

Purdue
University
College of
Veterinary
Medicine

**DIVERSITY,
EQUITY
& INCLUSION**

STRATEGIC PLAN

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**PURDUE UNIVERSITY
COLLEGE OF VETERINARY MEDICINE**

Diversity, Equity and Inclusion Strategic Plan

2020 - 2025



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DIVERSITY DEFINED

Purdue University's Institutional Definition of Diversity

Diversity is excellence expressing itself through the intersections of perspectives and lived experiences.

Operational Definition of Diversity

Diversity embraces all human differences while building on the commonalities that bind us together. It serves to eliminate discrimination, marginalization, and exclusion based on race, ethnicity, gender, gender identity and expression, sexual orientation, socioeconomic status, disability, religion, national origin, and military status, among other identity characteristics. Diversity also includes the diversity of thought, political ideologies, educational attainment, geographic background, beliefs and values.

Diversity focuses on building community through:

- A diverse faculty, staff and student body
- Curricula and learning experiences that prepare students to live and work in a diverse and global society
- Climate of inclusiveness with values of mutual respect, fairness and social justice that allow for everyone to develop to their fullest potential
- Mentorship that allows faculty, staff and students to excel in all areas
- Environmental inclusion - equal access and fair treatment embedded in workplace culture

The Association of American Veterinary Medical Colleges (AAVMC) Definition of Underrepresented Groups in Veterinary Medicine

The AAVMC has defined underrepresented groups in veterinary medicine as populations of individuals whose advancement in the veterinary medical profession has been historically disproportionately impacted by six specific aspects of diversity (gender, race, ethnicity, and geographic, socioeconomic and educational disadvantages) due to legal, cultural and social climate impediments.



TERMINOLOGY

The brief summary of terms below are not intended to be an exhaustive list of every word or term used in the work of diversity and inclusion practices. These are working definitions used in this document to advance conversations of diversity and inclusion.

Cultural Competence | the ability to interact effectively with people of different cultures. Cultural competence is comprised of four components: (a) Awareness of one's own cultural worldview, (b) Attitude towards cultural differences, (c) Knowledge of different cultural practices and worldviews, and (d) Cross-cultural skills

Equity | the guarantee of fair treatment, access, opportunity, and advancement for all students, faculty, and staff, while also striving to identify and eliminate barriers that have prevented the full participation of some groups

Inclusion | the acts of creating environments in which any individual or group can be and feel welcomed, respected, supported and valued to fully participate. An inclusive and welcoming climate embraces differences and offers respect in words and actions for all people. While diversity is essential, it is not sufficient. An institution can be both diverse and non-inclusive at the same time, thus a sustained practice of creating inclusive environments is necessary for success

Inclusive Excellence | is the recognition that a college or university's ability to successfully advance its mission is dependent on how fully it values, engages and includes the rich diversity of students, staff, faculty, administrators, alumni, institutional partners and guests

Intercultural Competence | is the ability to develop targeted knowledge, skills and attitudes that lead to visible behavior and communication that are both effective and appropriate in intercultural interactions

EXECUTIVE SUMMARY

Purdue Veterinary Medicine's Diversity, Equity and Inclusion (DEI) plan is designed to address the current state of the profession in the area of diversity, but more specifically it will set the future course for the college by strengthening current diversity efforts with an emphasis on intentionality. A college that is committed to inclusiveness and diversity must deliberately put into place a series of guideposts that make success possible. The roadmap presented in this document provides a framework for strengthening our efforts and should be regarded as a living document - one that provides strategic direction, but remains responsive to the current needs and priorities as they arise.

The United States' competitiveness in the global economy and growth in the veterinary profession depend on our ability to recruit, retain and educate both current and prospective veterinary professionals, as well as veterinary nursing and graduate students in intercultural competency. To that end, this form of training will prepare individuals and promote the development of critical thinking skills necessary to address complex societal problems which often cross cultural boundaries. More importantly, it will encourage this college to uphold its obligation to protect free expression while maintaining a diverse and inclusive community with shared values.

MISSION // VISION // PURPOSE

Mission

Central to the articulated mission of the Purdue University College of Veterinary Medicine are the core values of access, diversity, equity and inclusion. The educational environment of the college is enriched by the varied experiences we all represent. The mission of PVM is to advance global animal and human health and well-being through excellence in learning, discovery and engagement.

The goal of the Office for Diversity, Equity and Inclusion is to provide learning opportunities that promote awareness, self-reflection, critical thinking and professional development through a social justice lens, resulting in an appreciation for diversity in all of its forms.

Vision

To create an equitable and inclusive culture and climate that reflect cultural competency in the learning and working environment of our faculty, staff, and students, thereby, contributing to the development of meaningful relationships with all stakeholders.

Purpose

We are P.U.R.D.U.E. // Promoting Unity Respect (through) Diversity Understanding and Excellence

The Purdue Veterinary Medicine (PVM) Office for Diversity, Equity and Inclusion's (DEI) role is to operationalize how the vision will be achieved. Although principal implementation of this plan rests with the DEI office and the Diversity Action Committee (DAC), full execution of the plan will require the participation of all PVM stakeholders. Since its formation in 2012, the DAC has served to initiate the creation of a strategic plan to guide efforts to increase PVM's commitment to diversity and inclusion, both within PVM and in the broader field of veterinary medicine.

The aim of Purdue Veterinary Medicine is to increase the knowledge base of all constituent groups by fostering support in an inclusive environment. This objective is imperative in order to successfully produce excellence among healthcare

professionals for both humans and animals. To that end, faculty, staff and students are expected to increase cultural competence and to pursue professional development opportunities. Our overarching goal is to lead by example, and provide tools to respond to multiple layers of diversity issues specific to the veterinary medical profession.

The traditional work of Diversity and Inclusion (D&I) is moving towards a paradigm shift that involves replacing the language of diversity and inclusion with inclusive excellence – a term which recognizes that a community’s success is dependent on how well it values, engages and includes the rich diversity of students, staff, faculty, administrators and alumni. Operationalizing inclusive excellence leads to infusing diversity into the colleges’ recruiting, admissions, hiring and promotion processes; into its curriculum, and administrative structures and practices, informed by and responsive to PVM’s mission. Purdue Veterinary Medicine has a long-standing record of providing access and maximizing the success and inclusion of all students, faculty and staff. We aim toward improvement.

PVM DIVERSITY TIMELINE: INCLUSIVE EXCELLENCE IN PRACTICE

The Provost appoints Dean Willie Reed	2007
The Office of Diversity and Inclusion was established	2008
PVM Women's Faculty Luncheon launched	2008
Access to Animal-Related Careers summer program established	2009
Science Education and Partnership Awards (SEPA): Fat Dogs and Coughing Horses Program awarded \$1.8 million grant	2009
DVM DiversiKey Certificate program launched	2010
Midwest Iverson Bell Summit co-hosted with Michigan State in West Lafayette	2010
Institute for Accessible Science: Advancing Inclusion of Persons with Disabilities in Biomedical Laboratory Research awarded \$1.9 million grant from National Institute of Health	2010
USDA/MSP Scholars Program awarded \$136,000	2010
The PVM Diversity Action Committee established	2012
The first Diversity Strategic Plan implemented	2012
The Center for Excellence in Diversity and Inclusion was created in partnership with AAVMC and AVMA	2013
The book Navigating Diversity in Veterinary Medicine published	2013
Midwest Iverson Bell Summit co-hosted with Michigan State in West Lafayette	2014
The PVM Diversity and Inclusion Certificate program launched	2014
SEPA: This is How We "Role" program awarded \$1.8 million grant	2015
USDA/MSP Scholars Program awarded \$200,000	2015
PVM Global Engagement certificate program launched	2015



The PVM Diversity Module Certificate Curricular Requirement established (beginning with DVM Class of 2020)	2016
Post-Baccalaureate Research Education Program (PREP) grant awarded \$150,000 Diversity Transformation Award	2016
PVM receives the Insight to Diversity magazine HEED Award	2017
VOICE (Veterinarians as One Inclusive Community for Empowerment) receives Chapter of the Year Award from the National VOICE chapter	2017
The Pipeline, Preparedness and Transitions program launched	2017
PVM faculty and staff mediation training launched	2017
This is How We "Role" receives Insight to Diversity magazine Inspiring Program in STEM Award	2018
VOICE receives the Programming Excellence Award from the National VOICE Chapter	2018
PVM receives the HRSA, National HCOP Academy for Veterinary Medicine Grant Award of \$3.18 million	2018
Vet Up! Champions and Vet Up! DVM Scholars launched	2018
Vet Up! College early admissions program launched	2018
Vet Up! College, a summer immersion program for prospective DVM students, launched	2019
The Vet Up! program receives the Insight into Diversity magazine Inspiring Programs in STEM Award	2019
The Office of Diversity and Inclusion changes name to Office for Diversity, Equity and Inclusion	2019
The PVM Diversity Critical Conversation series launched	2019
Intercultural Competency Workshops implemented in the DVM and post-graduate training programs	2019
The first Faculty and Staff Awards in Diversity Excellence were distributed	2019
Intercultural Competency sessions are implemented in the DVM, intern, and resident on-boarding process	2019



OVERVIEW OF STRATEGIC GOALS

There are four (4) strategic goals in this plan:

- Integrate diversity, equity, and inclusion into the academic principles of teaching, research and engagement
- Recruit and advance a diverse community of faculty, staff and students
- Elevate the PVM brand by expanding audience reach through more diverse channels
- Cultivate a culture of excellence that supports a diverse and inclusive environment

If effectively implemented, the initiatives set for each goal area will achieve the anticipated outcomes:

- Increased cultural competence and commitment modeled by all members of the PVM community
- Increased access and opportunity for growth
- Increased visibility of PVM brand among diverse populations
- Improved supportive learning and work environment, which gives a stronger sense of belonging

Strategic Goal I: Integrate Diversity, Equity, and Inclusion into the Academic Principles of Teaching, Research, and Engagement

Anticipated Outcome: Increased cultural competence and commitment modeled by all members of the PVM community

Cultural competence refers to skills that facilitate positive effects on relationships that are respectful of and responsive to the beliefs, practices, cultural and linguistic needs, and preferences of all groups. The process of engaging in cultural immersion is a learning model that will embed intercultural competency into the curricula, policies, practices and processes. Advancing diversity, equity and inclusion will provide members of the PVM community with awareness of the social and cultural differences within the organization for which they work and enable them to gain a deeper understanding of the communities, organizations and families in which they serve and live.



Strategic Goal II: Recruit and Advance a Diverse Community of Faculty, Staff, and Students

Anticipated Outcome: Increased access and opportunity for growth

There have been significant strides to recruit more underrepresented students for the DVM program and for faculty and staff positions. These efforts have included pipeline programming, targeted conference visits, community engagement and the development of external partnerships. Sustaining these efforts will require college-wide participation and a commitment to diversifying students, faculty and staff at each level. Recruitment is inevitably tied to the culture and climate surrounding the success of the current student, faculty and staff population and their buy-in to the mission of the College of Veterinary Medicine as it pertains to diversity and inclusion efforts. Extending recruitment efforts to the veterinary nursing and graduate programs are areas where access and opportunities can be expanded.

Strategic Goal III: Elevate PVM Brand by Expanding Audience Reach Through More Diverse Channels

Anticipated Outcome: Increased visibility of PVM brand among diverse populations

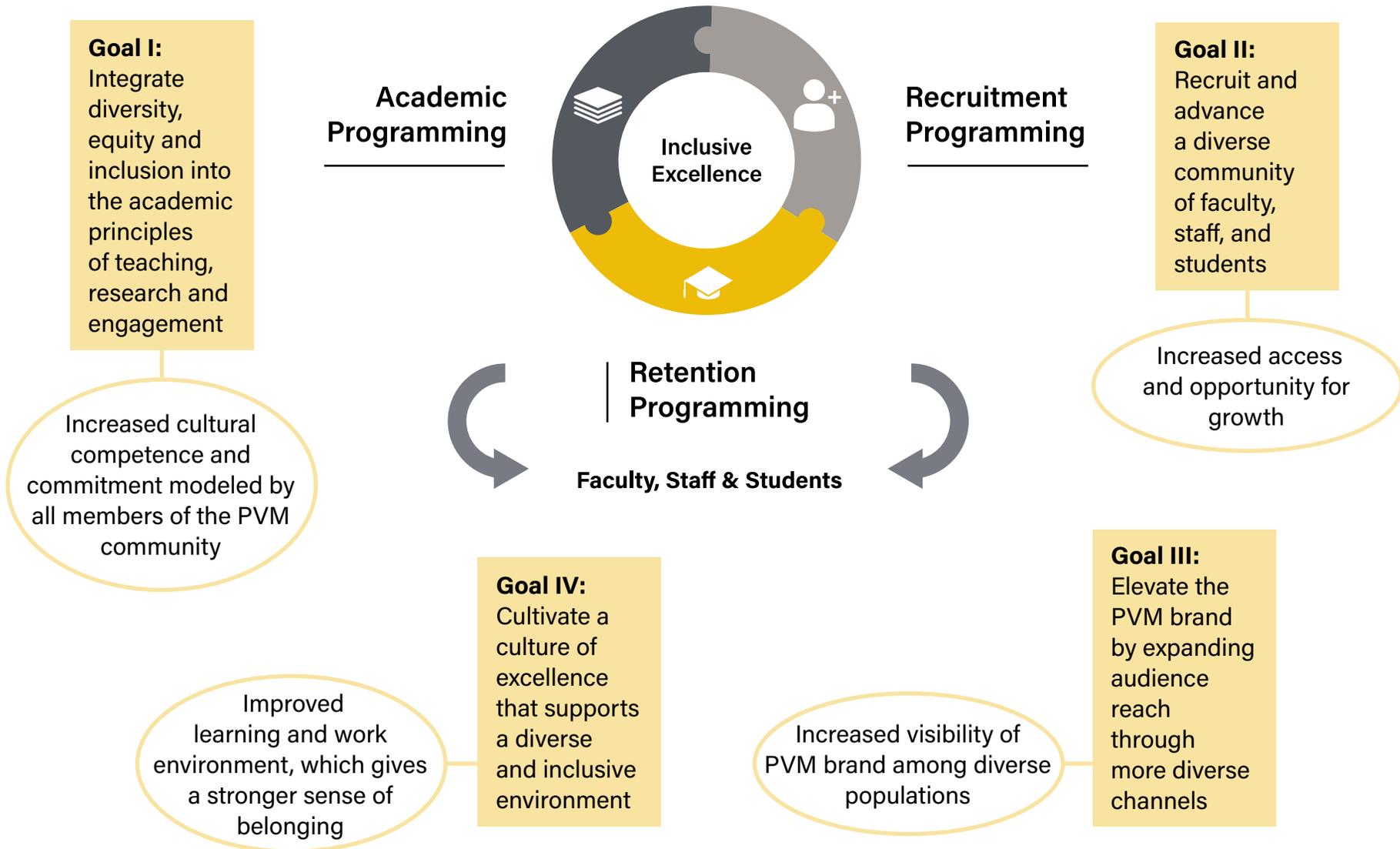
Community engagement has always been part of PVM's mission. Community engagement at PVM encompasses all work with external partners, locally, statewide and nationally. The digital footprint of the college will be strengthened by intentionally highlighting the diverse work (e.g., research, programming, service, and teaching) that features areas of interests that are meaningful to diverse populations.

Strategic Goal IV: Cultivate a culture of excellence that supports a diverse and inclusive environment

Anticipated Outcome: Improved supportive learning and work environment, which gives a stronger sense of belonging

Creating a culture of excellence focused on building a diverse and inclusive climate within the college with the tenets of equity, fairness, recognition, dignity and respect. Purdue University pursues excellence and inclusiveness in its work to educate and serve its community through: 1) teaching diverse students in order to develop engaged citizens, 2) practicing and applying research, scholarship and creative activity, 3) providing engaged service and outreach that improve the quality of life for local and global communities, and, 4) strengthening support services for faculty, staff and students in an effort to help retain a diverse population. "The ultimate goal of excellence for PVM can only be realized when the core values pertaining to diversity and inclusion become intrinsic to its academic, business, co-curricular and cultural core" (PVM Diversity Strategic Plan, 2012).

CONCEPTUAL FRAMEWORK MODEL



STRATEGIC GOAL I

Integrate Diversity, Equity, and Inclusion into the Academic Principles of Teaching, Research, and Engagement

Purpose: To increase awareness and encourage participation through a college-wide initiative to infuse diversity into the professional development plan of faculty, staff and students

Anticipated Outcome: Increased cultural competence and commitment modeled by all members of the PVM community

Initiative 1-A: Enhance internal networks and opportunities that explore understanding cultural differences, promote dialogue and engagement

- Clarify the charge of the Diversity Action Committee (DAC) in relation to the college and their role in advancing diversity, equity and inclusion efforts
- Strengthen and expand the PVM Critical Conversation Lunch & Learn Series with topic selection voted on by faculty, staff and students
- Develop a DEI repository of tools and best practices to be accessible by all PVM faculty, staff and students
- Market PVM diversity events external to the college to engage alumni and on-campus members at Purdue to sustain interest and promote a dialogue reflective of a changing community
- Establish a funding source for faculty and staff members to attend NCORE (National Conference on Race and Ethnicity)
- Collaborate with DEI partners to identify additional resources that enhance competency building
- Promote research focused on diversity issues specific to the veterinary healthcare field

Initiative 1-B: Launch a new certificate for diversity and inclusion (inclusive excellence) in veterinary medicine

- Collaborate with AAVMC on relevant topics to include for the new diversity certificate
- Develop a fully functioning course within the D2L Brightspace LMS to house the certificate program
- Develop clear learning outcomes with an applied learning project that can be assessed
- Design diversity certificate modules with a focus on skill-building and applied learning to the veterinary profession
- Integrate intercultural training through the use of more clinic-specific intercultural teaching modules
- Collaborate with PVM faculty on the curriculum content of the certificate modules to ensure students are being best prepared for the profession and the global community
- Encourage enrollment of new employees (faculty and staff) within the first 30 days of hire date as a part of their onboarding process
- Establish a timeline for periodically updating certificate holders with current information
- Explore strategies to incentivize certificate holders at PVM events
- Establish an elective course for students to complete the PVM diversity certificate by the end of the course
- Create an accelerated week-long/weekend course offered three times (fall, spring, summer) a year for PVM (this includes faculty, staff and hospital teaching staff) to complete the PVM diversity certificate

STRATEGIC GOAL II

Recruit and Advance a Diverse Community of Faculty, Staff, and Students

Purpose: To develop a college-wide diversity recruitment model to help position the PVM brand for maximum success

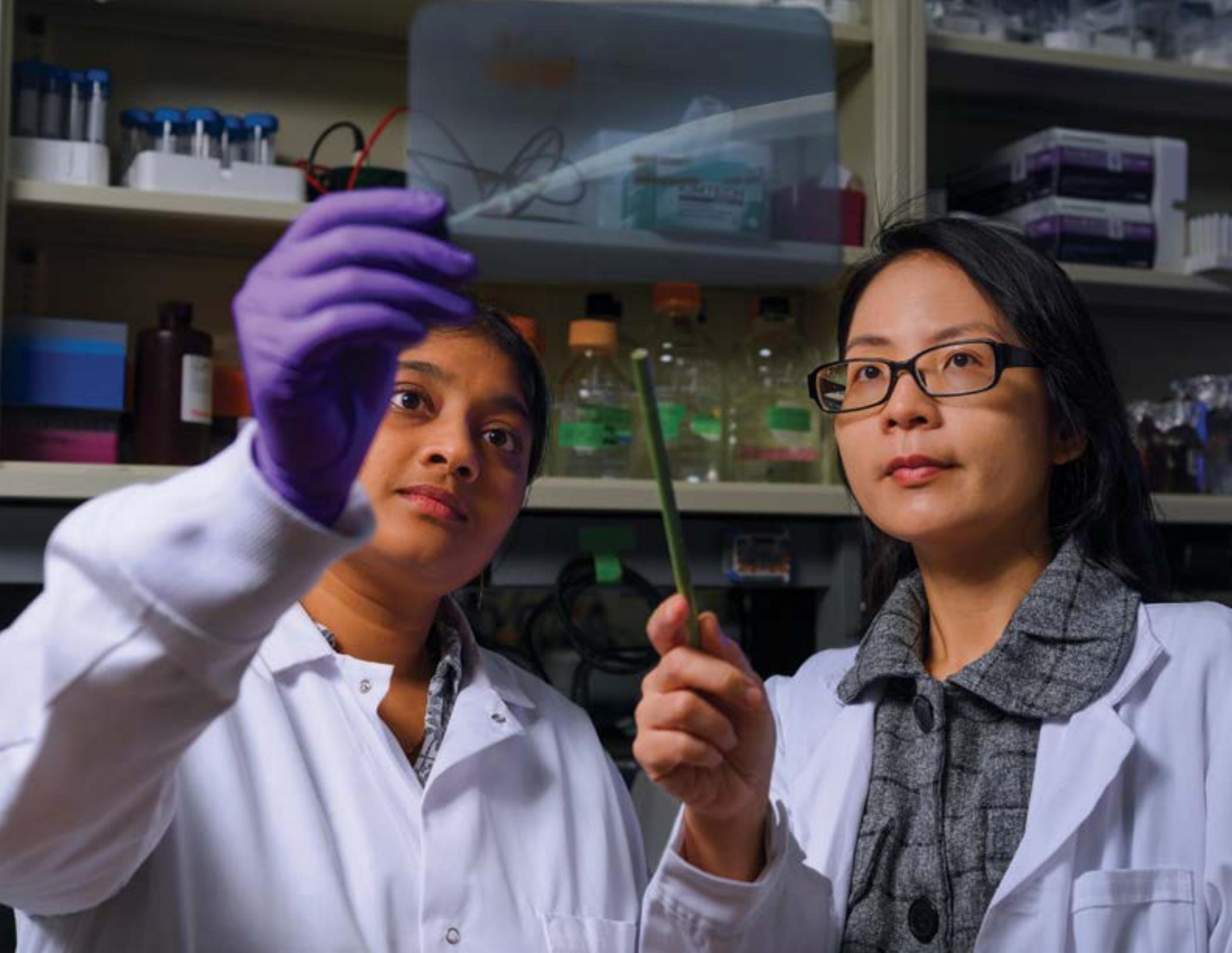
Anticipated Outcome: Increased access and opportunity for growth

Initiative II-A: Expand the digital and physical footprint of PVM's diversity efforts

- Leverage existing technological and social platforms to make PVM go viral with intrusive recruitment efforts
- Encourage a PVM "recruiting culture" that will engage prospective students, faculty, and staff
- Design a webpage that centralizes travel of PVM faculty and staff to help with recruitment efforts
- Explore networking opportunities for alumni to help with the recruiting efforts of faculty, staff and students
- Increase visibility of PVM diversity efforts across Purdue University as the model for diversity leadership

Initiative II-B: Enlarge the pool of underrepresented faculty, staff and students

- Expand diversity post-graduate training programs with emphasis on recruiting prospective faculty
- Develop a PVM diversity search committee module to be distributed and discussed at the first meeting of every PVM search committee for review
- Develop a list of vacancies within the college to be shared at national and international conferences and marketed on the diversity website at all times
- Expand the audience reach of recruitment efforts by exploring new partnerships
- Market post-DVM opportunities among sister institutions
- Review all current recruitment programming to ensure the greatest number of participants can access
- Continue a robust recruiting plan in collaboration with Academic and Student Affairs to ensure DEI principles are employed
- Expand the creation of instructional materials in the K-12 setting
- Identify funding sources to recruit underrepresented students to PVM graduate programs



Initiative II-C: Expand pipeline programming to include professional development for all faculty, staff and students

- Expand research opportunities to prepare students for professional and/or graduate school entry at PVM
- Develop a “grow your own” program that will focus on training and elevating PVM staff towards promotion within the college



STRATEGIC GOAL III

Elevate PVM Brand by Expanding Audience Reach Through More Diverse Channels

Purpose: To remain current, relevant and competitive with the target market

Anticipated Outcome: Increased visibility of the PVM brand among diverse populations

Initiative III-A: Strategically review college messaging and how diversity is reflected in the PVM brand

- Create marketing materials that highlight PVM's diversity efforts
- Develop strategies to publicize diversity, equity, and inclusion events using new and existing communication channels
- Design a college-wide diversity calendar that includes both internal and external events to be marketed on the PVM DEI website and linked to the PVM calendar
- Critically analyze the existing marketing materials to ensure DEI is appropriately represented, reflecting true demographics of the college
- Communicate more broadly the definitions of diversity, equity and inclusion across the college
- Select at least one new trade magazine or other high value industry publication to expand the audience reach and attract more faculty, staff and students annually

Initiative III-B: Examine accommodations in the Veterinary Teaching Hospital (VTH) that will address public-facing/client-facing groups

- Identify the number of multilingual staff that can assist with communicating with clients of diverse backgrounds
- Explore funding sources to help establish a scholarship-based pool of funds for staff members to enroll in training courses that will include some of the following topics: language competency, implicit bias, intercultural communication and other topic areas of diversity to help promote an inclusive climate for all
- Conduct an analysis for ADA compliance for client-facing processes and forms



STRATEGIC GOAL IV

Cultivate a culture of excellence that supports a diverse and inclusive environment

Purpose: To provide a community of support services allowing all faculty, staff and students to achieve their highest level of success in an environment where everyone feels a sense of belonging and support

Anticipated Outcome: Improved learning and work environment, which gives a stronger sense of belonging

Initiative IV-A: Purdue Veterinary Medicine will have a climate where everyone feels a sense of belonging and support

- Improve the workplace environment that supports PVM faculty and staff participation in diversity trainings and workshops
- Establish joint faculty and staff programming that: focuses on strategies to foster support and respect, promote healthy lifestyles, and develop leadership skills while building internal relationships
- Develop an official on-boarding program for new faculty and staff that includes: (1) PVM culture, (2) Networking support, (3) Community resources, (4) Institutional resources
- Deliver an annual climate survey for faculty, staff and students; respond to and share results
- Establish a college-wide entry and exit interview for all employees to assess needs upon hire date
- Conduct “stay interviews” to identify stay factors and exit decisions
- Establish a bi-annual networking event for faculty and staff
- Promote opportunities for staff in the hospital to practice wellness
- Create a toolkit of responsive practices to address personnel concerns

Initiative IV-B: Acclimate new faculty, staff and students to Purdue Veterinary Medicine (PVM) and the Greater Lafayette community

- Survey and analyze current/recent new hires (faculty and staff) and newly admitted students regarding their experience of onboarding
- Establish a fall and spring semester networking event for all new employees hired within the semester
- Develop a list of community offerings focusing on activities outside of work hours

Initiative IV-C: Encourage diverse research teams of faculty, staff and graduate students, and support research that highlights health disparities

- Communicate college-wide support for globalized research
- Expand opportunities for interdisciplinary learning and engagement
- Explore innovative ways to recognize and reward international and globalized research for promotion and tenure
- Increase the number of underrepresented students participating in summer research programs within PVM
- Increase opportunities for global engagement among faculty, staff and students

Initiative IV-D: Promote skill-building attributes for effective professional development relationships

- Develop a professional development series on the mentor and mentee relationship expectations and responsibilities integrating faculty, staff, and students
- Provide an active mentor for candidates targeted through early-hire programming efforts and market these efforts to help attract faculty looking for supportive work environments
- Create a professional development repository of online tools
- Organize an end of the year event highlighting significant influencers chosen by students upon graduation

CONCLUSION

Transforming programming, partnerships, brand perceptions, relationships and our general mode of thinking is not an easy task, but with the strong commitment of this college and its stakeholders, no challenge will be beyond its ability to navigate. The four strategic goals outlined in this plan will provide directives for the college for the next five years while continuing to serve as a living document responding to emerging needs and challenges. The goals in this plan will strengthen the mission of PVM to advance animal health and welfare and human health globally through excellence in learning, discovery, and engagement. Both the learning and work environment will foster growth and contribute to a more collegial, diverse and supportive space leading to transformative change.

The plan is structured so that within each goal, a committee comprised of DAC members and other identified leaders within PVM can help guide the charge by creating an outline for the process of evaluation, conducting the analysis, identifying the risks and required resources, determining the feasibility of the initiative and moving forward. Measurable objectives will be set for each goal area with the help of the Evaluation and Learning Research Center (ELRC) at Purdue, PVM will be in a position to execute a strategic diversity plan with the intent of achieving inclusive excellence across the college and leaving a footprint for others within the university and profession to follow.

ACKNOWLEDGMENTS

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2020 - 2025