



UNIVERSITY of WASHINGTON

FY2024 Operating Budget Development Narrative Prompts

216 – Research Office

Programmatic & Academic Vitality Narratives

- 1) Please briefly summarize your unit's/campus's strategic plan and how your FY24 operating budget proposal (as submitted in Workday Adaptive Planning) connects to your campus/unit strategic plan. *Word Limit: 500*

The Office of Research (OR) includes five administrative and two research units. Administrative units are:

- Office of Sponsored Programs (OSP)
- Human Subjects Division (HSD)
- Office of Animal Welfare (OAW)
- Office of Research Information Services (ORIS)
- Office of Research, Central (ORC)

Research units are:

- Washington National Primate Research Center (WaNPRC)
- Applied Physics Lab (APL)

Administrative units:

The FY24 operating budget supports all the Office of Research's strategic goals, which are:

- A. **Add value to the overall research experience.** Research administration capabilities provided through OR directly facilitate campus-wide research, aiming to reduce administrative burden. OR will leverage the necessary resources and process improvements to continue providing comprehensive, seamless research administration services to our campus community, and augment resources for supporting new faculty and staff.
- B. **Achieve operational excellence.** OR constantly works to improve and streamline processes necessary to support the University's multi-faceted research oversight and administrative responsibilities. In FY24, we plan to strengthen compliance support responsibilities, facilitate new learning programs, and maintain systems that support process automation and on-demand information delivery. New efforts will support FT, including sustainment and training updates.
- C. **Attract and retain top, diverse staff.** OR seeks to be a positive, vibrant workplace. In FY24, we plan to continue to emphasize the principles of diversity, equity, and inclusion (DEI) in fostering a collaborative community. FY24 initiatives include improving hiring practices and support for professional development.
- D. **Add value to the UW.** OR will improve the web pages to more effectively communicate UW's research impact on internal and external stakeholders, promoting UW's reputation as a world-class research institution and better supporting UW-wide initiatives. OR will continue efforts that support recruitment/retention of top faculty, shared resources, collaborations with external partners, and integration of education and research.



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Research units:

APL

The APL FY24 budget supports three strategic goals: increase collaboration with NW partners, recruit new research scientists and engineers in growth areas, and meet the nation's growing defense needs. APL will expand on recent investments in DEI initiatives, the APL research enterprise, and physical and administrative infrastructures to:

- Create a diverse and creative lab community
- Hire and retain a diverse staff with broad, complementary experiences and capabilities
- Create a forum that expands the voices heard in planning for APL's future
- Maintain and improve processes and infrastructure needed for research
- Successfully implement UWFT and align business practices with UW best practices
- Advertise APL's capabilities and contributions
- Develop infrastructure within Washington State that can be leveraged by APL researchers

WaNPRC

In support of the strategic goals of delivering scientific discoveries, supplying high standards of care for captive-bred non-human primates, promoting global conservation efforts for non-human primates, and supporting the missions of UW and the NIH, the FY24 target goals are:

- Develop, deliver, and maintain operational excellence in support of multiple areas of biomedical and behavioral science and laboratory non-human primate care
- Achieve financial security, sustainability, and growth while maintaining operational excellence
- Improve and expand laboratory, vivarium, and administrative spaces
- Support and recruit the best and brightest scientists and staff

- 2) Building on the responses your campus/unit submitted during the FY23 annual review cycle ([posted here](#)), how has your unit/campus integrated the themes and goals of [the 2022 – 2026 UW Diversity Blueprint](#) into your campus's/unit's ongoing work to take actions towards access, inclusion, and equity? *Word Limit: 750*

OR-wide activities

OR supports the UW's Diversity Blueprint in three ways:

- OR cultivates an inclusive campus climate through efforts to support the diversity of research and researchers at UW by revising and expanding OR grant-related trainings for faculty and staff. In addition, OR staff continue to conduct annual web page and document audits to replace gender-based and other biased language.
- OR commits \$3M annually to the DEI STEM Faculty Recruitment Initiative with the goal of attracting and retaining a diverse faculty and supporting research that explores issues of equity. In two years, this



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supported the recruitment of twenty-two outstanding faculty to twelve departments in six schools/colleges. OR is also developing new learning resources to better support and promote the world-class research of all new faculty.

- OR engages an organization-wide DEI Committee that works in coordination with unit-specific committees. This two-tiered approach helps to build an inclusive community with a collaborative, well-informed, and diverse staff.

The OR DEI Committee was established in FY20 with a charge to provide input and ideas for how to increase, foster, and celebrate DEI within OR. In FY23, the DEI Committee completed OR-wide and OR-unit-specific assessments using the UW DEI rubric to guide OR internal strategy and annual goal setting. The DEI Committee is working to refine guidelines for hiring practices and to increase awareness of DEI resources and initiatives through a central OR website.

The OR-wide DEI Committee meets quarterly with the VPR, and the Committee chair meets monthly with the VPR. The local OR unit DEI Committees meet with their unit Directors at least quarterly. Supervisors allocate budget for staff effort to support DEI Committee members.

Currently, OR utilizes “Spend Cube” to track progress towards annual business diversity expenditure goals, specifically for items and/or contracts that are not sole sourced to individual companies, suppliers, or research organizations. To continue this in FY24, we plan to create activity worktags in Workday Finance to track OR’s business diversity expenditure goals, to the extent that Workday supports this.

Research unit activities

APL

APL has taken considerable steps in promoting access, inclusion, and equity in alignment with the UW Diversity Blueprint. We hired a STEM Development Program Coordinator to lead a comprehensive internship program funded by a Navy STEM grant to strengthen the pathway to DEI-centric career opportunities. The STEM Coordinator will also pursue grant funding for STEM outreach initiatives that engage the local community. In addition to existing undergraduate and postdoctoral internship and fellowship programs, APL is partnering with Historically Black Colleges and Universities to provide capstone project and summer internship opportunities to undergraduates from the University of the District of Columbia.

To expand outreach, APL launched a [non-technical engagement website](#) to tell the stories of the people who engage in and support research at the APL to all audiences, from K-12 to senior professionals.

At the recommendation of APL’s DEI Advisory Group, APL is funding a seminar series that creates a forum for all APL staff to engage in research and build community with others.

WaNPRC

WaNPRC maintains a relationship with the Salt River Pima Maricopa Indian Community (SRPMIC) in Mesa, Arizona. WaNPRC uses SRPMIC’s preferred vendor list when applicable, advertises open positions on the SRPMIC community website for tribal members meeting all job application requirements, hosts SRPMIC community members at the University Northwest Tribal Summit to provide networking opportunities, and hosts facility tours for SRPMIC members. In April 2023, WaNPRC will host a “Lunch and Learn” at the SRPMIC administrative complex in Mesa. Academic Principal Investigators will present aging-related topics of interest to the SRPMIC. The all-day symposium will include scientific collaboration sessions and provide outreach information for educational opportunities.



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WaNPRC has a robust training program that includes educational and professional development for scientists, animal care, and administrative staff. We are evaluating our training programs to develop updated content that includes training modules focused on appropriate professional behavior in the workplace and cultural competency.

In the summer of 2022, WaNPRC established a “Calibration team” of individuals who partnered with UW POD to develop ongoing action plans to address workplace climate. In addition, WaNPRC has two representatives on the OR DEI Committee working to collaborate and enhance attention to DEI issues to benefit all OR employees.

WaNPRC staff are actively involved in the UWFT process and will assist with identification on how to improve DEI efforts in areas of employment recruitment and vendor diversification in procurement with Workday systems training methodologies and guidance from OR senior administrative staff.