacy Innovations and Partnerships*

**Potential Strategies and Actions**

- Classroom and experiential sites
- Introductory pharmacy practice experiences in ambulatory care for every PharmD student
STRATEGIC INITIATIVE 3:
Expand and enhance our infrastructure and educational offerings

Strategic Directive 3.3:
Create and enhance curricular opportunities that attract broad interest in pharmacy practice, healthcare, and research across the College. **Accountable: Associate Dean for Student Services and Associate Dean for Academic Affairs**

- **Objective 3.3.1:** By 2020, develop and implement a plan to educate prospective high school and undergraduate students at campus, local, statewide and national levels about the opportunities in the profession of pharmacy. **Accountable: Associate Dean for Student Services**

Potential Strategies and Actions:
- Full multimedia campaign highlighting the College
- Career days and/or summer day camps
- Networking through high school counselors/pre-health advisors
- Pharmacy Day, Week (October)
- Pipeline (collaborated with other in-state schools)
- Toolkit

- **Objective 3.3.2:** By 2020, enhance and expand our Bachelor of Science in Pharmaceutical Sciences program to prepare undergraduate students for health-related careers, including professional degree programs, graduate degree programs, and careers in the health sciences. **Accountable: BSPS Curriculum Committee**

Potential Strategies and Actions:
- Offer undergraduate elective courses that introduce students to pharmacy disciplines
- Develop partnerships with other institutions (Michigan, HBCUs, US and international) to facilitate joint degree programs (2+2/3)
- Develop an undergraduate minor in pharmaceutical sciences
- Summer internships in pharmaceutical industry for BSPS students

- **Objective 3.3.3:** By 2018, consider the creation of distance education, certificate programs and/or micromasters to external practitioners around the world. **Accountable: Dean and Chair of the Department of Clinical Pharmacy**

Potential Strategies and Actions:
- Adapt existing therapeutics course content such that it can be offered to international learners and/or practicing pharmacists
- Identify potential programs that align with our current objectives (e.g., entrepreneurship, informatics, value-based insurance design) and contemporary therapeutics.
- Develop certificate programs
STRATEGIC INITIATIVE 3:
Expand and enhance our infrastructure and educational offerings

Strategic Directive 3.4:
Expand our graduate education programs. **Accountable: Associate Dean for Research and Graduate Education, Graduate Education Committee, Department Chairs**

- **Objective 3.4.1:** By 2018, create a recruitment plan and deliver the PhD program in the Department of Clinical Pharmacy. **Accountable: Chair of the Department of Clinical Pharmacy**
- **Objective 3.4.2:** By 2019, consider the creation of a unified College of Pharmacy M.S. and/or PhD program that builds on existing graduate education in the College and transcends the current departmental structure. **Accountable: Graduate Education Committee**

Potential Strategies and Actions:
- Include traditional areas of emphasis/expertise and new areas of emerging importance, such as pharmaceutical sciences, medicinal chemistry, precision medicine, clinical practice and health/pharmaceutical policy/regulatory, translational sciences, and outcomes research.
- Consider implementation as an international offering that generates revenue for the College.
STRATEGIC INITIATIVE 4:
Embed the values of diversity, equity and inclusion (DEI) in all aspects and functions of the University of Michigan College of Pharmacy for all constituents.
STRATEGIC INITIATIVE 4:
Embed the values of diversity, equity and inclusion (DEI) in all aspects and functions of the University of Michigan College of Pharmacy for all constituents.

Strategic Directive 4.1:
Address issues of equity in access, development and advancement of students, staff and faculty members in the University of Michigan College of Pharmacy.  *Accountable: Dean and Chief Diversity Officer*

- **Objective 4.1.1:** By 2022, increase the number of faculty that are underrepresented minority (URM) and/or female.  *Accountable: Dean and Department Chairs*
- **Objective 4.1.2:** By 2022, increase the retention rate of URM and female faculty members at the Assistant Professor stage.  *Accountable: Dean and Department Chairs*
- **Objective 4.1.3:** By 2018, continue to explore ways to expand the diversity of applicant and interview pools by broadening recruitment efforts.  *Accountable: Chief Diversity Officer*
- **Objective 4.1.4:** By 2019, encourage staff members to participate in professional development activities.  *Accountable: Administrative Director of College*
- **Objective 4.1.5:** By 2019, ensure that the work environment is conducive to staff retention.  *Accountable: Administrative Director of College*
- **Objective 4.1.6:** By 2020, recruit and admit more URM students into the PharmD program.  *Accountable: Director of Admissions*
- **Objective 4.1.7:** By 2018, provide all students (including URM students) with the necessary support for retention and academic success.  *Accountable: Associate Dean for Student Services*
- **Objective 4.1.8:** By 2020, recruit and admit more URM students into the graduate programs in Medicinal Chemistry and Pharmaceutical Sciences.  *Accountable: Chief Diversity Officer and Department Chairs*
- **Objective 4.1.9:** By 2022, improve retention of all students, including female & URM students.  *Accountable: Associate Dean for Student Services*

Strategic Directive 4.2:
Assure 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.  *Accountable: Chief Diversity Officer and Curriculum Committees*

- **Objective 4.2.1:** By 2020, achieve full faculty participation in DEI workshops designed to increase their competency in key/critical areas.  *Accountable: Department Chairs*
STRATEGIC INITIATIVE 4:
Embed the values of diversity, equity and inclusion (DEI) in all aspects and functions of the University of Michigan College of Pharmacy for all constituents.

- **Objective 4.2.2**: By 2019, enhance the PharmD curriculum with regard to diversity, equity and inclusion. **Accountable: PharmD Curriculum Committee**

- **Objective 4.2.3**: By 2020, increase 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. **Accountable: Director of Experiential Education**

- **Objective 4.2.4**: By 2022, ensure that Graduate Student Instructors are equipped to support DEI issues presented in the curriculum and in their interactions with students in the classroom. **Accountable: Chief Diversity Officer and Department Chairs**

- **Objective 4.2.5**: By 2020, provide educational opportunities for alumni and preceptors to learn about diverse patient populations. **Accountable: Director of Experiential Education**

**Strategic Directive 4.3:**
Establish an equitable and inclusive environment by creating a multicultural and inclusive community within the College which is defined as one where everyone feels welcomed, respected and has a sense of belonging. **Accountable: Chief Diversity Officer and DEI Committee**

- **Objective 4.3.1**: By 2018, develop an Expect Respect Campaign. **Accountable: DEI Committee**

- **Objective 4.3.2**: By 2018, develop plans for mandatory diversity / cultural sensitivity / bias training for all faculty, staff and students in the College of Pharmacy. **Accountable: DEI Committee**

- **Objective 4.3.3**: By 2018, create a system that will allow individuals to report instances of discrimination, bias, sexual harassment, disrespect, etc. **Accountable: Administrative Director of College**

- **Objective 4.3.4**: By 2018, 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. **Accountable: DEI Committee**

- **Objective 4.3.5**: By 2019, 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 College of Pharmacy. **Accountable: Administrative Director of College**
STRATEGIC INITIATIVE 4:
Embed the values of diversity, equity and inclusion (DEI) in all aspects and functions of the University of Michigan College of Pharmacy for all constituents.

- **Objective 4.3.6**: By 2018, 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.  
  *Accountable: Associate Dean for Student Services*

- **Objective 4.3.7**: By 2018, ensure that faculty and staff are treated equitably with regard to salary, opportunities, promotions, tenure, etc.  
  *Accountable: Dean*

**Strategic Directive 4.4:**
Align our service efforts such that they are equitable and inclusive and meet the needs of a diverse community.  
*Accountable: Administrative Operations Committee, Chief Diversity Officer, all faculty and staff*

- **Objective 4.4.1**: By 2019, ensure that all faculty members are prepared to assist students who are in need.  
  *Accountable: Associate Dean for Student Services*

- **Objective 4.4.2**: By 2019, 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.).  
  *Accountable: Associate Dean for Student Services*

- **Objective 4.4.3**: By 2019, ensure that all staff (temporary and full time) are prepared to assist students who are in need.  
  *Accountable: Associate Dean for Student Services*

- **Objective 4.4.4**: By 2018, make the duties and job functions of all staff members easily accessible to all constituents within the College of Pharmacy.  
  *Accountable: Administrative Director of College*

- **Objective 4.4.5**: By 2019, provide equitable and inclusive service to patients.  
  *Accountable: Director of Experiential Education*

- **Objective 4.4.6**: By 2019, incorporate the voices of patients or patient advocates, particularly those who represent underrepresented populations, into the pharmacy curriculum.  
  *Accountable: PharmD Curriculum Committee*

- **Objective 4.4.7**: By 2018, develop relationships with community members of underserved populations through outreach / service projects.  
  *Accountable: Director of Experiential Education*
STRATEGIC INITIATIVE 4:
Embed the values of diversity, equity and inclusion (DEI) in all aspects and functions of the University of Michigan College of Pharmacy for all constituents.

Strategic Directive 4.5:
Establish an administrative structure to ensure awareness, participation, assessment and accountability in order to fully implement the DEI plan. **Accountable: Dean, Chief Diversity Officer, and Administrative Operations Committee**

- **Objective 4.5.1:** By 2018, establish an infrastructure to support the DEI plan and activities.  
  **Accountable: Dean**

- **Objective 4.5.2:** By 2018, establish a way to hold constituents and stakeholders accountable for DEI activities and expectations. **Accountable: Dean**

  **Potential Strategies and Actions:**
  - Collect annual reports from relevant College stakeholders to determine progress
  - Connect DEI training requirements and activities to annual evaluations for faculty and staff

- **Objective 4.5.3:** By 2018, establish a way to continuously promote the DEI plan and activities. **Accountable: DEI Committee**

  **Potential Strategies and Actions:**
  - Use College DEI website to share DEI information and resources
  - Host regular DEI events
  - Charge College leaders (faculty, unit leads, chairs, Deans, etc.) and stakeholders with the task of leading by example and reminding constituents of these issues
  - Send regular communications to the College community regarding upcoming activities and issues

- **Objective 4.5.4:** By 2018, establish a system to assess the effectiveness of the DEI plan as part of a continuous quality improvement process. **Accountable: DEI Committee**