

Office of the Vice President for Research (OVPR)

Diversity, Equity, and Inclusion Strategic Plan | FY 2024

Strategic Plan Overview

Selected text from President's Diversity, Equity & Inclusion Charge:

The University of Michigan is dedicated to serving the world through preeminence in creating, communicating, preserving, and applying knowledge, art, and academic values. This resolve to perform, achieve, and originate at the highest levels of research, scholarship, and creative practice cannot be separated from our commitment to diversity, equity, and inclusion. The President's charge to each school, college, campus, and unit to oversee a high-quality, engaging planning process that culminates in a five-year plan for diversity, equity, and inclusion affirms U-M's dedication and commitment to these core principles.

OVPR's DEI Strategic Plan began with enhancing our workforce and workplace practices and policies. The initial goal of DEI 1.0 was to make the recruitment, retention, and development processes of our research faculty, staff, and community of scholars fairer and more inclusive while promoting an equitable and welcoming climate and culture within our units.

Over the five-year implementation period, DEI 1.0 evolved to consider how OVPR can contribute positively to DEI as part of the university's broader research enterprise. In years four and five, the DEI 1.0 strategic plan began outlining initial steps toward addressing DEI issues in the research pipeline (who participates, barriers to participation, and advancement) and supporting, catalyzing, and promoting critical scholarship on DEI issues for societal impact.



DEI 2.0 will capitalize on the momentum and progress made in DEI 1.0. We recognize that new approaches are required to significantly and sustainably transform the DEI landscape throughout our unit. OVPR's new theory of change model helps us better align the strategic objectives of DEI 2.0 with OVPR's Strategic Roadmap, which will allow us to genuinely and organically infuse DEI into all aspects of who we are, what we do, and how we serve.

Goals [Diversity Equity & 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 based on race, color, national origin, age, marital status, sex, sexual orientation, gender identity, gender expression, disability, religion, height,

weight, or veteran status. We strive to ensure that all faculty, staff, and students get what they need to succeed, to recognize and address barriers, and to provide opportunities for all individuals and communities to thrive.

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.

Rationale [Mission, Vision, Values of OVPR]:

As one of the nation's leading public research universities, OVPR has a mission to catalyze, support, and safeguard U-M research, scholarship, and creative practice. OVPR is committed to maintaining a diverse, equitable, and inclusive environment to attract and retain the best talent to carry out this mission. Across all three campuses, our office advances excellence by fostering new research and providing central services ranging from large-scale support and research commercialization to compliance, contract negotiation, and business engagement. OVPR is committed to pursuing deliberate efforts to ensure that, throughout every aspect of the research enterprise, differences are welcomed, various perspectives are respectfully heard, individuals feel they belong, and contributions are valued.

Eight core values guide the work of OVPR: altruism, collaboration, innovation, diversity, equity, ethics, inclusivity, and transparency. All of our units are responsible for incorporating these principles into their activities and operations. OVPR proactively strives to foster an equitable and inclusive work environment where all staff feel valued.

Pathways for conflict resolution in OVPR follow policies outlined in the [University Standard Practice Guide](#). These grievance and dispute resolution procedures can be found on the U-M Human Resources website:

- <https://hr.umich.edu/working-u-m/management-administration/uhr-procedures/20108-grievances-dispute-resolution>

If a conflict arises, staff are encouraged to speak first with their manager/supervisor or, if preferred, a member of the OVPR Human Resources team. In addition, OVPR recommends the following conflict resolution pathways:

- The use of the [Faculty and Staff Counseling and Consultation Office](#) (FASCCO) for personal consultation
- The use of [U-M's Mediation Services](#), offered by the Equity, Civil Rights & Title IX (ECRT) office, if there is a conflict between two people and they both agree that consultation with a neutral third party would be beneficial
- The use of services provided by the [Office of the Staff Ombuds](#)
- Reporting relevant issues to [ECRT](#)

We also have links to U-M resources for climate concerns and incident reporting on the OVPR DEI website.

Key Strategies & Constituencies:

OVPR has developed a multipronged theory of change model to advance our DEI mission across units. Our plan aligns with the OVPR Strategic Roadmap for amplifying research excellence, and it infuses DEI principles into all aspects of who we are, what we do, and how we serve. The plan consists of strategic objectives under the three distal objectives determined by the university and is driven by specific action steps to achieve them. Each axis of change is accompanied by a theory of change model and an intended impact statement. Many strategic objectives and action items have associated metrics measuring their impact that will be tracked over time; however, some actions are designed to address employees' specific needs, and their success metrics will be measured accordingly.

The constituencies of this plan include OVPR faculty and staff, as well as the broader community of U-M researchers, scholars, and creative practitioners. All strategic objectives and related actions will be pursued in accordance with the law and university policy.

Planning Process Used

Planning Leads:

Trachette Jackson, Assistant Vice President for Research - DEI Initiatives

Sabrina Ervin, OVPR DEI Program Manager and Administrator, Research Analytics and Data Integrations Office

Planning Team:

OVPR Strategic Planning Advisory Group (SPAG):

OVPR - Executive Director of Business Operations: Mike Hague

Assistant Vice President for Research - Strategic Communications: Alex Piazza

Research Analytics and Data Integrations Office: Executive Director: Jason Owen-Smith

Associate Vice President for Research - Social Sciences, Humanities, and the Arts: Geoffrey Thün

Associate Vice President for Research - Clinical and Human Subjects Research: Julie Lumeng

Associate Vice President for Research - Strategic Initiatives: Nick Wigginton

Associate Vice President for Research - Innovation Partnerships: Kelly Sexton

Planning Process Summary:

During our initial planning year, various data were collected and analyzed that informed the development of our strategic objectives and associated action items.

The processes used to collect data included:

- Engagement circles
- Querying institutional data resources
- Review of climate survey data
- Anonymous suggestion box

Specific action idea-generating activities included:

- SMART (Specific, Measurable, Achievable, Relevant, and Time-Bound) goal-setting exercises
- SPAG meetings/discussions
- Meetings with unit directors and unit staff
- VPR8 leadership engagement
- DEI-focused discussions with OVPR AVPs and Executive Directors

In addition to institutional data (data warehouse or other university-based systems), other sources included:

- Summary data from engagement circles
- U-M 2021 campus-wide Climate Survey
- OVPR's DEI 1.0 Evaluation and Assessment process
- Data summaries from ongoing (or recently completed) DEI-based efforts

Data and Analysis: Key Findings

Summary of Data:

OVPR Staff Demographics (FY24)

(For this purpose, OVPR staff include part- and full-time employees appointed in OVPR department IDs)

Table 1: Staff within OVPR units, including part- and full-time employees:

OVPR Unit	OVPR Staff
Animal Care & Use Office	15
Biosafety & Controlled Substances	5
Bold Challenges	8
Consulting for Statistics, Computing, and Analytics Research	11
Human Research Protection Program	6
Innovation Partnerships	64
Institute for Firearm Injury Prevention	35
Institute for Research on Women and Gender	14
Institutional Review Boards	10
Integrity and Compliance	17
MI Hydrogen Initiative	2
Michigan Institute for Computational Discovery and Engineering	3
Michigan Institute for Data Science	25
Office of Research and Sponsored Projects	60
Office of Research Compliance Review	6
Office of the Vice President for Research	51
Opioid Research Institute	4
Public Engagement and Research Impacts	2
RADIO	3
Total	341**

**One individual is appointed across multiple units; they are represented in the Office of the Vice President for Research counts

Table 2: Staff within OVPR units, by gender/sex

Gender / Sex	OVPR Staff	% of total
Female	222	65.1%
Male	119	34.9%
Total	341	100.0%

OVPR VS. U-M Demographics

Table 3: Race / Ethnicity from Faculty and Staff Headcount

Race / Ethnicity	OVPR Staff (FY24)	U-M Staff (FY22)	OVPR%	U-M%
American Indian or Alaska Native	1	80	0.0%	0.3%
Asian	23	2736	7.1%	6.7%
Black	20	4037	6.7%	5.9%
Hispanic or Latino	14	1592	3.6%	4.1%
Native Hawaiian or Other Pacific Islander	1	32	0.4%	0.3%
2 or More	6	970	1.4%	1.8%
White	258	29537	75.2%	75.7%
Not Indic	3	664	0.7%	0.9%
<i>Underrepresented Minority (URM)*</i>	36	4392	10.6	10.4%
International	15	2780	5.0%	6.6%
Total	341	42428	100.0%	100.0%

*Underrepresented Minority (URM) includes the following: American Indian or Alaska Native, Black or African American, Hispanic or Latino, Native Hawaiian or Other Pacific Islander.

OVPR Hiring Data (FY16-21)

Table 4: Applicant demographic data

	% of applicant pool	% of interview pool	% of hires
Female	63.5%	70.1%	77.4%
Male	36.5%	29.9%	22.6%
BIPOC	29.9%	26.2%	23.7%
White/Race Unknown	70.1%	73.8%	76.3%

U-M Faculty Researcher Demographics (FY16-21)

(For this purpose, faculty researchers are defined as Research-track, tenure-track, and clinical-track faculty across all U-M campuses.)

Table 5: Faculty Researchers by Gender / Sex

Gender / Sex	Faculty Researchers	% of total
Female	2847	40.4%
Male	4199	59.6%
Total	7046	100.0%

Table 6: Faculty Researchers by Race / Ethnicity

Race / Ethnicity	Faculty Researchers	% of total
American Indian or Alaska Native	22	0.3%
Asian	1418	20.1%
Black or African American	295	4.2%
Hispanic or Latino	275	3.9%
Native Hawaiian or Other Pacific Islander	4	0.1%
2 or More	105	1.3%
White	4833	68.9%
Not Indic / Unknown	94	1.5%
<i>Underrepresented Minority (URM)*</i>	596	8.5%
Total	7046	100.0%

*Underrepresented Minority (URM) includes the following: American Indian or Alaska Native, Black or African American, Hispanic or Latino, Native Hawaiian or Other Pacific Islander. These numbers do not exclude non-U.S. Citizens.

**Over the course of DEI 1.0, ethnic detail information was updated for 7 individuals. The most recent reported value is counted here.

U-M External Research Awardee Demographics (FY16-21)

(For this purpose, faculty researchers are defined as Research-track, tenure-track, and clinical-track faculty across all U-M campuses who are listed as the contact PI on awards.)

Table 7: External Research Awardees by Gender/Sex

Gender / Sex	External Awardees	% of total awardees
Female	1209	36.9%
Male	2063	63.1%
Total	3272	100.0%

Table 8: External Research Awardees by Race / Ethnicity*

Race / Ethnicity	External Awardees	% of total awardees
American Indian or Alaska Native	10	0.3%
Asian	711	21.7%
Black or African American	111	3.4%
Hispanic or Latino	119	3.6%
Native Hawaiian or Other Pacific Islander	2	0.1%
2 or More	41	1.3%
White	2233	68.2%
Not Indic / Unknown	45	1.4%
<i>Underrepresented Minority (URM)</i>	242	7.4%
Total	3272	100.0%

*Numbers do not exclude non-U.S. citizens

Table 9: External Research Award Counts by Gender / Sex

Gender / Sex	Federal	Non-Federal	Total	% of awards
Female	824	1038	1862	36.2%
Male	1575	1704	3279	63.8%
Total	2399	2742	5141	100.0%

Table 10: External Research Award Counts by Race / Ethnicity

Race / Ethnicity	Federal	Non-Federal	Total	% of awards
American Indian or Alaska Native	5	7	12	0.2%
Asian	533	593	1126	21.9%
Black or African American	58	99	157	3.1%
Hispanic or Latino	85	97	182	3.5%
Native Hawaiian or Other Pacific Islander	2	2	4	0.1%
2 or More	31	36	67	1.3%
White	1649	1877	3526	68.6%
Not Indic / Unknown	36	31	67	1.3%
<i>Underrepresented Minority (URM)</i>	149	206	355	6.9%
	2399	2742	5141	100.0%

OVPR Climate Survey Data

The Fall 2021 University-wide climate survey provided an opportunity to not only review results OVPR-wide, but for the first time, we had the opportunity to view reports at subunit levels, which provided a deeper level of analysis. Analysis of the survey results found that:

- Staff feel that the most positive aspects of the OVPR environment in terms of General Climate Elements are friendliness and respect.
- Staff feel that the most positive aspects of the OVPR in terms of DEI Climate Elements are the non-racist and non-homophobic environments.
- It is encouraging to see that OVPR staff are predominately (70.1%) very satisfied/satisfied with the OVPR climate, and that is up 7% and substantially higher than all U-M staff (60%, down 3%).
- OVPR staff participated in more DEI activities compared to U-M averages, in many cases significantly higher (2021 data only).

Data that provided areas of focus for DEI 2.0 included:

- Of the General Climate Elements considered, OVPR scored the lowest in *collaboration* and *cooperation*.
- Of all DEI Climate Elements considered, OVPR climate scored lowest on *diversity* (3.2).
- Only 54% of OVPR staff are Very Satisfied/Satisfied with our DEI progress (slightly more than all U-M), which suggests there is much more work to be done.
- Areas of potential equity focus for OVPR are the following, where there is near or less than 50% agreement for overall staff: fair workload distribution, fair compensation policy, and fair reward distribution.

OVPR Engagement Circle Data

During the fall academic semester, OVPR focused on community engagement across our units, elevating voices typically unheard during critical DEI planning processes. We solicited feedback from our staff on what topics OVPR should address during DEI 2.0 through various mechanisms, including a series of engagement circles. We used the well-researched talking circle format, which has been documented as inherently transformative because it allows participants to experience the world from more perspectives than their own. OVPR designed these events to create and begin normalizing spaces where open discussion and freedom of expression are welcome, provide an opportunity to voice concerns and challenges experienced within OVPR, and solicit diverse ideas for DEI 2.0. We held six one-hour sessions during October and November, which were well attended and much appreciated by staff.

Existing OVPR Programs Focused on Diversity, Equity, and Inclusion

In 2021, OVPR revamped its former faculty grants and awards program to promote more equity and transparency in distributing internal research funding, replacing it with several new initiatives, including an Anti-Racism Grants program in partnership with the Provost's Anti-Racism Initiative. OVPR and the National Center for Institutional Diversity's [Anti-Racism Collaborative](#) jointly administer the Anti-Racism Grants program (ARG). A key goal for the ARG is to support rigorous, innovative, and technically sound research relevant to the most pressing questions and compelling opportunities concerning racial equity and justice in society. The program provides funding and research development support to interdisciplinary teams, positioning them to be competitive for future external funding to expand and grow their efforts and impact. During the first two cycles of the ARG, OVPR awarded nearly \$500,000 in [2021-cycle 1](#) and \$450,000 in [2022-cycle 2](#) to support 16 interdisciplinary research teams. OVPR has committed to extend the Anti-racism Grants program for two additional cycles during the next two fiscal years funded at \$500k each.

OVPR also co-sponsored U-M's first Faculty Symposium on Anti-Racism Research & Scholarship in January 2023. There were 287 registered participants for this event from across all three U-M campuses. We are so pleased to have achieved our Symposium goals of sharing examples of innovative, interdisciplinary anti-racism research and scholarship conducted by U-M faculty, facilitating discussions on what it means to conduct anti-racism research and scholarship, building a sense of community, and reducing disciplinary silos among anti-racism faculty researchers from different departments, schools, colleges, and fields of study.

Block Grant Program

RCI Block Grants are intended to enhance and support OVPR partnerships with schools/colleges in strategic planning and accountability for advancing their own research and scholarship goals. RCI Block Grants provide support for funding categories determined to be of high need units' faculty/researchers (in the arts, humanities, and humanistic social sciences), such as small preliminary/seed grants, publication subvention, performances, and art and humanity discipline/field-specific research development activities. The Block Grant program is supported by \$500k funding annually.

OVPR / Arts Initiative Program

OVPR, in partnership with the Arts Initiative (AI), is conducting a search for a Faculty Director of Arts Research and Discovery to lead the expansion and integration of Arts Research at the University of Michigan. This role will lead strategy, design funding programs, and develop infrastructure for arts research and creative practice across U-M in alignment with the goals of the Arts Initiative, and in collaboration with the AVP Research: Humanities, Social Science, and the Arts. This new position will complement the Research Associate Deans and other faculty and staff in amplifying and elevating arts-centered and arts-integrative research. \$500k per year for five years commencing FY23 in joint funding for programs shaped and administered by this role will be provided by OVPR / AI.

KEY FINDINGS, THEMES AND RECOMMENDATIONS:

KEY FINDING: The overall diversity related to race and ethnicity (representation of People of Color, including historically underrepresented groups, compared to White people) for all OVPR units remains below that of all U-M. In addition, the gender ratio of staff was essentially unchanged throughout DEI 1.0 and remains consistent as we move into DEI 2.0 (65.6% female in 2016; 66.2% in FY23). It is also important to note that variations between units and amongst different employee groups are substantial, and for some units, numbers are too small for significant comparisons on a unit-by-unit basis.

RECOMMENDATIONS:

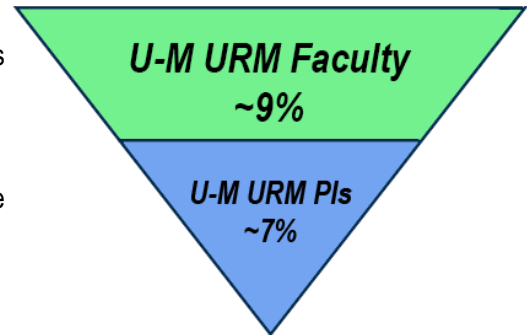
- Make every effort not to let unit variability and small numbers be a barrier to examining our data in rigorous and creative ways (quantitatively and qualitatively) to help us interrogate processes that result in our hiring and retention outcomes and then use this information to make data-informed recommendations for change.
- Double down on the newer and more aggressive efforts initiated by our HR team (in collaboration with University Human Resources (UHR) and supported by DEI co-Lead Ervin) to pilot, revise, and formally require equity and inclusion-oriented approaches to recruitment and hiring for all OVPR units.
- Develop, communicate, and share best practices for diverse staff retention.

KEY FINDING: Our staff hiring data shows that 36.5% and 29.9% of the OVPR applicant pool were BIPOC and male, respectively, over the 5-year duration of DEI 1.0. Of those applicant percentages, only 26.2% of BIPOC and 29.9% of male candidates made it to the interview pool.

RECOMMENDATION: Develop and implement a new annual process that provides each unit with their hiring data for retrospective analysis that will allow them to use this information to assess whether their hiring processes are equitable or whether any changes are needed to promote diversity, equity, and inclusion.

KEY FINDINGS:

- Underrepresented minority (URM) faculty make up an overwhelmingly low percentage (8.6%) of U-M faculty researchers (see Table 5).
- URM faculty researchers with external research awards (listed as contact PI) make up an even lower percentage (7.4%). (see Table 8).



RECOMMENDATIONS:

- Review support structures designed for researchers to ensure equity for all demographics.
- Engage with U-M, multi-unit hiring initiatives to determine how OVPR can assist.
- Seek opportunities to partner in grant collaborations to secure hires that show a commitment to diversity.

KEY FINDING: Our 2021 climate survey and conversations with staff during the engagement circles highlighted the many thoughtful ways our units foster equity and inclusion. We also learned that our teams face some common challenges, and Figure 2 shows the emerging themes. There is also a need for uniformity in our current DEI structure to ensure that OVPR units are moving forward together while allowing each unit to have a DEI strategy specific to its local context.



RECOMMENDATIONS:

- Facilitate the development of structured DEI strategic plans for all units.
- Work to formalize engagement opportunities for staff.
- Develop a process to uncover, understand, and address any equity issues in its current policies.

KEY FINDING: There is a critical need for increased institutional support for faculty who engage in anti-racism research and scholarship and a strong desire for opportunities to gain a deeper understanding of the emerging work among scholars at our institution. There was genuine interest in the Faculty Symposium on Anti-Racism Research & Scholarship, as expressed by event registrants. Moderators and panelists were also excited to participate. One participant commented that they were "proud of U-M for reaffirming the commitment to rigorous research in the pursuit of truth, including the fight against systemic racism."

RECOMMENDATION: Continue to support theme grants and faculty engagement opportunities focused on anti-racism and other emerging topics related to DEI.

Strategic Objectives, Measures of Success, and Action Plans*

The OVPR plan covers over 280 staff members in our 27 units and initiatives, and over 5900 faculty that make up U-M's community of researchers, scholars, and creative practitioners. The strategic objectives needed to further the university-wide goals of diversity, equity, and inclusion have been aggregated into three distal objectives determined by the University. Each of these strategic objectives is accompanied by metrics that will be tracked over time, as well as descriptions of single and multiple-year actions we will take to accomplish those objectives. For additional details on assignments, timelines, and accountabilities, see the Action Planning Table.

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

PEOPLE (Recruit, Retain & Develop a Diverse Community)

Strategies and action items for **PEOPLE** are designed to bolster and extend the work of all units by introducing effective programs and procedures aimed at recruiting, retaining, and supporting a diverse campus community. DEI-related recruitment and retention efforts across campus reflect the varied needs and goals of specific units and groups.

Intended Impact (PEOPLE): OVPR will work to shift the demographic structure of its faculty, staff, and student constituencies toward greater multidimensional and intersectional diversity and to provide our PEOPLE equitable work environments where everyone can develop, advance, and succeed.

Theory of Change: Developing central strategies and resources for recruitment, retention, and professional development of our faculty staff and students that incorporate DEI principles and best practices will allow us to evolve from "who we are" to who we want to be as a unit.

UNDERGRADUATE RESEARCHERS

Strategic Objective 1:

Strengthen programming supporting broadly diverse undergraduate student research, scholarship, and creative practice

Metrics:

Increased diversity in applicant pools, interview pools, and selected participants in the Stamps Scholars Program

Actions:

- Recruit cohorts of broadly diverse undergraduate students in the Stamps Scholars Program to engage in in summer research and creative scholarship activities that enhance academic depth and intellectual independence in their chosen discipline.
- Develop and utilize selection criteria for Stamps scholars beyond standard academic metrics to include students who demonstrate their excellence in distinctive ways.
- Partner with UROP to provide Stamps scholars with a community of student researchers and complementary programming to facilitate professional development and awareness of the breadth, depth, and diversity of researchers and creative practitioners at U-M.
- Collaborate with UROP on the development of a Central Undergraduate Research Office.

Primary DEI Goal: Diversity

POSTDOCTORAL RESEARCHERS

Strategic Objective 2:

Fill critical institutional support gap for postdoctoral fellows to equitably improve the postdoctoral experience across campus

Metrics:

- Success of proposal for funding
- Development, in collaboration with Rackham, of milestones and timeline for office launch

Actions:

- Explore possibilities for a central Office for Postdoctoral Affairs (OPA), in collaboration with Rackham, that aims to equitably improve the postdoctoral experience across campus

Primary DEI Goal: Equity

FACULTY RESEARCHERS (Research-Track Faculty)

Strategic Objective 3:

Fill critical institutional support gap to provide a more equitable and inclusive experience for all research scientist track faculty

Metrics:

- # of participants in the peer mentoring program
- level of satisfaction with the peer mentoring program
- 100% compliance with the MOU policy
- # of participants in the research track faculty engagement event and professional development workshops
- level of satisfaction with the research track faculty engagement event and professional development workshops

Actions:

- Create and implement a peer mentoring program for all new research track faculty hires.
- Require, for all new research scientist track hires, an MOU signed by the faculty member, the PI, and the department that outlines the commitment of support that will be provided and the criteria for promotion.
- Facilitate, promote, and support an annual gathering of research scientists with AVP/VPR presence to:
 - provide information about career pathways.
 - showcase faculty research.
 - recognize and celebrate promotions and award recipients.
 - discuss challenges and concerns.
- Develop and promote skill-building and professional development workshops.

Primary DEI Goal: Equity

STAFF

Strategic Objective 4:

Work to shift the demographic composition of OVPR staff toward greater multi-dimensional diversity through inclusive hiring strategies

Metrics:

- 100% compliance with the adoption of Inclusive Hiring practices
- 100% compliance with Inclusive Hiring and unconscious bias in recruiting training
- Increased overall diversity in applicant pools, interview pools, and hiring yield

Actions:

- Review, update, and share the OVPR Inclusive Hiring Process Guidance and require all OVPR units to adhere to the best practices therein.
- Institute a formal policy requiring all OVPR staff involved in hiring decisions to complete Inclusive Hiring Process training offered by OVPR and self-paced, online Unconscious Bias in Recruiting and Hiring prior to talent searches.
- Institute a formal policy requiring all OVPR senior staff to complete the free, 1.5-hour Strategies and Tactics for Recruiting to Improve Diversity and Excellence (STRIDE) training offered by ADVANCE.

Primary DEI Goal: Diversity**Strategic Objective 5:**

Work to shift the demographic composition of OVPR staff toward greater diversity by fostering programs and policies that will increase retention of a broadly diverse staff and provide opportunities for professional development

Metrics:

- Increased overall staff retention
- Increased number of opportunities for professional development (increased volume of programming, allotment of opportunities per person?)
- Increased satisfaction with climate and culture in OVPR
- Increased level of DEI competency in OVPR leaders
- Collection of data related to staff retention and implementation of actions based on data analysis

Actions:

- Develop, communicate, and share best practices for retention of a broadly diverse staff.
- Design a series of mini-courses for unit directors and upper-level managers that have both leadership and DEI training components.
- Compile a suite of DEI resources and educational materials for our unit DEI committees and staff that go beyond unconscious bias training.
- Develop a process for documenting post-notice retention efforts and develop best practices for handling retention cases.
- Institute a formal policy requiring exit interviews and provide support materials and best practices for conducting them.
- Review exit-interview data annually to inform policy change.

Primary DEI Goal: Diversity

PROCESS (Create an Equitable and Inclusive Campus Climate)

Strategies and action items for **PROCESS** are designed to support and strengthen the development of policies, procedures, and practices that create an inclusive and equitable campus climate and encourage a culture of belonging in which every member of our community can grow and thrive.

Intended Impact (PROCESS): OVPR will work to ensure that our units and the broader campus research community are places of inclusion, fairness, and safety for all staff, faculty, and students

Theory of Change: By engaging in practices that celebrate the diversity within our community and eliminate any inequities in our operations, we will cultivate inclusive and welcoming environments where everyone feels they belong.

FACULTY RESEARCHERS

Strategic Objective 1:

Increase and broadly diversify U-M faculty recognition with honorific awards and prizes

Metrics:

- Increased overall diversity of nominees for honorific awards and prizes
- Increased overall diversity of recipients of honorific awards and prizes

Actions:

- Lead and support a community of practice for people, committees, and administrators tasked with overseeing nominations to develop and distribute best practices for equitable nominations of our researchers.
- Conduct a landscape scan of nomination practices in departments/schools/colleges for awards and internal honors to collect data on the most prestigious awards by discipline, who has historically been nominated, and who has historically received these awards.

Primary DEI Goal: Diversity and Inclusion

Strategic Objective 2:

Begin a multi-year process to identify and address inclusion and equity issues associated with institutional spending in OVPR

Metrics:

- Generation of reports, additional materials, and actions based on data collection and analysis
- Increased diversity, broadly defined, of OVPR-funded researchers

Actions:

- Analyze, for all OVPR funding programs, the application and success rate data and other internal research metrics with race (and other demographic factors like gender and ethnicity) explicitly included.

- Review funding processes to ensure they follow best practices for mitigating bias.
- Review faculty grant submission profiles and the areas and types of research within them (e.g., health and biological sciences, social sciences/psychology).
- Review support structures designed for researchers to promote equity for all demographics.
- Provide U-M units with data to raise awareness and encourage informed unit- and disciplinary-based action around any inequities in the research enterprise more broadly.

Primary DEI Goal: Equity

Strategic Objective 3:

Foster and facilitate the incorporation of DEI principles in all research and research-related activities funded by OVPR

Metrics:

- 100% compliance with new policy
- Increased broad demographic diversity of researchers involved in OVPR-funded activities
- Increased DEI-related themes in OVPR-funded activities

Actions:

- Institute a formal policy that stipulates that a statement addressing DEI principles is required to receive OVPR funding.

Primary DEI Goal: Equity

STAFF

Strategic Objective 4:

Ensure that all OVPR units are working towards common DEI objectives in ways that align with our commitment to the fair treatment, full participation, and professional success of all people in our workplaces

Metrics:

- 100% compliance with DEI plan development
- Satisfaction with support and resources provided for DEI plan development
- Increased satisfaction with climate and culture in OVPR units

Actions:

- Require and provide support for all units to develop structured DEI strategic plans that align with our overarching plan.

Primary DEI Goal: Diversity, Equity, and Inclusion

Strategic Objective 5:

Develop resources that foster cross-pollination of strategies that enhance inclusion and belonging

Metrics:

- 100% compliance with DEI reporting
- Increased overall awareness of DEI efforts across OVPR
- Identification and implementation of successful practices OVPR-wide

Actions:

- Refine and broaden the use of the online tool for units to report DEI engagement and/or assessment activities.
- Promote awareness of our units' DEI efforts, and identify successful, scalable practices to implement OVPR-wide.

Primary DEI Goal: Inclusion

Strategic Objective 6:

Cultivate spaces and reimagine approaches to building inclusive climates that enhance the workplace experience and foster a sense of belonging

Metrics:

- Number of participants and repeat participants in engagement activities
- Production/distribution of educational materials to introduce/socialize the Culture of Thinking philosophy

Actions:

- Formalize staff engagement opportunities.
- Develop a new series of "Culture of Thinking" materials for OVPR staff.

Primary DEI Goal: Inclusion

Strategic Objective 7:

Initiate a multi-year process to uncover, understand, and address any job classification, work distribution, and pay equity issues in our current policies

Metrics:

- 100% compliance with updating OVPR job classifications

Actions:

- Support and facilitate the unit-level review and update of job classifications across OVPR to ensure we have an accurate summary of work for each employee.
- Review job classifications annually and use them as part of the performance evaluation process.

Primary DEI Goal: Equity

PRODUCTS (Support an Innovative, Equitable and Inclusive Research Environment)

Strategies and action items for **PRODUCTS** are designed to integrate DEI solutions into our educational program offerings and teaching methodology and to ensure scholarly research on diversity, equity, and inclusion, and the scholars who produce it are valued and supported.

Intended Impact (PRODUCTS): OVPR will promote inclusion, enhance equitable outcomes, and increase access throughout our mission to catalyze, support, and safeguard research, scholarship, and creative practice.

Theory of Change: Aligning the strategic objectives of DEI 2.0 with OVPR's Strategic Roadmap for amplifying excellence in U-M research, scholarship, and creative practice will allow us to infuse DEI, genuinely and organically, into all aspects of how we serve.

FACULTY RESEARCHERS

Strategic Objective 1:

Develop resources and training materials that educate faculty about equity and inclusion in broadly diverse, multidisciplinary research teams to promote equitable team science

Metrics:

- Increased awareness and utilization of training tools and resources (web traffic/click rates)
- Reduced homophily and tie strength in U-M collaboration network maps
- 100% compliance with equity in science plans for large

Actions:

- Educate faculty about equitable team science (e.g., the Diversity-Innovation paradox) and develop best practices on ways to mitigate it.
- Generate data to identify internal collaborators and external partners (e.g., HBCUs, MSIs, etc.) that can be engaged to strengthen the diversity of perspectives on teams/collaborations at U-M.
- Require large-scale grant teams supported by OVPR to have a plan for promoting inclusive and equitable research and team science and provide consultations around these plans to ensure they follow best practices.

Primary DEI Goal: Inclusion and Equity

Strategic Objective 2:

Develop more inclusive communication strategies across schools, colleges, and units to broaden the participation of diverse researchers in external funding and increase their awareness around funding opportunities, resources, and support services that aim to help U-M faculty advance their research, scholarship, and creative practice

Metrics:

- Increased number and types of communications
- Increased number of schools, colleges, and units that receive communications

Actions:

- Utilize established U-M communications mediums (VPR Update, Research Blueprint, school/college/unit newsletters, etc.) to promote more effective and inclusive calls for external funding, with an emphasis on large-scale federal grants and foundation-sponsored research opportunities.
- Develop and implement communications strategies that are designed to help Innovation Partnerships equitably generate awareness around industry-sponsored research grants, as well as resources and services available to help faculty foster stronger collaboration with corporate partners.

Primary DEI Goal: Inclusion**Strategic Objective 3:**

Strengthen and expand faculty capacity for public engagement and societal impact research

Metrics:

- Increased awareness and utilization of tools and resources (web traffic/click rates)
- # of participants in workshops/skill-building activities
- Self-reflection survey results
- # of applicants for the public engagement faculty fellowship
- # of applicants for public engagement project support via the faculty fellow program
- Range and breadth of types of public engaged projects supported by the faculty fellows program

Actions:

- Develop and launch an online portal highlighting campus units, programs, and resources that support the societal impacts of research, including those focused on DEI.
- Deliver skill-building opportunities for faculty, including through workshops, the Public Engagement Faculty Fellowship program, and Bold Challenges, around equitable, effective, and ethical engagement with different communities, especially those that have been marginalized or excluded in academic spaces and/or research collaborations.

Primary DEI Goal: Inclusion**Strategic Objective 4:**

Identify, advocate for, and invest in faculty-driven exploration in areas of scientific discovery that impact DEI and address major societal challenges

Metrics:

- Number of researchers supported by theme grants
- Validation of domain expertise and clusters generated

Actions:

- Bi-annually consider RCI Theme Grants focused on anti-racism and other emerging topics.
- More actively integrate DEI principles into RCI theme areas and prioritize equitable forecasting research of areas to support.

- Generate a data system that identifies funding and research domain clusters for broadly diverse groups of faculty to better understand this scholarly landscape and determine the best ways to provide strategic support.
- Engage unit RADs and DEI Leads to explore research-related objectives in the DEI 2.0 strategic plans across schools/colleges and use this information to determine the best ways to provide strategic support.

Primary DEI Goal: Inclusion

Strategic Objective 5:

Support and cultivate diverse and equitable multidisciplinary research centers to lead fields of excellence and Improve coordination and collaboration across U-M research centers, institutes, and programs

Metrics:

- Broader diversity of faculty affiliated with new research centers
- 100% compliance with equity in science plans for OVPR research centers

Actions:

- Support energizing new centers of excellence in emerging fields, with broadly diverse faculty representation, that opens U-M to new research frontiers that align with external funding trends and internal priorities.
- Require multidisciplinary research centers to have a plan for promoting inclusive and equitable research and team science and provide consultations around these plans to ensure they follow best practices.
- Facilitate discussions with Institute/Center leaders on how to integrate DEI principles more actively into their major research theme areas and prioritize equitable forecasting of future research areas to support.
- Facilitate discussion with Institute/Center leaders on broadening participation and enhancing inclusion of DEI themes and broadly diverse U-M researchers, including in particular researchers whose identities are underrepresented in the academy.

Primary DEI Goal: Diversity and Inclusion

Goal-related Metrics – OVPR Measures Tracked Over Time

Regarding the three distal objectives of the Strategic Plan, OVPR will track measures that demonstrate the impact of our strategies and actions. These goal-related metrics will include the following:

Staff:

- Demographic Composition of applicant pools, interview pools, and hiring yield in OVPR units
 - Headcount
 - Race/ethnicity
 - Sex
- Demographic Composition (current staff)
 - Headcount
 - Race/ethnicity
 - Sex
 - Age (Generation cohort)

- Number of participants and repeat participants in OVPR-sponsored engagement activities
- Climate survey indicators (sample indicators listed below)
 - Satisfaction with unit climate/environment in work unit
 - Assessment of semantic aspects of the general climate in work unit
 - Assessment of semantic aspects of the DEI climate in work unit
 - Feeling valued in work unit
 - Feeling of belongingness in work unit
 - Assessment of work unit commitment to diversity, equity, and inclusion
 - Perceptions of equal opportunity for success in work unit
 - Feeling able to perform up to full potential in work unit
 - Feelings of professional growth in work unit
 - Feelings of discrimination in work unit

Faculty

- Demographic Composition (nominees for and recipients of prestigious honorifics and prizes)
 - Headcount
 - Race/ethnicity
 - Sex
 - Tenure status
- Demographic Composition (faculty affiliated with new OVPR research centers and institutes)
 - Headcount
 - Race/ethnicity
 - Sex
 - Tenure status
- External research award data
- Number of faculty researchers supported by OVPR Funding Programs

Action Planning Tables with Details and Accountabilities

Fill in the tables with additional details about actions, including deliverables and assignments.

PEOPLE (Recruitment, Retention & Development)

Key Constituency	Strategic Objective	Associated Metrics	Detailed Actions Plan (measurable, specific)	Group/Person Accountable
Undergraduate Researchers	Strengthen programming supporting broadly diverse undergraduate student research, scholarship, and creative practice	<ul style="list-style-type: none"> Increased diversity in applicant pools, interview pools, and selected participants in the Stamps Scholars program 	<ul style="list-style-type: none"> Recruit cohorts of broadly diverse undergraduate students in the Stamps Scholars program to engage in summer research and creative scholarship activities that enhance academic depth and intellectual independence in their chosen discipline. Develop and utilize selection criteria for Stamps scholars beyond standard academic metrics to include students who demonstrate their excellence in distinctive ways. Partner with UROP to provide Stamps scholars with a community of student researchers and complementary programming to facilitate professional development and awareness of the breadth, depth, and diversity of researchers and creative practitioners at U-M. 	<p>Associate Vice President for Research, Natural Sciences and Engineering</p> <p>Contributor: Assistant Vice President for Research, DEI Initiatives</p>

			<ul style="list-style-type: none"> Collaborate with UROP on the development of a Central Undergraduate Research Office. 	
Postdoctoral Researchers	Fill critical institutional support gap for postdoctoral fellows to equitably improve the postdoctoral experience across campus	<ul style="list-style-type: none"> Success of proposal for funding Development, in collaboration with Rackham, of milestones and timeline for office launch 	<ul style="list-style-type: none"> Explore possibilities for a central Office for Postdoctoral Affairs (OPA), in collaboration with Rackham, that aims to equitably improve the postdoctoral experience across campus. 	Associate Vice President for Research, Health Sciences
Research Track Faculty	Fill critical institutional support gap to provide a more equitable and inclusive experience for all research scientist track faculty	<ul style="list-style-type: none"> # of participants in the peer mentoring program level of satisfaction with the peer mentoring program 100% compliance with the MOU policy # of participants in the research track faculty engagement event and professional development workshops level of satisfaction with the research track faculty engagement event and professional development workshops 	<ul style="list-style-type: none"> Create and implement a peer mentoring program for all new research scientist track faculty hires. Require, for all new research scientist track hires, an MOU signed by the faculty member, the PI, and the department that outlines the commitment of support that will be provided and the criteria for promotion. Facilitate, promote, and support an annual gathering of research scientists with AVP/VPR presence to: <ul style="list-style-type: none"> provide information about career pathways. showcase faculty research. recognize and celebrate promotions and award recipients. discuss challenges and concerns. 	Associate Vice President for Research, Natural Sciences and Engineering Contributors: Associate Vice President for Research, Health Sciences Consultant: Assistant Vice President for Research, DEI Initiatives

			<ul style="list-style-type: none"> Develop and promote skill-building and professional development workshops. 	
OVPR Staff	Work to shift the demographic composition of OVPR staff toward greater multi-dimensional diversity through inclusive hiring strategies	<ul style="list-style-type: none"> 100% compliance with the adoption of Inclusive Hiring practices 100% compliance with Inclusive Hiring and unconscious bias in recruiting training Increased overall diversity in applicant pools, interview pools, and hiring yield 	<ul style="list-style-type: none"> Review, update, and share the OVPR Inclusive Hiring Process Guidance and require all OVPR units to adhere to the best practices therein. Institute a formal policy requiring all OVPR staff involved in hiring decisions to complete Inclusive Hiring Process training offered by OVPR and self-paced, online Unconscious Bias in Recruiting and Hiring prior to talent searches. Institute a formal policy requiring all OVPR senior staff to complete the free, 1.5-hour Strategies and Tactics for Recruiting to Improve Diversity and Excellence (STRIDE) training offered by ADVANCE. 	<p>Executive Director, Business Operations</p> <p>Contributors: Assistant Vice President for Research, DEI Initiatives; OVPR DEI Program Manager</p>
OVPR Staff	Work to shift the demographic composition of OVPR staff toward greater diversity by fostering programs and policies that will increase retention of a broadly diverse staff and provide opportunities for professional development	<ul style="list-style-type: none"> Increased overall staff retention Increased number of opportunities for professional development (increased volume of programming, allotment of opportunities per person?) Increased satisfaction with climate and culture in OVPR 	<ul style="list-style-type: none"> Develop, communicate, and share best practices for retention of a broadly diverse staff. Design a series of mini-courses for unit directors and upper-level managers that have both leadership and DEI training components. Compile a suite of DEI resources and educational materials for our unit DEI committees and staff that go beyond unconscious bias training. 	<p>Executive Director, Business Operations</p> <p>Contributors: Assistant Vice President for Research, DEI Initiatives; OVPR DEI Program Manager</p>

		<ul style="list-style-type: none"> • Increased level of DEI competency in OVRP leaders • Collection of data related to staff retention, and implementation of actions based on data analysis 	<ul style="list-style-type: none"> • Develop a process for documenting post-notice retention efforts and develop best practices for handling retention cases. • Institute a formal policy requiring exit interviews and provide support materials and best practices for conducting them. • Review exit-interview data annually to inform policy change. 	
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PROCESS (*Promoting & Equitable & Inclusive Community*)

Key Constituency	Strategic Objective	Associated Metrics	Detailed Actions Plan (measurable, specific)	Group/Person Accountable
Faculty Researchers	Increase and broadly diversify U-M faculty recognition with honorific awards and prizes	<ul style="list-style-type: none"> • Increased overall diversity of nominees for honorific awards and prizes • Increased overall diversity of recipients of honorific awards and prizes 	<ul style="list-style-type: none"> • Lead and support a community of practice for people, committees, and administrators tasked with overseeing nominations to develop and distribute best practices for equitable nominations of our researchers. • Conduct a landscape scan of nomination practices in departments/schools/colleges for awards and internal honors to collect data on the most prestigious awards by discipline, who has historically been nominated, and who has historically received these awards. 	<p>Assistant Vice President for Research – Strategic Initiatives</p> <p>Contributors: Assistant Vice President for Research, DEI Initiatives</p>

Faculty Researchers	Begin a multiyear process to identify and address inclusion and equity issues associated with institutional spending in OVPR	<ul style="list-style-type: none"> • Generation of reports, additional materials, and actions based on data collection and analysis • Increased diversity, broadly defined, of OVPR-funded researchers 	<ul style="list-style-type: none"> • Analyze, for all OVPR funding programs, the application and success rate data and other internal research metrics with race (and other demographic factors like gender and ethnicity) explicitly included. • Review funding processes to ensure they follow best practices for mitigating bias. • Review faculty grant submission profiles and the areas and types of research within them (e.g., health and biological sciences, social sciences/psychology). • Review support structures designed for researchers to promote equity for all demographics. • Provide U-M units with data to raise awareness and encourage informed unit- and disciplinary-based action around any inequities in the research enterprise more broadly. 	Executive Director, Research Analysis and Data Integration Office
Faculty Researchers	Foster and facilitate the incorporation of DEI principles in all research and research-related activities funded by OVPR	<ul style="list-style-type: none"> • 100% compliance with new policy • Increased broad demographic diversity of researchers involved in OVPR-funded activities • Increased DEI-related themes in OVPR-funded activities 	<ul style="list-style-type: none"> • Institute a formal policy that stipulates that a statement addressing DEI principles is required to receive OVPR funding. 	<p>Academic Associate Vice Presidents for Research; Associate Vice President for Research, Large Scale Strategies</p> <p>Contributor: Associate Vice President for Research, Clinical and Human Subjects Research</p>

OVPR Staff	Ensure that all OVPR units are working towards common DEI objectives in ways that align with our commitment to the fair treatment, full participation, and professional success of all people in our workplaces	<ul style="list-style-type: none"> • 100% compliance with DEI plan development • Satisfaction with support and resources provided for DEI plan development • Increased satisfaction with climate and culture in OVPR units 	<ul style="list-style-type: none"> • Require and provide support for all units to develop structured DEI strategic plans that align with our overarching plan. 	Assistant Vice President for Research, DEI Initiatives; OVPR DEI Program Manager
OVPR Staff	Develop resources that foster cross-pollination of strategies that enhance inclusion and belonging	<ul style="list-style-type: none"> • 100% compliance with DEI reporting • Increased overall awareness of DEI efforts across OVPR • Identification and implementation of successful practices OVPR-wide 	<ul style="list-style-type: none"> • Refine and broaden the use of the online tool for units to report DEI engagement and/or assessment activities. • Promote awareness of our units' DEI efforts, and identify successful, scalable practices to implement OVPR-wide. 	Assistant Vice President for Research, DEI Initiatives; OVPR DEI Program Manager Contributor: Assistant Vice President for Research, Strategic Communications
OVPR Staff	Cultivate spaces and reimagine approaches to building inclusive climates that enhance the workplace experience and foster a sense of belonging	<ul style="list-style-type: none"> • Number of participants and repeat participants in engagement activities • Production/distribution of educational materials to introduce/socialize the Culture of Thinking philosophy 	<ul style="list-style-type: none"> • Formalize staff engagement opportunities. • Develop a new series of "Culture of Thinking" materials for OVPR staff. 	Assistant Vice President for Research, DEI Initiatives; OVPR DEI Program Manager
OVPR Staff	Initiate a multi-year process to uncover, understand, and address systemic job classification, work distribution,	<ul style="list-style-type: none"> • 100% compliance with updating OVPR job classifications 	<ul style="list-style-type: none"> • Support and facilitate the unit-level review and update of job classifications across OVPR to 	Executive Director, Business Operations Contributor:

	and pay equity issues in our current policies		<p>ensure we have an accurate summary of work for each employee.</p> <ul style="list-style-type: none"> Review job classifications annually and use them as part of the performance evaluation process. 	OVPR DEI Program Manager
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PRODUCTS *(Education, Scholarship & Service)*

Key Constituency	Strategic Objective	Associated Metrics	Detailed Actions Plan (measurable, specific)	Group/Person Accountable
Faculty Researchers	Develop resources and training materials that educate faculty about equity and inclusion in broadly diverse, multidisciplinary research teams to promote equitable team science	<ul style="list-style-type: none"> Increased awareness and utilization of training tools and resources (web traffic/click rates) Reduced homophily and tie strength in U-M collaboration network maps 100% compliance with equity in science plans for large 	<ul style="list-style-type: none"> Educate faculty about equitable team science (e.g., the Diversity-Innovation paradox) and develop best practices on ways to mitigate it. Generate data to identify internal collaborators and external partners (e.g., HBCUs, MSIs, etc.) that can be engaged to strengthen the diversity of perspectives on teams/collaborations at U-M. Require large-scale grant teams supported by OVPR to have a plan for promoting inclusive and equitable research and team science and provide consultations around these plans to ensure they follow best practices. 	<p>Associate Vice President for Research, Large Scale Strategies</p> <p>Contributors: Executive Director, Research Analysis and Data Integration Office; Associate Vice President for Research, Clinical and Human Subjects Research (Michigan Institute for Clinical & Health Research); Assistant Vice President for Research – Strategic Initiatives</p>

				<p>Consultants:</p> <p>Assistant Vice President for Research, DEI Initiatives; Academic Associate Vice Presidents for Research</p>
Faculty Researchers	<p>Develop more inclusive communication strategies across schools, colleges, and units to broaden the participation of diverse researchers in external funding and increase their awareness around funding opportunities, resources, and support services that aim to help U-M faculty advance their research, scholarship, and creative practice</p>	<ul style="list-style-type: none"> • Increased number and types of communications • Increased number of schools, colleges, and units that receive communications 	<ul style="list-style-type: none"> • Utilize established U-M communications mediums (VPR Update, Research Blueprint, school / college / unit newsletters, etc.) to promote more effective and inclusive calls for external funding, with an emphasis on large-scale federal grants and foundation-sponsored research opportunities. • Develop and implement communications strategies that are designed to help Innovation Partnerships equitably generate awareness around industry-sponsored research grants, as well as resources and services available to help faculty foster stronger collaboration with corporate partners. 	<p>Assistant Vice President for Research, Strategic Communications</p> <p>Consultants:</p> <p>Senior Director of Research Development; Associate Vice President for Research, Innovation Partnerships</p>
Faculty Researchers	<p>Strengthen and expand faculty capacity for public engagement and societal impact research</p>	<ul style="list-style-type: none"> • Increased awareness and utilization of tools and resources (web traffic/click rates) • # of participants in workshops/skill-building activities • Self-reflection survey results • # of applicants for the Public Engagement 	<ul style="list-style-type: none"> • Develop and launch an online portal highlighting campus units, programs, and resources that support the societal impacts of research, including those focused on DEI. • Deliver skill-building opportunities for faculty, including through workshops, the Public Engagement Faculty Fellowship program, and Bold Challenges, around equitable, effective, and ethical engagement with different communities, especially those that have been 	<p>Director, Public Engagement and Research Impacts</p> <p>Contributors:</p> <p>Associate Vice President for Research, Large Scale Strategies; Assistant Vice President for Research – Strategic Initiatives</p>

		<p>Faculty Fellowship</p> <ul style="list-style-type: none"> • # of applicants for public engagement project support via the Faculty Fellowship program • Range and breadth of types of public engaged projects supported by the Faculty Fellows program 	<p>marginalized or excluded in academic spaces and/or research collaborations.</p>	<p>Consultant: Assistant Vice President for Research, DEI Initiatives</p>
Faculty Researchers	<p>Identify, advocate for, and invest in faculty-driven exploration in areas of scientific discovery that impact DEI and address major societal challenges</p>	<ul style="list-style-type: none"> • Number of researchers supported by theme grants • Validation of domain expertise and clusters generated 	<ul style="list-style-type: none"> • Bi-annually consider RCI Theme Grants focused on anti-racism and other emerging topics. • More actively integrate DEI principles into RCI theme areas and prioritize equitable forecasting research of areas to support. • Generate a data system that identifies funding and research domain clusters for broadly diverse groups of faculty to better understand this scholarly landscape and determine the best ways to provide strategic support. • Engage unit RADs and DEI Leads to explore research-related objectives in the DEI 2.0 strategic plans across schools/colleges and use this information to determine the best ways to provide strategic support. 	<p>Associate Vice President for Research, Social Sciences, Humanities, and the Arts (RCI Program); Executive Director, Research Analysis and Data Integration Office</p> <p>Consultants: Assistant Vice President for Research, DEI Initiatives</p>
Faculty Researchers	<p>Support and cultivate diverse and equitable multidisciplinary research centers to lead fields of excellence and improve</p>	<ul style="list-style-type: none"> • Broader diversity of faculty affiliated with new research centers • 100% compliance with 	<ul style="list-style-type: none"> • Support energizing new centers of excellence in emerging fields, with broadly diverse faculty representation, that opens U-M to new research frontiers that align 	<p>Academic Associate Vice Presidents for Research</p> <p>Consultant:</p>

	<p>coordination and collaboration across U-M research centers, institutes, and programs</p>	<p>equity in science plans for OVPR research centers</p>	<p>with external funding trends and internal priorities.</p> <ul style="list-style-type: none"> • Require multidisciplinary research centers to have a plan for promoting inclusive and equitable research and team science and provide consultations around these plans to ensure they follow best practices. • Facilitate discussions with Institute/Center leaders on how to integrate DEI principles more actively into their major research theme areas and prioritize equitable forecasting of future research areas to support. • Facilitate discussion with Institute/Center leaders on broadening participation and enhancing inclusion of DEI themes and broadly diverse U-M researchers, including in particular researchers whose identities are underrepresented in the academy. 	<p>Assistant Vice President for Research – Strategic Initiatives</p>
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Plans for Supporting, Tracking, and Updating the Strategic Plan

The Assistant Vice President for Research - DEI initiatives is the key contact for plan stewardship. The OVPR DEI Program Manager and the OVPR Strategic Planning Advisory Group (SPAG) will assist in tracking and supporting the plan implementation. The SPAG will meet at least monthly to review progress and to make mid-course corrections in our implementation strategies. Eight members of the OVPR Leadership Team will be responsible for the success of specific strategic objectives, implementing the FY24 action steps, and reporting outcomes and progress on metrics. They will each complete an implementation, investment, and progress worksheet that will be reviewed periodically. The AVP for DEI initiatives and DEI Program Manager will conduct the annual review of the plan with all relevant constituencies and gather feedback and suggestions for additional ideas throughout the year. The AVP for DEI initiatives will present to the OVPR Leadership Team a midyear status report on progress in January and a final evaluation of metrics, a list of noteworthy accomplishments, and recommendations for new actions in May.