

# Office of the Vice President for Research (OVPR)

Diversity, Equity, and Inclusion Strategic Plan | FY 25

## 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 capitalizes on the momentum and progress made in DEI 1.0, recognizing 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 allows us to authentically 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 on the basis of race, color, national origin, age, marital status, sex, sexual orientation, gender identity, gender expression, disability, religion, height, weight, or veteran status. 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 OVPR's work: altruism, collaboration, innovation, diversity, equity, ethics, inclusivity, and transparency. 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**

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### **Planning Leads:**

Trachette Jackson, Associate 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

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

Associate Vice President for Research - Health Sciences: Lisa Prosser

Assistant Vice President for Research, Sponsored Projects – Shandra White

### **OVPR Leadership Transition**

OVPR experienced a great deal of change in a very short period. We have a new interim Vice President for Research and Innovation, Arthur (Skip) Lupia, Chief of Staff, Alena Stocking, and Senior Director of Communications, Don Jordan. Strategic objectives that were initially led by AVPs Nick Wigginton, Skip Lupia, and Alex Piazza are now overseen by Jill Jividen and Don Jordan. Our DEI 2.0 Strategic Plan Advisory Group (SPAG) also has new membership. We welcomed AVPs Lisa Prosser and Shandra White while AVPs Kelly Sexton, Jason Owen-Smith, and Julie Lumeng rotated off the SPAG.

# Planning Process Summary and Implementation Highlights

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## PLANNING PROCESS SUMMARY

### Launching DEI 2.0

OVPR initiated the 2023-2024 DEI 2.0 implementation year with a celebration! We launched DEI 2.0 with an in-person, all-staff event with music, refreshments, giveaways, and engaging activities. Our launch celebration culminated in unveiling the plan that will shape OVPR's DEI priorities over the next five years. Our official OVPR DEI 2.0 implementation slogan was also announced: Moving from Words to Actions. Through activities designed to build community, demonstrate the power of diverse thought, and assist with envisioning successful DEI 2.0-unit implementations, the celebration event was an exciting beginning to OVPR's DEI 2.0 Strategic Plan implementation.

Below are examples of headlines that forecast the type of success OVPR staff envisions for DEI 2.0 in five years:

- ❖ Revolutionizing Research to Serve the World: University of Michigan Office of the Vice President for Research leads the way in visionary DEI success, paving the way for inclusive excellence
- ❖ OVPR tops the charts in employee satisfaction & belonging according to the new campus-wide survey
- ❖ OVPR DEI 2.0 plan is highlighted as a template for success for other parts of the university to adopt
- ❖ OVPR implements enhanced accessibility tools across units
- ❖ Record funds awarded to studies of racial inequity
- ❖ Michigan sees success in increasing women-led research to 50%, becoming the first R1 to meet the national goal

### Implementing DEI 2.0

With OVPR staff energized and ready for action, we quickly realized that our plan is only as valuable as a detailed implementation strategy that ensures it is successfully executed. We created an implementation blueprint that includes specific tasks associated with each DEI action and timelines related to deliverables that align with our short and long-term metrics. Each Associate Vice President for Research (AVP) and Executive Director listed as responsible for a DEI 2.0 objective completed and continually updated these implementation tables. They also periodically reported their progress to the Strategic Planning Advisory Group (SPAG) throughout the year.

The OVPR-wide DEI plan includes a strategic objective that requires and provides support for all OVPR units to develop DEI strategic plans. This type of uniformity in structure ensures that we are moving forward together toward common DEI goals while allowing each unit to have a DEI strategy that is specific to the local context. We created a DEI Strategic Planning Toolkit that contains detailed orienting information and guidance for unit plan development. Unit directors and DEI leads attended periodic meetings with the OVPR DEI Program Manager and the Associate Vice President for Research – DEI Initiatives, and all OVPR unit plans were submitted on time.

## LESSONS LEARNED AND KEY TAKEAWAYS

### 1. Mission and Vision

As a new formal area of focus for OVPR, as evidenced by creating an AVP for DEI Initiatives position, it became apparent during the implementation process that OVPR DEI Initiatives needed to articulate a clear mission and vision for our work moving forward.

#### MISSION

Our mission is to create pathways to equity and inclusion throughout our entire research ecosystem at the University of Michigan.

We strive to challenge the status quo, spark breakthrough ideas, and ensure that our mission of catalyzing, supporting, and safeguarding research impacts the world's citizens and serves its entire spectrum.

#### VISION

The OVPR DEI Initiative team envisions Diversity, Equity, and Inclusion (DEI) as the epicenter of innovative research, scholarship, and creative practice.

This vision inspires us to cultivate an environment of inclusive excellence where a multitude of perspectives and talents ignite transformative research and scholarship that equitably benefits our state, national, and global communities.

### 2. Communication

Multiple avenues for communicating updates and providing resources and guidance were necessary to coordinate the execution of our DEI plan across all OVPR units and teams. We released information in the DEI section of our monthly newsletter and OVPR news and implemented a targeted communication strategy for interfacing with our Unit Directors, and DEI leads. We also launched the new Office of the Vice President for Research (OVPR) Diversity, Equity, and Inclusion (DEI) Initiatives web portal. Our new platform is designed to provide a comprehensive resource for fostering diversity, promoting equity, and ensuring inclusion in all aspects of our research community. This site now serves as a hub for information, resources, and updates related to our DEI efforts, reflecting our commitment to creating a more inclusive and equitable environment for all students, faculty, and staff.

### 3. Similarities Outweigh Differences in DEI Strengths Across Units

As part of the DEI planning process for OVPR units, each completed thoughtful analyses of their strengths, weaknesses, opportunities, and threats (SWOT) associated with diversity, equity, inclusion, accessibility, and belonging. Despite the differences in their mission-related work, the SWOT analyses revealed that OVPR units have common DEI strengths. Many of our units reported

that they are proud of their efforts to regularly offer programming and workshops related to DEI topics, to foster a culture of belonging and shared success, and to capitalize on opportunities to infuse DEI principles into daily mission-related work and activities. Below are some examples of DEI strengths across our units:

### OVPR DEI 2.0 - DEI STRENGTHS

DEI Programming	Culture	Infusing DEI
Staff are encouraged and expected to take ongoing DEI training annually.	Staff feel a sense of belonging, expresses job satisfaction, and feels like part of a larger mission.	Staff discuss how to best infuse DEI principles in their work alongside our directors.
Units offer public and internal programming and workshops related to DEI topics on a regular basis.	Everyone’s successes are shared, and there are limited feelings of isolation and siloed work.	Units are moving from having stand-alone DEI activities to embedding DEI into our routine activities.

## YEAR 1 HIGHLIGHTS

### Advancing Research Equity, DEI Scholarship, and Inclusive Innovation

The historical narrative of scientific advancement can perpetuate inequities based on gender, identity, and race. Consequently, this has led to a less diverse and inclusive American research and innovation system that restricts the scope of research objectives and weakens the dissemination of knowledge between science and society. Promoting a research enterprise that prioritizes equity, diversity, and inclusivity is crucial for fostering exceptional, groundbreaking, and influential scholarly outcomes. As part of DEI 2.0, we are proactively identifying, advocating for, and investing in faculty-driven exploration in areas of scientific discovery that impact DEI and address significant societal challenges. Specifically, we administered the OVPR Anti-Racism Grants program. We also integrated DEI principles more actively into our Research Catalyst and Innovation (RCI) theme areas with impressive first-year results, as shown below. Our RCI and Bold Challenges programs implemented revised DEI requirements, including asking applicants to provide details on how their proposed research project/program contributes to U-M's diversity, equity, and inclusion-related objectives. This is also now a final project reporting requirement.

### NAGRPA’s Honoring & Recommitment Ceremony and Celebration

OVPR’s Native American Graves Protection and Repatriation Act (NAGPRA) Office hosted a monumental event that brought together many of the stakeholders with which the U-M NAGPRA Office works, especially its Native Nation Partners. This event included a traditional Anishinaabek Ceremony to recommit doing NAGPRA work in a good way together as relatives with our Native Nation Partners. The event also honored those partners who have guided and supported the U-M NAGPRA Office for the last 14 years. Over 100 guests participated, including Native Nation Partners and Tribal Representatives, state and agency partners, U-M faculty and staff, students, and community members. Attendees were able to enjoy multiple speakers from the University and Tribal Representatives, participate in ceremony, and enjoy a traditional Anishinaabek-style meal together. Relationships were strengthened and built between partners and

stakeholders who have committed to doing NAGPRA work together in kinship moving forward. The true impact of this event cannot be seen, only felt within the prayers and intentions that were set forward for the Ancestors and NAGPRA work.

### **MSI Partnerships Initiative**

OVPR is launching a transformative program to establish equitable, sustainable, and mutually beneficial research collaborations with Minority-Serving Institutions (MSIs). This pioneering initiative aims to enhance faculty research capabilities while reinforcing OVPR's leadership role in fostering equity and excellence through strategic partnerships.

To engage with the evolving priorities of federal funders, which increasingly emphasize collaborations with MSIs, this initiative is committed to preparing faculty for meaningful collaborations with MSI partners. The program also aligns with the Presidential Strategy to Amplify Research and Scholarship, which seeks to create opportunities for U-M researchers to pursue groundbreaking research.

Establishing a specialized team dedicated to serving U-M's tri-campus community is a crucial component of the MSI Partnerships Initiative. This team will provide essential support functions, facilitate bespoke training, offer funding proposal assistance, and foster community building among researchers. This initiative is a testament to OVPR's unwavering commitment to DEI and will play a pivotal role in our comprehensive DEI 2.0 five-year strategic plan.

### **Research Faculty Symposium**

OVPR hosted the first Research Track Faculty Symposium, bringing together faculty members from across the University of Michigan to build community and network while delivering a series of programmatic topics that will support research-track faculty in their career planning and research success. The symposium aligned with OVPR's DEI 2.0 strategic objective to fill a critical institutional support gap and provide a more equitable and inclusive experience for all research scientist track faculty.

Following a successful Research Track Faculty Virtual Town Hall earlier this year, OVPR announced the half-day symposium program, which would address areas of need and interest identified by our research faculty. Symposium sessions included lightning talks on available resources, professional development workshops, a Promotion Q+A session, and a Career Pathways Panel. The symposium created space for open dialogue through multiple open question-and-answer sessions, and research faculty could also submit questions ahead of time.

### **Training and Education**

As part of DEI 2.0, the DEI Initiatives Team introduced DEI Guidance packages to benefit the entire OVPR Community. These packages consist of thoughtful guidelines that help achieve positive outcomes in various areas pertaining to DEI. Each resource bundle consists of a compilation of recommended practices and DEI-focused implementation strategies on topics associated with specific processes, procedures, or areas of operation across OVPR. This initiative represents an unprecedented step for OVPR, and the materials produced have garnered appreciation from the staff. Moreover, U-M units outside of OVPR have also given

positive feedback, acknowledged the value of these resources, and expressed interest in utilizing them for their own internal needs. Current guidance packages include:

- Moving Toward a Common Language – A series that centers around increasing cultural competency around DEI-focused language. Topic areas include Diversity, Equity, and Inclusion, Race & Ethnicity, and Gender Identity, Sexual Orientation, and Gender Expression
- Diverse Staff Retention – A set of tools and resources for retaining broadly diverse staff within OVPR. Resources include quick reference and comprehensive guides associated with Stay Interviews and Performance Management

In addition to guidance packages, the OVPR DEI Initiatives team also released a series of education and training toolkits focused on DEI-related topics as part of DEI 2.0. These DEI toolkits are designed to provide tools and resources to support learning and knowledge expansion around various aspects of diversity, equity, and inclusion.

In our first DEI 2.0 implementation year, we integrated community-wide training opportunities to nurture inclusivity, mitigate biases, and promote inclusive excellence across our units. The offerings included 'Lunch and Learn' sessions on Bystander Intervention and Inclusive Hiring Process training for attendees from all OVPR units.

**MI Hydrogen Initiative - Hydrogen Grand Prix**

In an event co-sponsored by the MI Hydrogen Initiative, 27 eighth-grade students from Henderson Academy in Detroit were the first to build and race model hydrogen cars in a Hydrogen Grand Prix SPRINT Workshop. This effort, a joint initiative supported by OVPR, the School for Environment and Sustainability, and the University of Michigan College of Engineering, is one of many that has made a significant impact on the STEM engagement of Detroit-area students, many of whom are underrepresented minority students.

**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

OVPR Unit	OVPR Staff
Animal Care & Use Office	17
Arts Research and Discovery	1
Biosafety & Controlled Substances	5
Bold Challenges	7



Consulting for Statistics, Computing, and Analytics Research	8
Faculty Honorifics Office	3
Human Research Protection Program	5
Innovation Partnerships	68
Institute for Firearm Injury Prevention	51
Institute for Research on Women and Gender	9
Institutional Review Boards	10
Integrity and Compliance	17
MI Hydrogen Initiative	2
Michigan Institute for Computational Discovery and Engineering	3
Michigan Institute for Data & AI in Society	33
Michigan Program for Advancing Cultural Transformation	5
Office of Research and Sponsored Projects	71
Office of Research Compliance Review	6
Office of the Vice President for Research	49
Opioid Research Institute	5
Public Engagement and Research Impacts	3
Quantum Institute	6
Research Analysis & Data Integration Office	3
Research Foundation Partnerships Office	2
Research Intelligence	2
<b>Total</b>	<b>391**</b>

\*\*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	260	66.5%
Male	131	33.5%
<b>Total</b>	<b>391</b>	<b>100.0%</b>

**OVPR VS. U-M Demographics**

Table 3: Race / Ethnicity from Faculty and Staff Headcount

Race / Ethnicity	OVPR Staff (FY25)	U-M Staff (FY23)	OVPR%	U-M%
American Indian or Alaska Native	1	76	0.3%	0.2%
Asian	39	3008	10.0%	7.2%
Black	23	4386	5.9%	10.4%
Hispanic or Latino	19	1894	4.9%	4.5%
Native Hawaiian or Other Pacific Islander	1	37	0.3%	0.1%
2 or More	6	1136	1.5%	2.7%
White	298	30825	76.2%	73.4%
Not Indicated	4	621	1.0%	1.5%
<i>Underrepresented Minority (URM)*</i>	44	6393	11.3%	15.2%
<i>International</i>	20	3290	5.1%	7.8%
<b>Total</b>	<b>391</b>	<b>42428</b>	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.

Note: URM and International counts are not included in staff totals

**OVPR Hiring Data (FY24)**

Table 4: Applicant Demographic Data

FY24	% of applicant pool	% of interview pool	% of hires
Female	61.1%	65.2%	67.3%
Male	38.9%	34.8%	32.7%
Minority*	37.3%	23.9%	21.2%
White/Race Unknown	62.7%	76.1%	78.8%

\*Minority includes the following: American Indian or Alaska Native, Asian, Black or African American, Hispanic or Latino, Native Hawaiian or Other Pacific Islander.

**U-M Faculty Researcher Demographics (FY24)**

(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	2725	44.4%
Male	3410	55.6%
<b>Total</b>	<b>6135</b>	<b>100.0%</b>

Table 6: Faculty Researchers by Race / Ethnicity

Race / Ethnicity	Faculty Researchers	% of total
American Indian or Alaska Native	14	0.2%
Asian	1292	21.1%
Black or African American	257	4.2%
Hispanic or Latino	236	3.8%
Native Hawaiian or Other Pacific Islander	3	0.05%
2 or More	93	1.5%
White	4133	67.4%
Not Indicated	107	1.7%
<i>Underrepresented Minority (URM)*</i>	<i>510</i>	<i>8.3%</i>
<b>Total</b>	<b>6135</b>	<b>100.0%</b>

\*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.

Note: URM counts are not included in staff totals

**U-M Research Award Demographics (FY22-24)**

(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	Awardees	% of total awardees
Female	759	39.2%
Male	1175	60.8%
<b>Total</b>	<b>1934</b>	<b>100.0%</b>

Table 8: Research Awardees by Race / Ethnicity\*

Race / Ethnicity	Awardees	% of total awardees
American Indian or Alaska Native	5	0.3%
Asian	461	23.8%
Black or African American	62	3.2%
Hispanic or Latino	67	3.5%
Native Hawaiian or Other Pacific Islander	2	0.1%
2 or More	31	1.6%
White	1281	66.2%
Not Indicated	25	1.3%
<i>Underrepresented Minority (URM)</i>	<i>136</i>	<i>7.0%</i>
<b>Total</b>	<b>1934</b>	<b>100.0%</b>

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

Note: URM and International counts are not included in staff totals

Table 9: Research Award Counts by Gender / Sex

Gender / Sex	Federal	Non-Federal	Total	% of awards
Female	693	1036	<b>1862</b>	36.2%
Male	1177	1865	<b>3042</b>	63.8%
<b>Total</b>	<b>1729</b>	<b>3042</b>	<b>4771</b>	<b>100.0%</b>

Table 10: Research Award Counts by Race / Ethnicity

Race / Ethnicity	Federal	Non-Federal	Total	% of awards
American Indian or Alaska Native	1	10	<b>11</b>	0.2%
Asian	494	692	<b>1186</b>	24.9%
Black or African American	38	79	<b>117</b>	2.5%
Hispanic or Latino	59	105	<b>164</b>	3.4%
Native Hawaiian or Other Pacific Islander	1	2	<b>3</b>	0.1%
2 or More	28	44	<b>72</b>	1.5%
White	1233	1927	<b>3160</b>	66.2%
Not Indicated	16	42	<b>58</b>	1.2%
<i>Underrepresented Minority (URM)</i>	<i>99</i>	<i>196</i>	<i><b>295</b></i>	<i>6.2%</i>
<b>Total</b>	<b>1870</b>	<b>2901</b>	<b>4771</b>	<b>100.0%</b>

Note: URM and International counts are not included in staff totals

**Faculty Honorifics Office (FHO) VS. U-M Ann Arbor Faculty Data (FY24)**

(For this purpose, faculty is defined as tenured and tenure-track, regular instructional not on track, lecturer, regular clinical instructional faculty, research faculty/librarian/curator/archivist, supplemental instructional faculty, supplemental primary faculty, emeritus/a faculty on the U-M Ann Arbor campus [excluding Hospital]).

Table 11: FHO Nominees by Gender / Sex

Gender / Sex	FHO Nominees	FHO%	U-M Ann Arbor Faculty	U-M Ann Arbor%
Female	28	55.6%	3658	46.8%
Male	35	44.4%	4150	53.2%
<b>Total</b>	<b>63</b>	<b>100.0%</b>	<b>7808</b>	<b>100.0%</b>

\*This U-M faculty data will be updated as FY 2024 information becomes available

Table 12: FHO Nominees by Race / Ethnicity

Race / Ethnicity	FHO Nominees	FHO%	U-M Ann Arbor Faculty	U-M Ann Arbor%
American Indian or Alaska Native	0	0.0%	24	0.3%
Asian	4	6.35%	1267	16.2%
Black or African American	6	9.52%	333	4.3%
Hispanic or Latino	3	4.76%	308	3.9%
Native Hawaiian or Other Pacific Islander	0	0.0%	4	0.1%
2 or More	0	0.0%	130	1.7%
White	49	77.78%	5251	67.3%
Not Indicated	1	1.59%	127	1.6%
<i>International*</i>	<i>N/A</i>	<i>N/A</i>	364	4.7%
<b>Total</b>	<b>63</b>	<b>100.0%</b>	<b>7808</b>	<b>100.0%</b>

\*U-M faculty data includes a category for non-U.S. citizens in terms of their race/ethnicity data.

**OVPB Engagement Activity Data**

We collected data on several DEI-focused engagement activities that were offered to OVPB staff during our first implementation year:

- In September, a policy was implemented mandating completion of the OVPB Inclusive Hiring Process training for all individuals who will sit on selection committees or hiring teams. Since policy implementation, OVPB has successfully ensured 100% compliance with the new policy, with over 150 staff members trained.

- In February, 91 OVPR staff members attended the ORSP-sponsored implicit bias awareness training session. Dr. Bryant Marks, a U-M alum and founder of the National Training Institute on Race and Equity (NTIRE), delivered an interactive, dynamic, and exceptionally well-researched presentation that included an in-depth exploration of multiple facets of implicit bias from NTIRE's Brake Your Bias curriculum.
- From January to June, OVPR conducted "Lunch and Learn" sessions of "Change It Up!", a bystander intervention course. The course utilizes a four-stage model to encourage discussion and practice of bystander intervention skills within the OVPR community. The sessions had a strong turnout and received overwhelmingly positive feedback from attendees.

Data analysis also shows that the most common DEI activity among OVPR units was "DEI-focused Departmental or Unit Meeting." Activities such as symposia, focus groups, town halls, and strategic communications were less frequent but still impactful. This indicates a strong emphasis on internal departmental meetings as a primary method for DEI-centered engagement within our units. Educational efforts (training and lectures/guest speakers) and feedback mechanisms (surveys) are also represented, contributing to a multifaceted approach to active, unit-specific DEI engagement.

The collected data also outlined the constituencies served by unit-level activities. Staff were the most commonly served constituency, appearing as the group served in the vast majority of engagement activities. Efforts frequently engaged multiple groups simultaneously, such as faculty, undergraduate and graduate students, the local community, and more. Some activities reached both unit-wide and campus-wide audiences. Engagements categorized as "Other" were generally more inclusive and reached beyond the local community. Overall, there was a comprehensive push to engage a broad spectrum of groups, both within and occasionally external to the university.

### **OVPR Unit SWOT Analysis Data**

Our OVPR Unit SWOT Analysis process revealed many promising opportunities for organizational growth in DEI. OVPR units have clear potential to improve workspace accessibility, integrate DEI values more deeply into their mission, and promote increased collaboration. These endeavors are complemented by the possibility of recruiting a broadly diverse staff population through intentional outreach. Although there are gaps in DEI education and feedback mechanisms, they also present opportunities for significant progress and innovation. Limitations of time, resources, and data emphasize the significance of strategic prioritization and resourcefulness. OVPR's ability to promote a more inclusive workplace culture has been strengthened by the expansion of DEI resources and educational opportunities and the active engagement of our units in implementing DEI strategies. By working together and staying committed, we can convert these challenges into stepping-stones that pave the way for a more diverse, equitable, and inclusive future.

### **OVPR Unit DEI 2.0 Planning Satisfaction Data**

The strategic planning support provided by the DEI Initiatives team has garnered extremely positive feedback with 100% of respondents being Very Satisfied or Satisfied with the overall DEI 2.0 unit planning process. Planning materials were praised for being well-executed and user-friendly, aiding in efficient information gathering and SWOT analysis for strategic exercises. The overall planning process received recognition for its well-organized structure, and both AVP Jackson and DEI Program Manager Ervin are

commended for their consistent support and appropriately timed check-ins. The feedback also acknowledges explicitly the positive impact of AVP Jackson, noting that her involvement has significantly improved the planning processes and created a more equitable environment.

For some units, the strategic planning process also served as a valuable team-building exercise, enhancing the team's cohesion and understanding of each other as they worked on their DEI plan. However, in other units, challenges included disengagement and heavy workloads that prevented the process from being as successful as possible. The helpfulness and responsiveness of the DEI Initiatives team at OVPR are acknowledged in this context.

Overall, the unit planning initiative progressed with remarkable success. Insights for enhancement, derived from the satisfaction survey, will be seamlessly integrated into the onboarding protocol for new units entering the OVPR unit planning framework.

### **DEI Web Portal Analytics Data**

**User Engagement:** The average time spent on pages in the DEI Web Portal has significantly increased: it rose from 47 seconds before the web portal launch to 2 minutes and 10 seconds. This indicates improved user engagement with the new site's content.

**Engaged Sessions:** On the Diversity, Equity, and Inclusion (DEI) pages specifically, 62% of the sessions qualify as engaged sessions. This is a good sign, indicating that most visits to these pages are longer in duration and include a key event, such as clicking on a link or visiting multiple pages.

Overall, the post-launch data suggest a positive shift in engagement on the new site, with hugely improved time spent on pages and a healthy percentage of engaged sessions on DEI pages. This could indicate more compelling content and better site design post-launch that resonates well with visitors.

### **Existing OVPR Programs Focused on Diversity, Equity, and Inclusion**

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 three cycles of the ARG, OVPR awarded nearly \$500,000 in [2021-cycle 1](#), \$450,000 in [2022-cycle 2](#), and \$448,775 in [2023-cycle 3](#) to support 23 interdisciplinary research teams.

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.

### **Faculty Honorifics**

In FY24, the OVPR Faculty Honorifics Office (FHO) launched its inaugural campaigns to solicit recommendations for prestigious honorifics, extending two university-wide invitations in February and May. These invitations were sent to deans, directors, department chairs, campus-wide DEI Implementation Leads, and a curated group of faculty members. Creating university-wide calls for candidates was one feature of our commitment to make the nomination process for these awards more public and transparent.

In total, 73 nominations (for 66 individual faculty members) from across the schools and colleges were submitted by FHO for prestigious awards and prizes in FY24. (Some faculty members were nominated for more than one opportunity, but for this evaluation, they are counted once). An annual checkup revealed that FHO's nominations across numerous dimensions were equitable. Although the proportions of Hispanic/Latino and Black/African American faculty nominations were all higher than their university faculty proportions to varying degrees, there was a noticeable gap in nominations for Asian faculty in FY24 (see Table 12). Moving forward, the FHO will continue to conduct annual checkups to ensure that honorific nominations represent the full diversity of U-M's faculty body across multiple dimensions and make programmatic adjustments as needed." In addition to its own nominations, FHO works with unit- and department-level nomination processes to continue to expand and broadly diversify the faculty they put forward for prestigious awards. Those nominations were not included in this analysis.

### **Block Grant Program**

Research Catalyst and Innovation (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 support funding categories identified as high-need areas for 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.

As of December 2023, RCI and Bold Challenges programs implemented revised DEI requirements: As part of the project application requirement at submission, applicants are asked to provide details on how their proposed research project/program contributes to U-M's diversity, equity, and inclusion-related objectives; final reporting requirements include requests for more information on how the funded research project/program contributed to U-M's diversity, equity, and inclusion-related objectives.

### **Bold Challenges**

#### **Boost Program**

Seed funding was awarded to eight Boost teams in Fall 2023, and all teams were required to report on how their proposed research related to DEI efforts. Project highlights include:

- A project that includes a co-created and co-led Community Tech Worker program with the University of Michigan and Jefferson East Inc., a Detroit community development organization. The program hopes to engage with residents and service providers to



understand how a university-community partnership can be a long-term, mutually beneficial endeavor and demonstrate a responsible model for engaging in the Detroit community, specifically in supporting small (and in many cases black-owned) businesses.

- A team that researches how race, ethnicity, sexual orientation, gender presentation, and other axes of inequality influence disproportionate rates of sexual and gender-based violence in university contexts and society at large.
- A project that studies passive cooling strategies to reduce the burden of heat stress in communities adversely affected by heat in Africa and South America. The research aims to improve the health and well-being of residents of the study areas in low-income neighborhoods and settlements, which have highly limited access to financial resources and technical assistance and are disproportionately women, immigrants, ethnic minorities, and vulnerable populations.

### **Accelerate Program**

Seed funding was awarded to nine Accelerate teams from June 2023 to June 2024, and all teams were required to report on how their proposed research related to DEI efforts. Project highlights include:

- The submission of a successful \$5M grant proposal to the NSF Global Center for Climate Change Impacts on Transboundary Waters. More than half of this award is allocated to supporting Indigenous communities for climate change resilience, including efforts to improve the quality of information available to Tribal nations, especially for adaptive actions concerning coastal and coastal-affected ecosystems in the Great Lakes region.
- The submission of a successful proposal for a \$100K Planning Grant from NSF GRANTED to design a collaborative fellowship program with seven other institutions, including R1, R2, D/PU, M2, MSI, HBCU, HSI, PWI, public, private, small, medium, large, rural, suburban, and urban institution types. This effort will demonstrate and advance a scalable approach to growing and enriching research capacity at emerging institutions and broaden the participation of, in particular, underrepresented and/or marginalized researchers in Architecture and STEM.

## **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 but continues to increase as we move into DEI 2.0 (65.6% female in 2016; 66.5% in FY24). It is also important to note that variations between units and amongst different employee groups are substantial. 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. 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 Program Manager Ervin) to pilot, revise, and formally require equity and inclusion-oriented approaches to recruitment and hiring for all OVPR units.
- Develop, communicate, and share recommended practices for diverse staff retention.

**KEY FINDING:** During DEI 1.0, our analysis of staff hiring data showed that 36.5% of the OVPR applicant pool were male, while 29.9% were BIPOC. Out of the applicant percentages, only 26.2% of BIPOC and 29.9% of male candidates reached the interview pool. In the first year of implementing DEI 2.0, OVPR experienced growth in the diversity of its job applicant pool. There was a 2.4% increase in male applicants, bringing their total to 38.9%. Additionally, applicants who identify as Black, Indigenous, and People of Color (BIPOC) increased by 7.4%, reaching 37.3%. These data indicate early success in promoting inclusivity in job postings. Of those applicant percentages, 34.8% of male applicants reached the interview phase, showing a 4.9% increase. However, the interview phase saw a decline in BIPOC applicants, with only 23.9% moving forward.

**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 execution of the inclusive hiring processes is as effective as possible and whether any additional changes are needed to further promote diversity, equity, and inclusion.

**KEY FINDINGS:**

- Underrepresented minority (URM) faculty make up an overwhelmingly low percentage (8.3%) of U-M faculty researchers (see Table 5).
- URM faculty researchers with research awards (listed as contact PI) make up an even lower percentage (7.0%) (see Table 8).

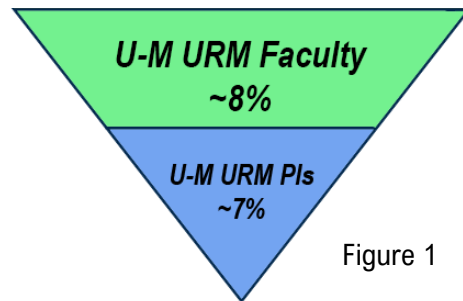


Figure 1

**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 Fall 2023 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.



Figure 2

**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 our 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 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 and consider hosting events similar to the faculty symposium.

## Strategic Objectives, Measures of Success, and Action Plans\*

**Introduction:** The OVPR plan covers over 380 staff members in over 30 units and initiatives and over 6,100 faculty that comprise U-M's community of researchers, scholars, and creative practitioners. The strategic objectives needed to further the university-wide diversity, equity, and inclusion goals 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 and 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 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 that go beyond standard academic metrics to include students who demonstrate their excellence in distinctive ways.
- Partner with the Undergraduate Research Opportunity Program (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.

**Primary DEI Goal:** Diversity

## **FACULTY RESEARCHERS** (Research-Track Faculty)

### **Strategic Objective 2:**

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.
- Meet with stakeholders from units with research faculty and gauge whether developing a template MOU at the time of an initial research faculty appointment would provide value to stakeholder units.
- Facilitate, promote, and support a bi-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 3:**

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 recommended practices.
- 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; Inclusion**

**Strategic Objective 4:**

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 recommended practices for retaining 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 recommended practices for handling retention cases.
- Institute a formal policy requiring exit interviews.
- Provide support materials and recommended practices for conducting exit interviews.
- Review exit-interview data annually to inform policy change.

**Primary DEI Goal:** Diversity; Inclusion

## **PROCESS (Create an Equitable and Inclusive Campus Climate)**

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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 an annual audit of OVPR-supported nominations across all units, in efforts to ensure that honorific nominations represent the full diversity of U-M's faculty body across multiple dimensions and make programmatic adjustments where needed.
- Create an equitable process for campus-wide calls and selection of nominees for high-prestige external honorifics.

**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.
- Create faculty proposal and award profiles for the cross-cutting areas defined by the Internal Review Report that describe key characteristics for each area, including types of funders, proposal sizes, success rates, and indirect cost rates.
- Review funding processes to ensure they follow best practices for mitigating bias.
- Review OVPR support mechanisms designed for researchers to ensure equity for all demographics.
- Provide U-M units with data to raise awareness and encourage informed unit- and disciplinary-based action around inequities in the research enterprise more broadly. This data may include potential mechanisms for any potential inequity found in faculty funding portfolios or in non-research spending indicators such as publication trajectories.

**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 practice stipulating 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 across OVPR units



**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" educational tools and resources 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 descriptions across OVPR to ensure we have an accurate summary of work for each employee.
- Review job classifications annually and use them in the performance evaluation process.

**Primary DEI Goal:** Equity

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

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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, authentically 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, interdisciplinary 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-scale grant teams

#### **Actions:**

- Educate faculty about equitable team science and develop recommended practices to achieve it.
- Develop network measures based on collaboration embeddings to determine the current degree of network closure both across/within the embedded knowledge space and the university's established units.
- 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 and implement recruitment marketing materials and messaging that support the university's commitment to diversity, equity, and inclusion.

**Metrics:**

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

**Actions:**

- Employ tracking tools and easy-to-understand dashboards for all OVPR staff to use.
- Continue to share all OVPR output with the entire OVPR communications and marketing teams to ensure all output has been examined against a broadly diverse set of DEI perspectives.
- Remain aware of the DEI potential in each video and larger article we produce by seeking research success stories that continue to show a broadly diverse set of researchers behind them and that attempt to solve a real-world problem that exemplifies an awareness of DEI-friendly solutions.
- Showcase the work of the OVPR DEI Initiatives team with communications materials that highlight broadly diverse faculty and staff experiences, inclusive campus initiatives, and the value of a broadly diverse workforce.
- Reach out to other OVPR teams (i.e., RADIO) to gather detailed facts and figures to help solidify the need for our work and the breadth of diversity of those behind it.

**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 Fellowship program
- Range and breadth of types of public engaged projects supported by the Faculty Fellowship program

**Actions:**

- Develop and deliver skill-building opportunities for faculty, including through stand-alone and multi-session 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.
- Collaborate with the Minority-Serving Institutions (MSI) Partnerships Initiative to develop, plan, and implement efforts to build faculty capacity to partner ethically, effectively, and equitably with researchers based at key MSI institutions.

**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 review RCI Grant Portfolio to explore emerging topics for Theme Grants and integrate DEI principles into all new grant programs.
- Develop tools to identify U-M research related to societal challenges (e.g., sustainability, civil society, and democracy).
- Build, test, and produce initial findings on the overall structure of the university's collaboration network and its relationship to university knowledge space clusters.
- Build faculty-to-faculty collaboration graphs based on multiple relationship measures such as co-authorship and grants.
- Develop tools for vector embedding, allowing analysis of current collaboration clusters and potential for future collaboration.
- Engage unit research associate deans (RADs) to explore DEI-related aspects of research objectives units choose to pursue to achieve the university-wide research goals.

**Primary DEI Goal:** Inclusion

**Strategic Objective 5:**

Support and cultivate broadly diverse and equitable Interdisciplinary Research Centers and Institutes through improved coordination and collaboration via the Council of Interdisciplinary Centers and Institute Directors

**Metrics:**

- Broader diversity of faculty affiliated with new research centers
- Number of DEI-focused discussions with Institute and Center leaders
- Number of DEI themes in Institute and Center research project areas

**Actions:**

- Facilitate discussions with Institute and Center leaders through the Council of Interdisciplinary Research Center and Institute Directors on best practices 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 and Center leaders on broadening participation and enhancing inclusion of DEI themes and broadly diverse U-M researchers, particularly researchers whose identities are underrepresented in the academy.

**Primary DEI Goal:** Diversity and Inclusion

**Strategic Objective 6:**

Support and cultivate diverse and equitable Interdisciplinary Research Centers to lead fields of excellence and improve coordination and collaboration across OVPR 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 OVPR interdisciplinary 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.

**Primary DEI Goal:** Diversity and Inclusion

**Strategic Objective 7:**

Lay a foundation for equitable, sustainable, and mutually beneficial research partnerships between the University of Michigan and Minority-Serving Institutions

**Metrics:**

- Number of current and newly formed collaborative partnerships (institutions and faculty)
- Number of current and new publications with MSI partners
- Number of current and new grant submissions with MSI partners
- Number of current and new grants awarded with MSI partners
- Number of workshop participants

**Actions:**

- Develop a data system that captures existing partnerships and conduct an initial analysis of the current landscape.
- Identify metrics for generating a subset of potential partners.
- Develop & host faculty education/training workshops.
- Formalize internal partnerships with relevant U-M stakeholders.
- Establish liaison roles and relationships with key MSIs.

**Primary DEI Goal:** Diversity and Inclusion

## Goal-related Metrics – OVPR Measures Tracked Over Time

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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 OVPR
  - Assessment of semantic aspects of the general climate in OVPR
  - Assessment of semantic aspects of the DEI climate in OVPR
  - Feeling valued in OVPR
  - Feelings of belongingness in OVPR
  - Assessment of work unit commitment to diversity, equity, and inclusion
  - Perceptions of equal opportunity for success in OVPR
  - Feeling able to perform up to full potential in OVPR
  - Feelings of professional growth in OVPR
  - Feelings of discrimination in OVPR

### 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	Increased diversity in applicant pools, interview pools, and selected participants in the Stamps Scholars Program	<ul style="list-style-type: none"> <li>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.</li> <li>Develop and utilize selection criteria for Stamps scholars that go beyond standard academic metrics to include students who demonstrate their excellence in distinctive ways.</li> <li>Partner with the Undergraduate Research Opportunity Program (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.</li> </ul>	<p><b>Associate Vice President for Research - Social Sciences, Humanities, and the Arts</b></p> <p>Contributor: Associate Vice President for Research - DEI Initiatives</p>

Faculty Researchers (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"> <li>• # of participants in the peer mentoring program</li> <li>• level of satisfaction with the peer mentoring program</li> <li>• 100% compliance with the MOU policy</li> <li>• # of participants in the research-track faculty engagement event and professional development workshops</li> <li>• level of satisfaction with the research-track faculty engagement event and professional development workshops</li> </ul>	<ul style="list-style-type: none"> <li>• Create and implement a peer mentoring program for all new research-track faculty hires.</li> <li>• Meet with stakeholders from units with research faculty and gauge whether developing a template MOU at the time of an initial research faculty appointment would provide value to stakeholder units.</li> <li>• Facilitate, promote, and support a bi-annual gathering of research scientists with AVP/VPR presence to: <ul style="list-style-type: none"> <li>○ provide information about career pathways.</li> <li>○ showcase faculty research.</li> <li>○ recognize and celebrate promotions and award recipients.</li> <li>○ discuss challenges and concerns.</li> </ul> </li> <li>• Develop and promote skill-building and professional development workshops.</li> </ul>	<p><b>Associate Vice President for Research - Health Sciences</b></p> <p>Consultant: Associate Vice President for Research - DEI Initiatives</p>
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"> <li>• 100% compliance with the adoption of Inclusive Hiring practices</li> <li>• 100% compliance with Inclusive Hiring and unconscious bias in recruiting training</li> <li>• Increased overall diversity in applicant pools, interview pools, and hiring yield</li> </ul>	<ul style="list-style-type: none"> <li>• Review, update, and share the OVPR Inclusive Hiring Process Guidance and require all OVPR units to adhere to the recommended practices.</li> <li>• 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.</li> </ul>	<p><b>Executive Director, Business Operations</b></p> <p>Contributors: Associate 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"> <li>• Increased overall staff retention</li> <li>• Increased number of opportunities for professional development (increased volume of programming, allotment of opportunities per person)</li> <li>• Increased satisfaction with climate and culture in OVPR</li> <li>• Increased level of DEI competency in OVPR leaders</li> <li>• Collection of data related to staff retention and implementation of actions based on data analysis</li> </ul>	<ul style="list-style-type: none"> <li>• Develop, communicate, and share recommended practices for retaining a broadly diverse staff.</li> <li>• Design a series of mini-courses for unit directors and upper-level managers that have both leadership and DEI training components.</li> <li>• Compile a suite of DEI resources and educational materials for our unit DEI committees and staff that go beyond unconscious bias training.</li> <li>• Develop a process for documenting post-notice retention efforts and develop recommended practices for handling retention cases.</li> <li>• Institute a formal policy requiring exit interviews.</li> <li>• Provide support materials and recommended practices for conducting exit interviews.</li> <li>• Review exit-interview data annually to inform policy change.</li> </ul>	<p><b>Executive Director, Business Operations</b></p> <p>Contributors: Associate Vice President for Research - DEI Initiatives; OVPR DEI Program Manager</p>
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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"> <li>Increased overall diversity of nominees for honorific awards and prizes</li> <li>Increased overall diversity of recipients of honorific awards and prizes</li> </ul>	<ul style="list-style-type: none"> <li>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.</li> <li>Conduct an annual audit of OVPR-supported nominations across all units, in efforts to ensure that honorific nominations represent the full diversity of U-M's faculty body across multiple dimensions and make programmatic adjustments where needed.</li> <li>Create an equitable process for campus-wide calls and selection of nominees for high-prestige external honorifics.</li> </ul>	<p><b>Director, Faculty Honorifics</b></p> <p>Contributors: Associate Vice President for Research - DEI Initiatives</p>
Faculty Researchers	Begin a multi-year process to identify and address inclusion and equity issues associated with institutional spending in OVPR	<ul style="list-style-type: none"> <li>Generation of reports, additional materials, and actions based on data collection and analysis</li> <li>Increased diversity, broadly defined, of OVPR-funded researchers</li> </ul>	<ul style="list-style-type: none"> <li>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.</li> <li>Create faculty proposal and award profiles for the cross-cutting areas defined by the Internal Review Report that describe key characteristics for each area, including types of funders,</li> </ul>	<p><b>Associate Vice President for Research - Institutional Capabilities and Research Intelligence;</b> <b>Academic Associate Vice Presidents for Research;</b> <b>Executive Director, Research Development</b></p>

			<p>proposal sizes, success rates, and indirect cost rates.</p> <ul style="list-style-type: none"> <li>• Review funding processes to ensure they follow best practices for mitigating bias.</li> <li>• Review OVPR support mechanisms designed for researchers to ensure equity for all demographics.</li> <li>• Provide U-M units with data to raise awareness and encourage informed unit- and disciplinary-based action around inequities in the research enterprise more broadly. This data may include potential mechanisms for any potential inequity found in faculty funding portfolios or in non-research spending indicators such as publication trajectories.</li> </ul>	
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"> <li>• 100% compliance with new policy</li> <li>• Increased broad demographic diversity of researchers involved in OVPR-funded activities</li> <li>• Increased DEI-related themes in OVPR-funded activities</li> </ul>	<ul style="list-style-type: none"> <li>• Institute a formal practice stipulating that a statement addressing DEI principles is required to receive OVPR funding.</li> </ul>	<p><b>Academic Associate Vice Presidents for Research;</b></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"> <li>• 100% compliance with DEI plan development</li> <li>• Satisfaction with support and resources provided for DEI plan development</li> <li>• Increased satisfaction with climate and culture in OVPR units</li> </ul>	<ul style="list-style-type: none"> <li>• Require and provide support for all units to develop structured DEI strategic plans that align with our overarching plan.</li> </ul>	<b>Associate Vice President for Research - DEI Initiatives; OVPR DEI Program Manager</b>
OVPR Staff	Develop resources that foster cross-pollination of strategies that enhance inclusion and belonging	<ul style="list-style-type: none"> <li>• 100% compliance with DEI reporting</li> <li>• Increased overall awareness of DEI efforts across OVPR</li> <li>• Identification and implementation of successful practices across OVPR units</li> </ul>	<ul style="list-style-type: none"> <li>• Refine and broaden the use of the online tool for units to report DEI engagement and/or assessment activities.</li> <li>• Promote awareness of our units' DEI efforts and identify successful, scalable practices to implement OVPR-wide.</li> </ul>	<b>Associate Vice President for Research - DEI Initiatives; OVPR DEI Program Manager</b>  Contributor: Senior Director, Research 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"> <li>• Number of participants and repeat participants in engagement activities</li> <li>• Production/distribution of educational materials to introduce/socialize the Culture of Thinking philosophy</li> </ul>	<ul style="list-style-type: none"> <li>• Formalize staff engagement opportunities.</li> <li>• Develop a new series of "Culture of Thinking" materials for OVPR staff.</li> </ul>	<b>Associate Vice President for Research - DEI Initiatives; OVPR DEI Program Manager</b>

OVPR Staff	Initiate a multi-year process to uncover, understand, and address systemic job classification, work distribution, and pay equity issues in our current policies	<ul style="list-style-type: none"> <li>• 100% compliance with updating OVPR job classifications</li> </ul>	<ul style="list-style-type: none"> <li>• Support and facilitate the unit-level review and update of job descriptions across OVPR to ensure we have an accurate summary of work for each employee.</li> <li>• Review job classifications annually and use them in the performance evaluation process.</li> </ul>	<p><b>Executive Director, Business Operations</b></p> <p>Contributor: OVPR DEI Program Manager</p>
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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, interdisciplinary research teams to promote equitable team science	<ul style="list-style-type: none"> <li>• Increased awareness and utilization of training tools and resources (web traffic/click rates)</li> <li>• Reduced homophily and tie strength in U-M collaboration network maps</li> <li>• 100% compliance with equity in science plans for large-scale grant teams</li> </ul>	<ul style="list-style-type: none"> <li>• Educate faculty about equitable team science and develop recommended practices to achieve it.</li> <li>• Develop network measures based on collaboration embeddings to determine the current degree of network closure both across/within the embedded knowledge space and the university's established units.</li> <li>• Require large-scale grant teams supported by OVPR to have a plan for promoting inclusive and equitable research and team science and provide</li> </ul>	<p><b>Executive Director, Research Development</b></p> <p><b>Associate Vice President for Research - Institutional Capabilities and Research Intelligence</b></p> <p>Contributors: Associate Vice President for Research</p>

			<p>consultations around these plans to ensure they follow best practices.</p>	<p>- Clinical and Human Subjects Research (Michigan Institute for Clinical &amp; Health Research)</p> <p>Consultants: Associate Vice President for Research - DEI Initiatives; Academic Associate Vice Presidents for Research</p>
Faculty Researchers	<p>Develop and implement recruitment marketing materials and messaging that support the university's commitment to diversity, equity, and inclusion</p>	<ul style="list-style-type: none"> <li>• Increased number and types of communications</li> <li>• Increased number of schools, colleges, and units that receive communications</li> </ul>	<ul style="list-style-type: none"> <li>• Employ tracking tools and easy-to-understand dashboards for all OVPR staff to use.</li> <li>• Continue to share all OVPR output with the entire OVPR communications and marketing teams to ensure all output has been examined against a broadly diverse set of DEI perspectives.</li> <li>• Remain aware of the DEI potential in each video and larger article we produce by seeking research success stories that continue to show a broadly diverse set of researchers behind them and that attempt to solve a real-world problem that exemplifies an awareness of DEI-friendly solutions.</li> <li>• Showcase the work of the OVPR DEI Initiatives team with communications materials that highlight broadly diverse</li> </ul>	<p><b>Senior Director, Research Communications</b></p> <p>Consultants: Associate Vice President for Research - DEI Initiatives; Associate Vice President for Research - Institutional Capabilities and Research Intelligence</p>

			<p>faculty and staff experiences, inclusive campus initiatives, and the value of a broadly diverse workforce.</p> <ul style="list-style-type: none"> <li>Reach out to other OVPR teams (i.e., RADIO) to gather detailed facts and figures to help solidify the need for our work and the breadth of diversity of those behind it.</li> </ul>	
Faculty Researchers	Strengthen and expand faculty capacity for public engagement and societal impact research	<ul style="list-style-type: none"> <li>Increased awareness and utilization of tools and resources (web traffic/click rates)</li> <li># of participants in workshops/skill-building activities</li> <li>Self-reflection survey results</li> <li># of applicants for the Public Engagement Faculty Fellowship</li> <li># of applicants for public engagement project support via the Faculty Fellowship program</li> <li>Range and breadth of types of public engaged projects supported by the Faculty Fellowship program</li> </ul>	<ul style="list-style-type: none"> <li>Develop and deliver skill-building opportunities for faculty, including through stand-alone and multi-session 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.</li> <li>Collaborate with the Minority-Serving Institutions (MSI) Partnerships Initiative to develop, plan, and implement efforts to build faculty capacity to partner ethically, effectively, and equitably with researchers based at key MSI institutions.</li> </ul>	<p><b>Director, Public Engagement and Research Impacts</b></p> <p>Contributors: Executive Director, Research Development</p> <p>Consultant: Associate Vice President for Research - DEI Initiatives</p>

Faculty Researchers	Identify, advocate for, and invest in faculty-driven exploration in areas of scientific discovery that impact DEI and address major societal challenges	<ul style="list-style-type: none"> <li>• Number of researchers supported by theme grants</li> <li>• Validation of domain expertise and clusters generated</li> </ul>	<ul style="list-style-type: none"> <li>• Bi-annually review RCI Grant Portfolio to explore emerging topics for Theme Grants and integrate DEI principles into all new grant programs.</li> <li>• Develop tools to identify U-M research related to societal challenges (e.g., sustainability, civil society, and democracy).</li> <li>• Build, test, and produce initial findings on the overall structure of the university's collaboration network and its relationship to university knowledge space clusters.</li> <li>• Build faculty-to-faculty collaboration graphs based on multiple relationship measures such as co-authorship and grants.</li> <li>• Develop tools for vector embedding, allowing analysis of current collaboration clusters and potential for future collaboration.</li> <li>• Engage unit research associate deans (RADs) to explore DEI-related aspects of research objectives units choose to pursue to achieve the university-wide research goals.</li> </ul>	<p><b>Associate Vice President for Research - Social Sciences, Humanities, and the Arts (RCI Program);</b>  <b>Associate Vice President for Research - Institutional Capabilities and Research Intelligence</b></p> <p>Consultants:  Associate Vice President for Research - DEI Initiatives</p>
Faculty Researchers	Support and cultivate diverse and equitable Interdisciplinary Research Centers and Institutes through improved coordination	<ul style="list-style-type: none"> <li>• Broader diversity of faculty affiliated with new research centers</li> <li>• Number of DEI-focused discussions with</li> </ul>	<ul style="list-style-type: none"> <li>• Facilitate discussions with Institute and Center leaders through the Council of Interdisciplinary Research Center and Institute Directors on best practices to integrate DEI principles more actively into their major research theme areas</li> </ul>	<p><b>Academic Associate Vice Presidents for Research</b></p>



	and collaboration via the Council of Interdisciplinary Centers and Institute Directors	<p>Institute and Center leaders</p> <ul style="list-style-type: none"> <li>• Number of DEI themes in Institute and Center research project areas</li> </ul>	<p>and prioritize equitable forecasting of future research areas to support.</p> <ul style="list-style-type: none"> <li>• Facilitate discussion with Institute and Center leaders on broadening participation and enhancing inclusion of DEI themes and broadly diverse U-M researchers, particularly researchers whose identities are underrepresented in the academy.</li> </ul>	
Faculty Researchers	Support and cultivate diverse and equitable Interdisciplinary Research Centers to lead fields of excellence and improve coordination and collaboration across OVPR Research Centers, Institutes, and Programs	<ul style="list-style-type: none"> <li>• Broader diversity of faculty affiliated with new research centers</li> <li>• 100% compliance with equity in science plans for OVPR research centers</li> </ul>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• Require OVPR interdisciplinary 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.</li> </ul>	<b>Academic Associate Vice Presidents for Research</b>
Faculty Researchers	Lay a foundation for equitable, sustainable, and mutually beneficial research partnerships between the University of Michigan and Minority-Serving Institutions	<ul style="list-style-type: none"> <li>• # of current and newly formed collaborative partnerships (institutions and faculty)</li> <li>• # of current and new publications with MSI partners</li> <li>• # of current and new grant submissions with MSI partners</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a data system that captures existing partnerships and conduct an initial analysis of the current landscape.</li> <li>• Identify metrics for generating a subset of potential partners.</li> <li>• Develop &amp; host faculty education/training workshops.</li> <li>• Formalize internal partnerships with relevant U-M stakeholders.</li> </ul>	<b>Associate Vice President for Research - DEI Initiatives; Assistant Director, MSI Partnerships Initiative</b>

		<ul style="list-style-type: none"><li>• # of current and new grants awarded with MSI partners</li><li>• # of workshop participants</li></ul>	<ul style="list-style-type: none"><li>• Establish liaison roles and relationships with key MSIs.</li></ul>	
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## Plans for Supporting, Tracking, and Updating the Strategic Plan

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The Associate Vice President (AVP) for Research - DEI initiatives is the key contact for plan stewardship. The DEI Initiatives Team 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. Nine members of the OVPR Leadership Team will be responsible for the success of specific strategic objectives, implementing the FY25 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.