Institute for Social Research (ISR) DEI 1.0 (2016-2021)
Strategic Plan: Overview of DEI 1.0 Efforts

As part of the Diversity, Equity, and Inclusion (DEI) 1.0 Strategic Planning Process (2016-2021), over 50 University of Michigan (U-M) units regularly reviewed and updated their DEI plans to reflect both progress toward constituent goals and any newly identified opportunities and challenges.

The DEI 1.0 evaluation year provided the opportunity to assess longer-term measures in:

- Demographic composition within ISR and campus over time
- Shifts in climate and key indicators of equity across all populations
- Impact of DEI 1.0 efforts and initiatives

Herein, we will focus on the impact of ISR’s DEI 1.0 efforts and initiatives, processes, policies, and practices that have been formalized as a result of DEI 1.0 (2016-2021) to make ISR a more diverse, equitable, and inclusive community, and opportunities for improvement. We also include some suggestions that we’ve heard thus far from the ISR community that we should include in DEI 2.0, the next DEI Strategic Planning Process.

The University provided a framework for measuring DEI 1.0 efforts in three domains:

- **People**: Recruitment, Retention, and Success
- **Process**: Inclusive and Equitable Climate
- **Products**: Innovative and Inclusive Education, Scholarship, and Research

Recruitment, Retention, and Success (People Domain)

**Most Positive Impact: HR Recruiting and Hiring Toolkit**

A key goal in ISR’s DEI 1.0 plan was to increase the diversity and representation of our workforce. To accomplish this goal, we focused on the creation of a toolkit of best practices and resources to ensure that ISR recruits, hires, and onboards a talented and diverse community of employees. The ISR HR Recruiting and Hiring Toolkit has consistently received positive feedback from the U-M Office of Diversity, Equity, and Inclusion as a best practice DEI initiative.

**Watch:** [Recruiting & Hiring Toolkit](#)
A winter 2022 survey disseminated to 178 supervisors within ISR (33% response rate and 83% completion rate) yielded the following data:

- 78% of the respondents of the quantitative survey were aware of the Toolkit; 76% indicated that the resources within the Toolkit were valuable.
- The most valuable topics within the Toolkit were identified in the areas of screening and selection of candidates.
- 62% of respondents know where to access the Toolkit; 57% have used the Toolkit at least once.
- The results of two focus groups were similar and positive. Across both groups, respondents characterized the Toolkit as a valuable high-level resource that can be adapted to the specific needs of their units and to particular positions to conduct equitable searches and decrease bias in the recruiting and hiring process.

**Most Likely to Be Expanded**

The Survey Research Center (SRC) Visiting Scholars Program is the DEI effort in the people domain that is most likely to be expanded because of the positive short term results of this pilot initiative. Several junior scholars came to ISR to work with senior SRC faculty members, resulting in successful collaborations yielding multiple funded grants and publications, as well as engagement with other Schools on joint faculty hiring of these promising junior scholars. With more funding and wider uptake across ISR centers, we believe that this recruitment program has the potential to significantly increase the numbers of junior faculty from diverse backgrounds who are selected for faculty positions at ISR and/or joint faculty positions with other U-M Schools and Colleges.

**Additional Initiatives**

- Strong engagement with Provost’s Anti-Racism faculty cluster hiring initiative. Current efforts include: partnership in hiring a faculty member who will examine the connections among racism and racial violence, environmental injustice and racialized health disparities; partnership with another school in hiring a faculty member under the faculty cluster hire initiative.
- Successful joint hire in the School of Social Work who is affiliated with RCGD.
- Increased the representation of women in the senior ranks of tenured faculty including ISR leadership (ISR director, two center directors).
- Increased representation of people of color in the research investigator track.
- Increased representation of people of color in faculty associate role at RCGD.
- Updated processes for job postings, including language to communicate ISR’s commitment to DEI, and a required 2 week minimum for postings to allow time to attract a diverse pool of candidates.
- Anonymization of some resumes submitted for Inter-university Consortium for Political and Social Research (ICPSR) staff roles to promote an equitable hiring process.
● Require DEI statements for SRC faculty positions and Population Studies Center (PSC) postdoc recruitment.

● Perspectives subcommittee hosted virtual trivia event to facilitate community-building among ISR employees.

● Revamped Community Guides program designed to aid in retention of staff. Enhancements increased participation and awareness, clarified expectations of the program, and utilized a more coherent matching strategy for participants and guides.

Watch: ISR Community Guides Program: Thoughts from a Previous Guide

Inclusive and Equitable Climate (Process Domain)

Most Positive Impact

Analyzing whether faculty within SRC, our largest center within ISR accounting for about 75% of our faculty, are situated within the appropriate track (research scientist or research professor) had a significant and positive impact on the career development of several women on the faculty. Changes to women’s faculty positions from research scientist to research professor put these women scholars on the tenure track or granted tenure within SRC.

● During the period of DEI 1.0 (2016-21), five track changes were implemented resulting in moves from research scientist to the research professor track.

● Two women were moved from research scientist to research professor, a tenured role.

● Three women were moved from associate research scientist to research associate professor, a tenured role.

Additional Initiatives

● Hired full time DEI director to oversee ISR’s DEI infrastructure and execution of ISR DEI Strategic Plans.

● DEI Guiding Principles articulated and communicated throughout ISR.

● Adoption of ICPSR DEI statement, Center for Political Studies (CPS) DEI statement.

● DEI and accessibility commitment added to ISR grant boilerplates.
● Adoption of first School or Unit level Accessible Technology Policy at U-M and development of enhanced accessibility resources linked to ISR intranet.

● DEI/ISR HR training series, “Working in Diverse Teams”, focused on defining DEI, mitigating unconscious bias, upstanding strategies, allyship, and microaggressions.

● Social Justice Subcommittee developed a social justice video series and resources page, and hosted a speaker.

● Lending Library used ISR Weekly newsletter to educate the ISR community on curated books, podcasts, and other media relevant to DEI topics.

Innovative and Inclusive Education, Scholarship, and Research (Product Domain)

Most Positive Impact
The Diversity Fellowships sponsored by the ICPSR Summer Program and SRC Summer Institute In Survey Research Techniques were selected as having the most positive impact in the product domain. From 2018-2020, the ICPSR Summer Program funded 67 diversity fellowships while the Summer Institute supported 69 diversity fellowships. These fellowships provided graduate students and undergraduate students with advanced statistical and methodological expertise and expanded their networks.

Most Likely to Be Expanded
The Inclusive Research Matters Seminar Series is the first series of its kind in ISR focused on why inclusion matters to the research enterprise. A host of questions have been examined such as which research questions are asked, who is included, how findings are interpreted, and what assumptions are made in the research process.

● The inaugural 2021-22 Inclusive Research Matters (IRM) seminar series hosted seven presentations which garnered over 100 participants.

● An ISR-wide survey revealed that 61% of respondents agreed/strongly agreed that the IRM series is an impactful way to promote awareness about DEI issues and strategies in research at ISR and 64% found the presentations in the series valuable.

● The inaugural IRM series resulted in one manuscript accepted for publication (Paula Fomby and colleagues at Harvard and George Mason University).
Due to the engagement with large audiences (faculty, students, staff) for this series, and the impact of the series on publishing, teaching and pedagogy, it will be expanded in the upcoming year.

“My awareness of issues like a textual survey mode (such as web surveys or paper/mail questionnaires) largely exclude visually impaired sample members from participating has made their way into my discussion of coverage error and survey mode in classes. And I am increasingly aware that measuring identities is just more complicated than has typically been assumed so I encourage my colleagues, including graduate students, to ask where data about identities come from — what survey questions elicited those data? But really, I am just more aware of these issues so I probably talk about collecting and analyzing survey data in more nuanced and I hope more inclusive, more accurate ways.”

-Fred Conrad, SRC Research Professor, Director of the Program in Survey and Data Science, and member of the Educational Programs Working Group

Additional Initiatives

- Hosting and sponsoring of ISR Pipeline Programs (e.g., ICPSR Summer Program Diversity Fellowships, SRC Summer Institute Diversity Fellowships and Achievement Fellowships, SRC Visiting Scholars Program, ISR Director’s SOUL interns) designed to bring scholars at all levels into ISR with the ultimate goal of diversifying the faculty. Work is underway to strengthen the pipeline.

- ICPSR’s addition of three short workshops focused on measuring racial attitudes and identities, and the use of historical materials to conduct research on structural racism.

Barriers to Progress

Lack of perceived accountability for making progress on DEI: (e.g., low attendance at trainings from supervisors, lack of accountability and connection to performance for DEI commitment in performance evaluations, lack of resources to support Accessible Technology Policy, lack of funding to incentivize DEI recruitment)

Suggestions for DEI 2.0 submitted by respondents to ISR DEI 1.0 Strategic Plan Survey (February 2022):

The below themes emerged:

- Accountability for DEI commitment and increased DEI resources
- Evaluation of DEI efforts, policies, and procedures
- Expanded communication, recruitment, equity and inclusion efforts
- Future of work (schedules, wages, career and professional development)