

**Strategic Action Plan**  
**2018-2023**

**Overarching Goals**

- Promote inclusion throughout the entire Larner College of Medicine community, driven by our organizational culture, environment, and climate.
- Promote the use of data-driven, evidence-based, and practical approaches for all objectives and actions in the Strategic Action Plan.

	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023
	Year 1	Year 2	Year 3	Year 4	Year 5
<b>Objective 1: Create and sustain an organizational culture, environment, and climate that consistently promotes a welcoming and inclusive environment throughout all levels of the organization.</b>					
• Recommended Action 1.1 - Each LCOM Department Chair will develop a Department-level Strategic Action Plan for Diversity and Inclusion, specific to Department and College needs, using a common template. (Literature based.) Identify Department champions to implement plans. This will be a priority for 2018 (year 1).	X	X			
• Recommended Action 1.2 - Ensure that Diversity and Inclusion (emphasizing Inclusion) is incorporated into all LCOM Strategic Plans and Initiatives.	X				
• Recommended Action 1.3 - In the 5-year review of the 2012 Bylaws of the Faculty of the College of Medicine, specific language regarding diversity and inclusion of all Standing committees, with particular attention to the Nominations Committee, should be considered.	X				
• Recommended Action 1.4 - Develop a communications strategy highlighting inclusion and innovation in a scientific and medical culture.					
• Recommended Action 1.5 - Develop a College-wide voluntary educational strategy, including but not limited to curricular efforts, Teaching Academy sessions, inclusive management for supervisors, and leadership training. (Literature based.)					
	Year 1	Year 2	Year 3	Year 4	Year 5
<b>Objective 2. Recruit, retain, mentor, and promote a diverse faculty workforce, including leadership, with specific emphasis on women, ALANA and URM, and LGBTQ faculty.</b>					
• Recommended Action 2.1 - Create Faculty Pipelines		X			
o Connect strategies to increase student diversity and inclusion with efforts to recruit and retain a diverse faculty (Literature based.)	X				
o Collaborate with UVMCC in areas of faculty recruitment and mentoring.					
o Collaborate with UVMCC by linking LCOM students to UVMCC Graduate Medical Education (GME) programs, and then to junior faculty positions.					
• Recommended Action 2.2 - Implement recommendations of University of Maryland (Diversify the Faculty) in areas of mentoring, work-family balance, transparency in promotion and tenure protocols, and promotion of research.					
• Recommended Actions 2.3 - Create mentoring and coaching programs for junior faculty at LCOM, in all departments, specifically emphasizing women, ALANA and URM, and LGBTQ faculty (literature based). Explore feasibility (including costs) of a pilot junior faculty fellowship award program (Literature based).					
• Recommended Action 2.4 - Create a leadership forum, with training for executive and leadership skills in women, ALANA and URM, and LGBTQ faculty.					
	Year 1	Year 2	Year 3	Year 4	Year 5
<b>Objective 3: Recruit and retain a diverse and inclusive medical and graduate student community.</b>					
• Recommended Action 3.1 - Expand Student Pipeline Programs:					
o Create new evidence-based pipeline programs with the Burlington and Winooski School districts, and underserved areas of Vermont, such as the NE Kingdom. (Literature based).					
o Create new pipeline relationships with Middlebury and St. Michael's Colleges.					
o Create scholarships in the UVM Post-Bac Premedical program and Master of Medical Science programs; link performance to LCOM admission (Literature based)		X			
o Expand UVM's pre-medical enrichment program with addition of a second entry point in sophomore year ("second chance").					
• Recommended Action 3.2 - Enhance Student Support:					
o Create a pilot program for medical students at high academic risk for the summer prior to matriculation to enhance preparedness and retention (Literature based).	X				
o Ensure availability of additional student support services for at-risk students, including student "siblings" or peer mentoring availability, and coordinate with existing programs.	X				
• Recommended Action 3.3 - Offer exit interviews for all students leaving LCOM.					
	Year 1	Year 2	Year 3	Year 4	Year 5
<b>Objective 4: Recruit and retain a diverse staff using tested organizational approaches.</b>					
• Recommended Action 4.1 - Obtain permission for and create a pilot initiative at LCOM that would allow new decentralized human resources strategies to recruit and retain a diverse and inclusive staff in technical areas.					
• Recommended Action 4.2 - Create staff pipelines:					
o Create partnerships with local minority associations, non-profit organizations, and Veteran's groups to enhance recruitment;					
o Identify specific educational needs and develop pre-employment training programs or certificates;					
o Explore opportunities for staff community service initiatives in enhancing diversity.	X				
• Recommended Action 4.3 - Identify opportunities for staff participation in (voluntary) educational opportunities and to champion diversity and inclusion initiatives at LCOM at the Department and College levels.	X				
• Recommended Action 4.4 - Identify existing and/or create University, College, and Department level staff recognition for support of Diversity and Inclusion.	X				
	Year 1	Year 2	Year 3	Year 4	Year 5
<b>Objective 5: Identify data gaps and develop specific metrics, using practical and systematic approaches, to regularly monitor and ensure progress.</b>					

<ul style="list-style-type: none"> <li>Recommended Action 5.1 - Create LCOM annual report based on faculty, staff, and student data. For faculty (UVM data), data is available on gender, ethnicity, rank. UVM data is available through the office of the Associate Dean for Faculty Affairs prospectively. The Office of Medical Student Admissions and registrar are sources of student data.</li> </ul>	<p style="text-align: center;"><b>X</b></p>				
<ul style="list-style-type: none"> <li>Recommended Action 5.2 - Conduct regular assessment of the College's culture, environment, and climate using validated or national methods. Develop process measures for inclusion, as needed. (Literature based).</li> </ul>					
<ul style="list-style-type: none"> <li>Recommended Action 5.3 - Request that UVM add LGBTQ as an additional self-reported option to enhance existing demographic elements, using AAMC criteria.</li> </ul>	<p style="text-align: center;"><b>X</b></p>				