Center for Tuberculosis

UCSF

University of California
San Francisco

Implementing the Center's DEIAB Strategy Roadmap

FEBRUARY 7, 2024 • SAN FRANCISCO, CA

FOCUS QUESTION

Over the next 1-4 years, how can the UCSF Center for Tuberculosis collaborate as multidisciplinary stakeholders to implement impactful and sustainable strategies that 1) foster a culture of diversity, equity, inclusion, accessibility, and belonging; and 2) advance the Center's core mission through an equitable and decolonizing approach to research, practice, and policy?

Center for Strategic Facilitation
The power of participation: training, facilitation, consultation

CSF

Robert Quintana Hopkins, PhD
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On May 31, 2023, the UCSF Center for Tuberculosis DEIAB steering committee convened the larger Center community to contribute ideas, engage in dialogue, and participate in the creation of the Center's DEIAB Roadmap. The DEIB steering committee used the ideas brainstormed and discussed in the meeting as the foundation for the Center's DEIB Roadmap. The steering committee reconvened the larger community on February 7, 2024 to solicit stakeholder feedback on the Roadmap and invite participation in the next phase of the work, implementation of the plan.

MEETING AIMS

- Review the draft strategic plan with Center stakeholders and share how the May 31, 2023 input was used to create an impactful DEIAB Roadmap
- Receive stakeholder input regarding the draft plan so that edits can be made if necessary
- To continue to align diverse stakeholders behind a shared vision for DEIAB at the Center
- To generate enthusiasm and buy-in for involvement and implementation
- To lay the foundation for a concrete implementation plan that involves CTB stakeholders

OUR AGREEMENTS FOR CREATING A BRAVE AND SAFE SPACE FOR COLLABORATION

GUIDING ASSUMPTIONS

- **Personal Justice:** Radical Self Care—we take care of ourselves in anyway & at any time without causing harm to others.
- **Self-Awareness:** We come to the conversation as people. We carry our histories, affiliations & communities with us. We speak from our own experience. We do not represent those communities, histories & affiliations.
- **Communication:** We all have different voices & ways of understanding. We bring our whole & authentic selves. This means the conversation may not be linear. We have a responsibility to seek clarification.
- **Tools:** We trust we have the skills to do great things together. We recognize our interdependence—we build, join & expand on ideas.

MEETING AGENDA

- Welcome/Opening/Context
- Documentation Review and Debrief
- Lunch
- Generate First Year Actions
- Break
- Coordinate the Work
- Next Steps and Close

UNDERLYING ASSUMPTIONS OF ToP METHODS (TECHNOLOGY OF PARTICIPATION)

Everyone has wisdom.	Everyone's wisdom is needed for the wisest result.	There are no wrong answers.	The whole is greater than the sum of the parts.	Everyone will have the opportunity to hear and be heard.	Everyone will be actively participating.

DESIGN TEAM

- Midori Kato-Maeda
- Gustavo Velásquez
- Elizabeth Fair
- Sarah Hutchinson
- Thea Sigerman

DEIAB STEERING COMMITTEE MEMBERS

- Midori Kato-Maeda
- Gustavo Velásquez
- Elizabeth Fair
- Sarah Hutchinson
- Thea Sigerman

- Paul Ogongo
- Ariana Austin
- Mohamad Dandan
- Chris Berger
- Jon Budzik

MEETING PARTICIPANTS

- Barbara Alonso
- Helene Aschmann
- Ariana Austin
- Jonathan Budzik
- Annamarie Bustion
- Lisa Chaba
- Jeff Cox
- Niurys de Castro Suarez
- Suzanne Dufault
- Elizabeth Fair

- Sophie Huddart
- Sarah Hutchinson
- Babak Javid
- Midori Kato-Maeda
- Ziran Li
- Mike Morimoto
- Payam Nahid
- Bernard Ngara
- Kevin Nolan
- Paul Ogongo

- Anu Patel
- Patrick Phillips
- Dvijen Purohit
- Robert Quintana Hopkins
- Priya Shete
- Thea Sigerman
- Sara Suliman
- Gustavo Velásquez
- Hoang-Anh Vu
- Eunsol Yang

CREATING OUR IMPLEMENTATION PLAN

Identifying our first year actions...

STRATEGIC DIRECTION 1:
Building Local and Global Community

First-year actions brainstorm ...

CURRENT REALITY	FIRST-YEAR ACTIONS	2-YEAR SUCCESS INDICATORS

The strengths of our situation? What do we have going for us? What is in place right now (i.e., across studies, TB RAMP, UC TRAC, etc.)?
 	
 Word 94 case conference
 • Social Fri BATM, EOY, WTED, BATS, Union? List of presenters
 • Newsletter
 • Shared projects
 Our weaknesses? What challenges or limitations do we face?
 • Arranging F2F time for F2F.
 • Dept./divisions/campuses - no core location
 • Funding
 • Staff to organize
 • Documentation of meetings
 Opportunities to leverage?
 • Freq./permanence (continuity of meetings)
 • Social media: LinkedIn, webpage, Slack, WhatsApp & events, Box folder & photos
 • Food as a vehicle for socializing
 Threats to stay aware of?
 • Not being pregnant enough in pamphlets D2D.
	The key actions we can take together this year?
	
	 1. Proactive outreach to collaborate on R/U/P supplements, K24
	 2. WhatApps & events (all CTB not just attendees).
	 3. MUST have more events.
	 4. CTB @ Pride Hall
	   • CTB @ Mission Hall
	   • Lunch? Boba? Happy hour? Puppy therapy? Reiki?
	 5. Intro to R. RedCAP, other for CTB & global partners.
	 6. CTB & study-specific swag (laptops stickers, keychains, desk ornaments, mugs, plush toy)
	 7. Branding shared widely (Zoom background/slide template).
	 8. List of <u>ALL</u> members not just PIs. (Full list & choice staff, trainees
		How will we know we are successful? What measures can we use to track our progress towards this strategic direction?
		
		 1. Metric of 'membership' (?survey) pre-/post:
		 2. FY23 VS. FY24-26 #events, #supplements submitted/won
		 3. Likes, shares, posts.
		 4. # of Visitorships, internships, fellowships for ex-US partners to come here, or be funded.
		 5. # countries. ...
		 6. Dissemination & promotion of all activities. (# posts, # site visits (Google Analytics)
		
		 Strategies:
		 1. Campus, center-wide socializing & networking
		 2. Community-led approach to TB education, wellness, research.

STRATEGIC DIRECTION 1:
Building Local and Global Community

Actions we are committed to ...

Promote Campus- and Center-wide Socializing and Networking	Promote a Community-led Approach to TB Education, Awareness, and Research
• More frequent opportunities for socializing in the center • More social hours to network and strengthen community • Create/offer safe, equitable, and inclusive environment that results in belonging.	• Create outreach programs at colleges and/or high schools to talk/introduce TB research • Encourage faculty to write K24s dedicated to mentoring in TB • Increase diversity in leadership to include all facets of DEI • Create and advertise URM trainee positions • Actively hire directors, coordinators, and staff to implement URM programs • Engage with graduate programs and initiatives • Engage students (HS, undergrads) for early pipeline entry • Contributions to DEIAB initiative within UCSF considered for promotions/ step increases • Enhance diversity and belonging to strengthen expertise across a range of disciplines including: biomedical research, education in the life sciences and health professions, technical assistance and training, clinical consultation, advocacy, diplomacy and excellence in patient care.

STRATEGIC DIRECTION 2:
Ensuring the Center's Sustainability
(I.E., CAPACITY, IDENTITY, MEMBER BELONGING, ETC.)

First-year actions brainstorm ...

CURRENT REALITY	FIRST-YEAR ACTIONS	2-YEAR SUCCESS INDICATORS
The strengths of our situation? What do we have going for us? What is in place right now (i.e., across studies, TB RAMP, UC TRAC, etc.)? • Newsletter • Core Staff • Core Grants (across departments) • Entire School of Medicine completed anti-oppression curriculum **Our weaknesses? What challenges or limitations do we face?** • Complexity of working across departments and UCSF structures. • TB is not a priority for the university. **Opportunities to leverage?** • This roadmap can lead to more visibility and serve as a model for other centers. • We can sell tools we generate and provide technical assistance. **Threats to stay aware of?** • The Center's funding model is not stable. • Staff funding is not stable long-term..	*The key actions we can take together this year?* • Expand the list of who receives the Newsletter. • Identify and support applications to DEIAB • Align CTB events to this strategy to raise the Center's profile (i.e., objectives of mtg., who is invited to speak, etc.) • Create a packet of draft deliverables to demonstrate CTB's leadership in this area. • Revise Center's website. • Formalize membership - attest that you want to be listed as a Center Member. • $\triangle$ —> opt in & expectations • Linkage to IGHS • Create a resource Library.	*How will we know we are successful? What measures can we use to track our progress towards this strategic direction?* • Multiple year funding for core staff. • More core staff. • A new allocation of funding is committed by UCSF Leadership. • Codify expectations related to diversity supplements.

STRATEGIC DIRECTION 2:
Ensuring the Center's Sustainability

Actions we are committed to ...

Foster Institutional Support for TB Center Activities, Independence, and Sustainability

- Investigate/analyze existing successful models of DEIAB growth
- Lead the way on advocating for change, support & investments at UCSF into advancing DEIAB
- Become an institute or a big "C" Center

STRATEGIC DIRECTION 3:
Decolonizing TB Research and Practice

First–year actions we are committed to ...

Nurture Equitable Domestic and International Partnerships

- DEIAB vetted international collaborators
- Create a Global ESI partnership program
- Capacity-building in LMICs – needs based
- Create allyship for equitable research
- Develop minimal guidelines for ethical global health research (Equity-centered research practices)
- Collective advocacy to improve global health and reduce barriers impacting TB research and its stakeholders
- Develop methods and training to decolonize research practices.

STRATEGIC DIRECTION 4:
Supporting URM Researchers

First-year actions brainstorm ...

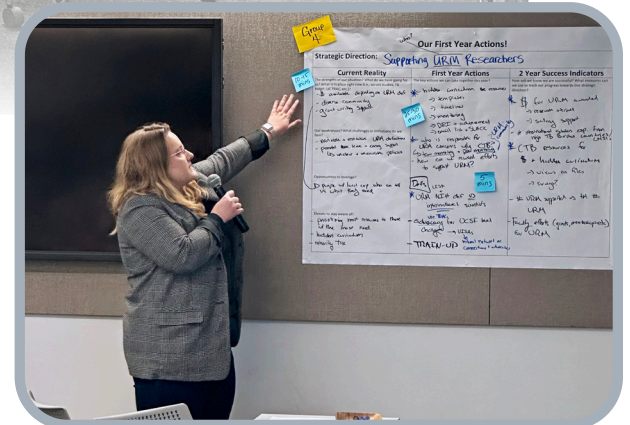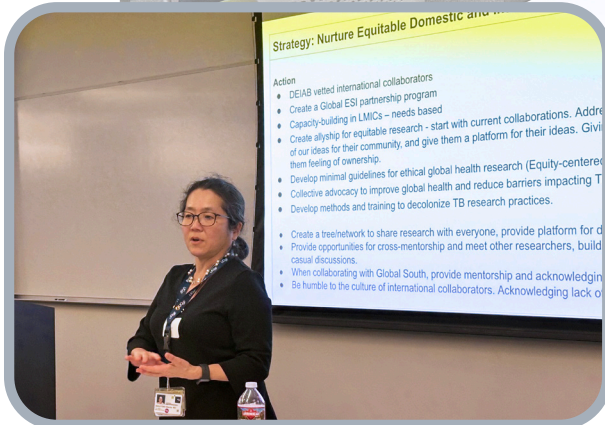| CURRENT REALITY	FIRST-YEAR ACTIONS	2-YEAR SUCCESS INDICATORS
The strengths of our situation? What do we have going for us? What is in place right now (i.e., across studies, TB RAMP, UC TRAC, etc.)?	*The key actions we can take together this year?*	*How will we know we are successful? What measures can we use to track our progress towards this strategic direction?*
$ available depending on URM def - Diverse community - People w/ liked exp. Who can tell us what they need - Grant writing support **Our weaknesses? What challenges or limitations do we face?** - Variable & restrictive URM definitions - Parental leave and caring support - Unclear and inaccessible policies **Opportunities to leverage?** . **Threats to stay aware of?** - Prioritizing most resources to those with the most need - Hidden curriculum - Minority tax	*- hidden curriculum resource - templates - timelines - mentoring - DEI and advancement - email list & SLACK **Who is responsible for URM concerns w/in CTB?** - URM community <u>term mentoring</u> and <u>peer mentoring</u> - How can we reward efforts to support URM? Defs *URM UCSF + NIH def vs international scientists Advocacy use TRAC, for UCSF level Change → VISAs → informal network or connections & advocates - TRAIN-UP	*$ for URM awarded - research + travel - salary support # international scholars esp. from high TB Burden countries/CMICs - CTB resources for $ + hidden curriculum - views on files - surveys? # URM supported vs tot. # URM - Faculty efforts (grants, mentorship, etc.) for URM

STRATEGIC DIRECTION 4:
Supporting URM Researchers

First-year actions we commit to ...

Facilitate Research Travel & Recruitment	Administer URM Faculty Development Program Tailored to the Unique Needs of URM and Historically Excluded Scientists	Train Mentors To Support URM ESI's and Trainees	Secure Additional Funding to Provide Access to Sufficient Resources	Expand Mentored Research Awards and Grant Preparation Support for URM ESI's and Trainees
• Policies and recommendations to keep traveling researchers SAFE • Standardized start-up package for ESI covering moving cost/ visa fees	• Plan to explore opportunities to develop an URM faculty development program • Recruitment and retention of diverse ESIs, trainees, faculty, and staff.	• Explore opportunities for in-house and third-party training opportunities during the 5-year period	• Lobby UCSF to create internal funding plans to TB international scholars • Secure matching donations for awards won from DOM or vice-chancellor • Help URM connect with social & debt relief programs • Identifying donors interested in DEIAB • Secure an angel donor • Work on Donors $ • Secure long-term funding streams • Identify supplemental funding to support non- US reg. Investigators	• Work on this strategy has already begun, with the URM RAPs and UC TRAC support for grant preparation. Plan to expand offerings in this strategy through the Center in the 5-year period • Structured training, mentoring, and grant opportunities to URM researchers.

REPORT OUTS

Sharing our small group work with the full group...

THE CENTER FOR STRATEGIC FACILITATION TEAM

The **Center for Strategic Facilitation (CSF)** is a partnership of consultants experienced in training, facilitation and consulting who collaborate to expand the use of participatory approaches and methods by individuals, organizations and communities. CSF is affiliated with the Institute of Cultural Affairs, a leader over the past five decades in promoting lasting positive change in communities, nonprofit organizations and businesses. CSF utilizes a distinct and proven approach developed by the ICA, called the Technology of Participation (ToP)®.

The Center for Strategic Facilitation provides training and coaching in facilitation methods in the SF Bay area and for in-house clients across the State of California and occasionally in other areas of the country upon request. We focus on meeting design and facilitation ranging from small board retreats to large scale community meetings. We facilitate participatory strategic planning, community impact and other planning processes for organizations, municipalities and communities.

In many situations we design and facilitate participatory data gathering and analysis sessions building shared participant understanding of their situation and commitment to actions resulting from planning activities.
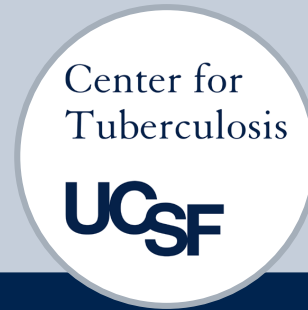
CSF has 3 partners and 6 associates who collaborate on a variety of projects. We also administer and teach all of the Technology of Participation courses in the San Francisco Bay Area. We provide coaching support to participants in their design and facilitation of the ToP methods

Robert Quintana Hopkins, PhD is an organizational development consultant who uses highly participatory and collaborative processes to promote learning, team building, team performance and positive change in organizations and communities. He has served as both an internal and external consultant and draws on over 20 years of leadership and management experience. He earned a PhD in organizational psychology from the California School of Professional Psychology in San Francisco.

Robert is a Certified ToP Facilitator (CTF), Mentor Trainer in ToP methods, and serves as Co-Chair of the national ToP Certification Team that coordinates the assessment and certification of new Certified ToP Facilitators.

Learn more about CSF at **strategicfacilitation.com**.
Robert can be contacted at **robert@strategicfacilitation.com**.

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Center for
Tuberculosis

UCSF

UCSF Center for Tuberculosis DEIAB Strategic Plan

2022-2027 • SAN FRANCISCO, CA
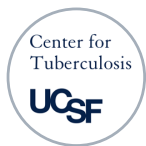
FOCUS QUESTION

Over the next 1-4 years, how can the UCSF Center for Tuberculosis collaborate as multidisciplinary stakeholders to implement impactful and sustainable strategies that 1) foster a culture of diversity, equity, inclusion, accessibility, and belonging; and 2) advance the Center's core mission through an equitable and decolonizing approach to research, practice, and policy?

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DEIAB Strategic Plan Executive Summary

Background

The UCSF Center for Tuberculosis received a $250,000 grant in 2022 from the National Institutes of Health (NIH) to establish and advance a DEIAB strategy. A DEIAB Steering Committee, led by Gustavo Velásquez, was created that same year to begin and guide the work. In May of 2023, the DEIAB steering committee convened the larger Center community to contribute ideas, engage in dialogue, and participate in the creation of the Center's DEIAB Roadmap. The ideas brainstormed and discussed in the May meeting serve as the foundation for the following strategy.

Our Process and Plan

The projected timeframe for the Center's DEIAB strategic plan is 2022 through 2027. The focus question that guided the planning process was "Over the next 1-4 years, how can the UCSF Center for Tuberculosis collaborate as multidisciplinary stakeholders to implement impactful and sustainable strategies that 1) foster a culture of diversity, equity, inclusion, accessibility, and belonging; and 2) advance the Center's core mission through an equitable and decolonizing approach to research, practice, and policy?" The DEIAB Strategic Plan represents approximately 12 hours of highly participatory collaboration amongst various Center stakeholders, including faculty, investigators, leadership, staff, etc.

The DEIAB Steering Committee met every two weeks to: review the data collected in May and cross map the new data with the previous work performed by the committee; integrate the May work with the committee's previous work to develop a shared vision, identify the blocks and barriers to achieving that vision, and develop strategies to address the barriers to ultimately achieve the shared vision.

Between October 2022 and February 2024, the DEIAB Steering Committee invested over 60 hours into the creation of this plan.

The Practical Vision

The practical vision is future focused and represents a shared long-range image of what the Center community wants to see accomplished in 1-4 years as a result of their collective actions. The elements of the vision include:

Inclusive, Intentional Community-Building	Productive, Equitable Research Partnerships with Domestic and International Collaborators
A Culture of Equity, Inclusion, and Belonging	Effective Recruitment, Retention, and Methods of Advancement for URM Faculty, Trainees and Staff
	Reduced Structural Barriers and Ongoing Advocacy for International and Domestic URM Researchers
Increased Global Visibility for TB Research	Inclusive, Comprehensive Career Development Programming for URM Researchers
Impactful, Visible DEIAB Initiatives	Substantial, Targeted Training and Resources for Faculty to Serve as Mentors for URM ESIs and Trainees
Diverse Leadership and Promotions	Clear and Robust Path to URM Early Investigator Independence

Blocks to the Vision

A root cause analysis revealed the current blocks and challenges that prevent the vision from becoming a reality. If addressed, the blocks represent the doorway to transformative change. Five blocks were identified:

- Narrow URM Definition Creates Misalignment and Perpetuates Exclusion
- Uncompensated DEIAB Work Overburdens URM Researchers and Allies
- Insufficient Funding and Commitment to DEIAB Limits URM Researcher Recruitment and Retention
- U.S.-Centric Funding Mechanisms Create Barriers for International Researchers and Perpetuates Inequities
- Underinvestment in the Center and TB Research Diminishes Interest in the Field and Negatively Impacts the Pipeline
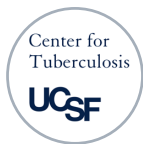
DEIAB Strategic Plan Executive Summary

Strategies

Four strategies were identified to deal with the blocks and move the organization toward the practical vision. The strategies represent new, innovative actions the Center can take to deal with the blocks and accomplish the vision.

Building Local and Global Community

Ensuring the Center's Sustainability

Decolonizing TB Research and Practice
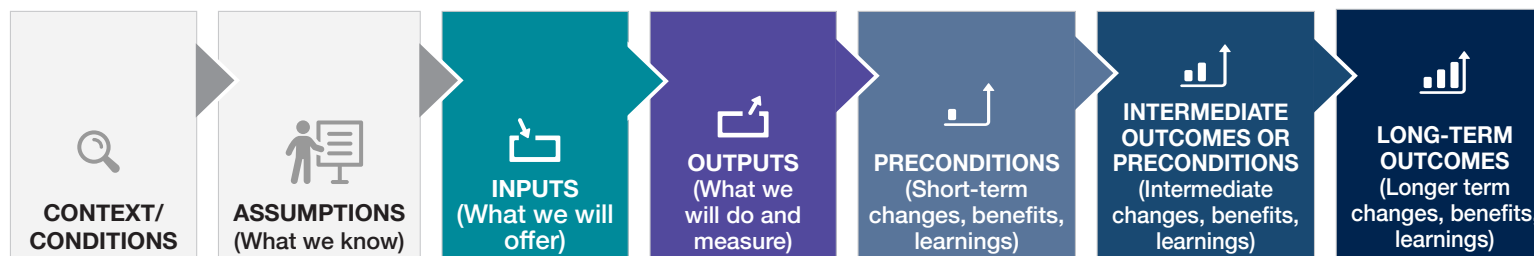
Supporting URM Researchers

Taking Action

The four strategies will guide the Center's DEIAB efforts for the 2022-2027 timeframe. Each year the Center community will co-create an action plan with specific, measurable accomplishments related to each strategy. The action plan is created in a calendar format and organized by quarters. Action teams are created to execute the action plan. Action teams will meet regularly to monitor progress and report accomplishments and challenges.

Our Theory of Change

We believe that diversity improves science and that our DEIAB efforts will lead to advances in TB research, practice, and policy. We created a theory of change to demonstrate how our strategies and actions will lead to expected outcomes. The entire theory of change can be found on page 10.

| CONTEXT/ CONDITIONS | ASSUMPTIONS (What we know) | INPUTS (What we will offer) | OUTPUTS (What we will do and measure) | PRECONDITIONS (Short-term changes, benefits, learnings) | INTERMEDIATE OUTCOMES OR PRECONDITIONS (Intermediate changes, benefits, learnings) | LONG-TERM OUTCOMES (Longer term changes, benefits, learnings) |

On the following pages are full-sized charts to reflect the creation of the strategic plan.

APPENDIX A: UCSF CENTER FOR TUBERCULOSIS DEIAB STRATEGIC PLAN

DESIGN TEAM

- Midori Kato-Maeda
- Gustavo Velásquez
- Elizabeth Fair
- Sarah Hutchinson
- Thea Sigerman

*Note that this group is composed of the Steering Committee members (prior to the 5/31 meeting)
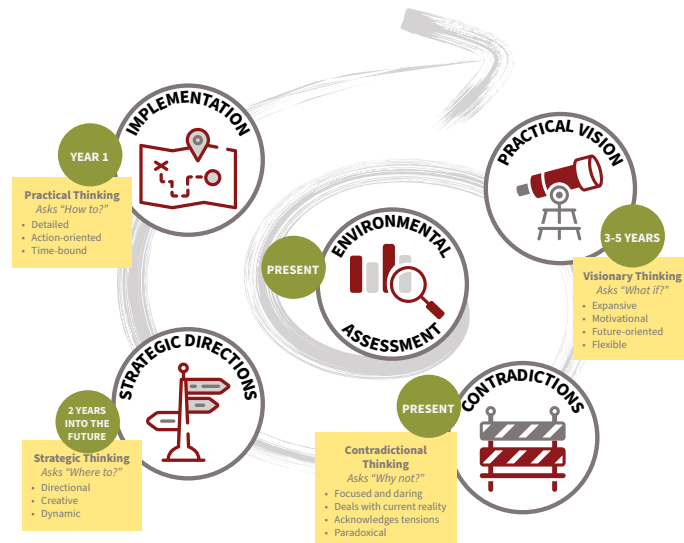
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- Jonathan Budzik

OVERVIEW OF STRATEGIC PLANNING

PLANNING TEAM

- Barbara Alonso
- Helene Aschmann
- Ariana Austin
- Christopher Berger
- Rania Bouzeyen
- Jonathan Budzik
- Adithya Cattamanchi
- Lisa Chen
- Mohamad Dandan
- Fatoumatta Darboe
- Suzanne Dufault
- Joel Ernst
- Elizabeth Fair
- Peter Hunt
- Sarah Hutchinson
- Devan Jaganath
- Midori Kato-Maeda
- Carina Marquez
- Alex Mohapatra
- Matthew Murrill
- Payam Nahid
- Paul Ogongo
- Patrick Phillips
- Rada Savic
- Priya Shete
- Thea Sigerman
- Sara Suliman
- Anthony Tran
- Gustavo Velásquez
- Weihao Zheng

ABBREVIATIONS

BATS: Bay Area TB Symposium
CTB: Center for Tuberculosis
DEIAB: Diversity, Equity, Inclusion, Accessibility and Belonging
LMIC: Lower middle-income
TB: Tuberculosis
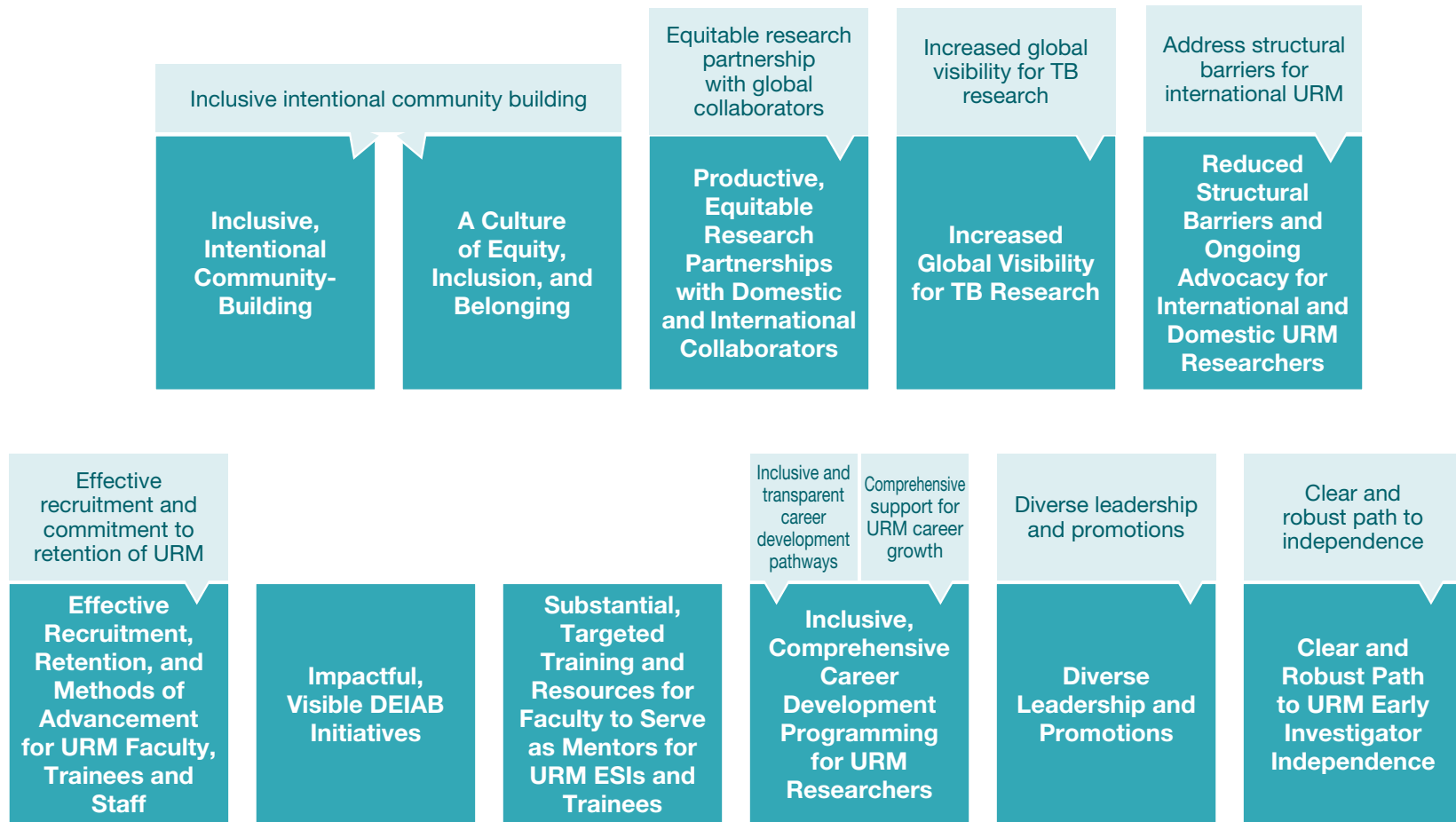**UC TRAC:** University of California tuberculosis research advancement center

UCSF RAP: University of California San Francisco Resource Allocation Program
URM: underrepresented minority country
WTBD: World TB Day

COLLABORATIVE BRAINSTORM VISION ELEMENTS ▶ FINAL VISION ELEMENTS*

What we want to see in place in 3–5 years at the Center and UCSF in relation to DEIAB is...

Inclusive intentional community building		Equitable research partnership with global collaborators	Increased global visibility for TB research	Address structural barriers for international URM
Inclusive, Intentional Community-Building	**A Culture of Equity, Inclusion, and Belonging**	**Productive, Equitable Research Partnerships with Domestic and International Collaborators**	**Increased Global Visibility for TB Research**	**Reduced Structural Barriers and Ongoing Advocacy for International and Domestic URM Researchers**

Effective recruitment and commitment to retention of URM			Inclusive and transparent career development pathways / Comprehensive support for URM career growth	Diverse leadership and promotions	Clear and robust path to independence
Effective Recruitment, Retention, and Methods of Advancement for URM Faculty, Trainees and Staff	**Impactful, Visible DEIAB Initiatives**	**Substantial, Targeted Training and Resources for Faculty to Serve as Mentors for URM ESIs and Trainees**	**Inclusive, Comprehensive Career Development Programming for URM Researchers**	**Diverse Leadership and Promotions**	**Clear and Robust Path to URM Early Investigator Independence**

Light-colored boxes are from the May 31, 2023 brainstorming meeting; darker boxes are the final product as a result of integrating the original work performed by the DEIAB Steering Committee and the collaborative brainstorm from May 31, 2023.

APPENDIX A: UCSF CENTER FOR TUBERCULOSIS DEIAB STRATEGIC PLAN

COLLABORATIVE BRAINSTORM BLOCKS ▶ FINAL BLOCKS*

The specific blocks and challenges we are currently experiencing at the Center and UCSF in relation to DEIAB are...
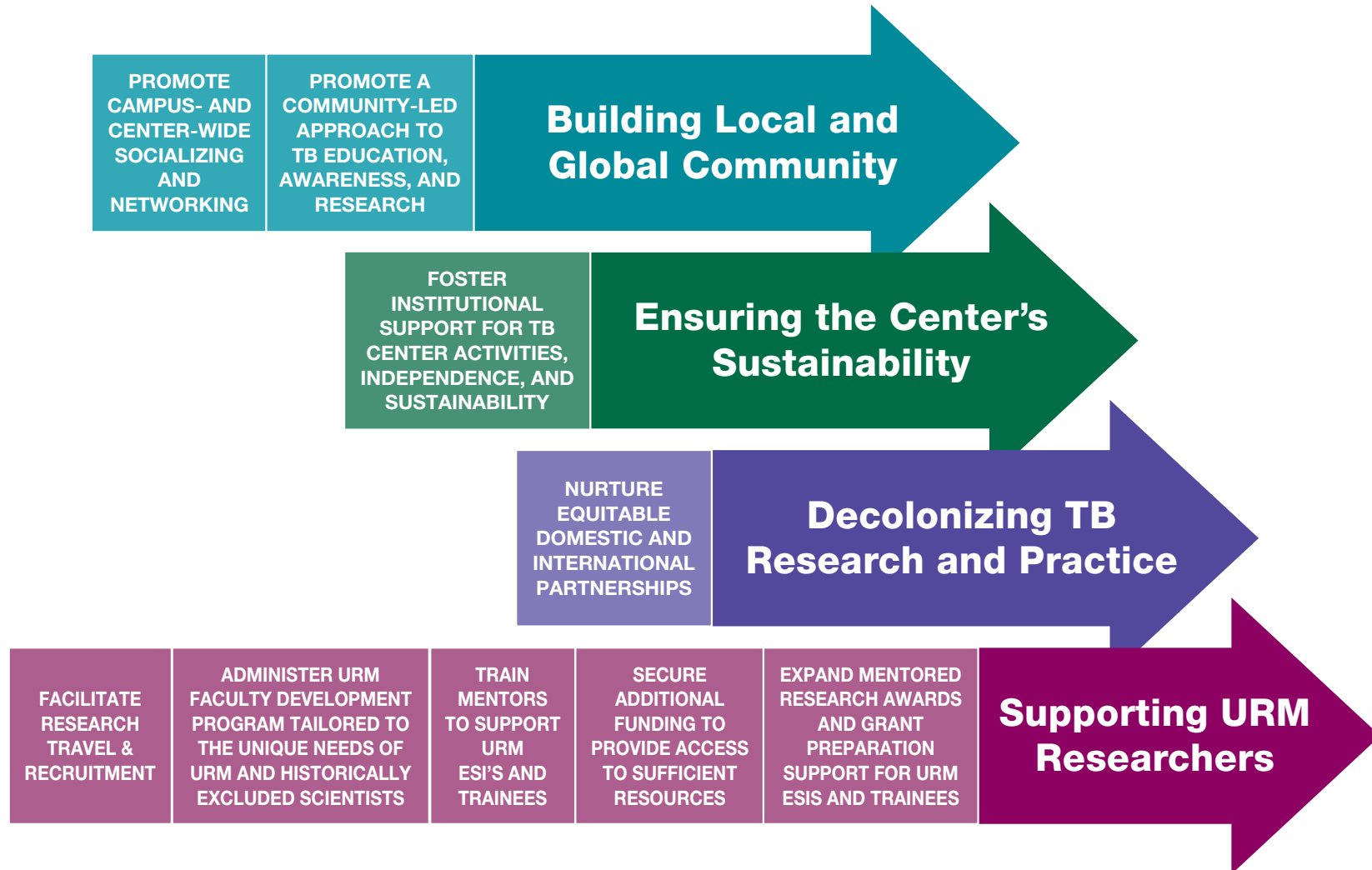
Inadequate URM definition	No compensation/recognition for time spent on DEIAB	Available funding restricts supporting recruitment and retention for DEIAB	Funding mechanisms are too US-centric	Unnamed
Narrow URM Definition Creates Misalignment and Perpetuates Exclusion	**Uncompensated DEIAB Work Overburdens URM Researchers and Allies**	**Insufficient Funding and Commitment to DEIAB Limits URM Researcher Recruitment and Retention**	**U.S.-Centric Funding Mechanisms Create Barriers for International Researchers and Perpetuates Inequities**	**Underinvestment in the Center and TB Research Diminishes Interest in the Field and Negatively Impacts the Pipeline**

*Light boxes are from the May 31, 2023 brainstorming meeting; darker boxes are the final product as a result of integrating the original work performed by the DEIAB Steering Committee and the collaborative brainstorm from May 31, 2023.

STRATEGIES

The innovative, substantial <u>actions</u> we can take to overcome the <u>blocks</u> and advance DEIAB at the Center and UCSF are...

PROMOTE CAMPUS- AND CENTER-WIDE SOCIALIZING AND NETWORKING	PROMOTE A COMMUNITY-LED APPROACH TO TB EDUCATION, AWARENESS, AND RESEARCH	**Building Local and Global Community**

FOSTER INSTITUTIONAL SUPPORT FOR TB CENTER ACTIVITIES, INDEPENDENCE, AND SUSTAINABILITY	**Ensuring the Center's Sustainability**

NURTURE EQUITABLE DOMESTIC AND INTERNATIONAL PARTNERSHIPS	**Decolonizing TB Research and Practice**

FACILITATE RESEARCH TRAVEL & RECRUITMENT	ADMINISTER URM FACULTY DEVELOPMENT PROGRAM TAILORED TO THE UNIQUE NEEDS OF URM AND HISTORICALLY EXCLUDED SCIENTISTS	TRAIN MENTORS TO SUPPORT URM ESI'S AND TRAINEES	SECURE ADDITIONAL FUNDING TO PROVIDE ACCESS TO SUFFICIENT RESOURCES	EXPAND MENTORED RESEARCH AWARDS AND GRANT PREPARATION SUPPORT FOR URM ESIS AND TRAINEES	**Supporting URM Researchers**

APPENDIX A: UCSF CENTER FOR TUBERCULOSIS DEIAB STRATEGIC PLAN

5-YEAR STRATEGIC DIRECTIONS
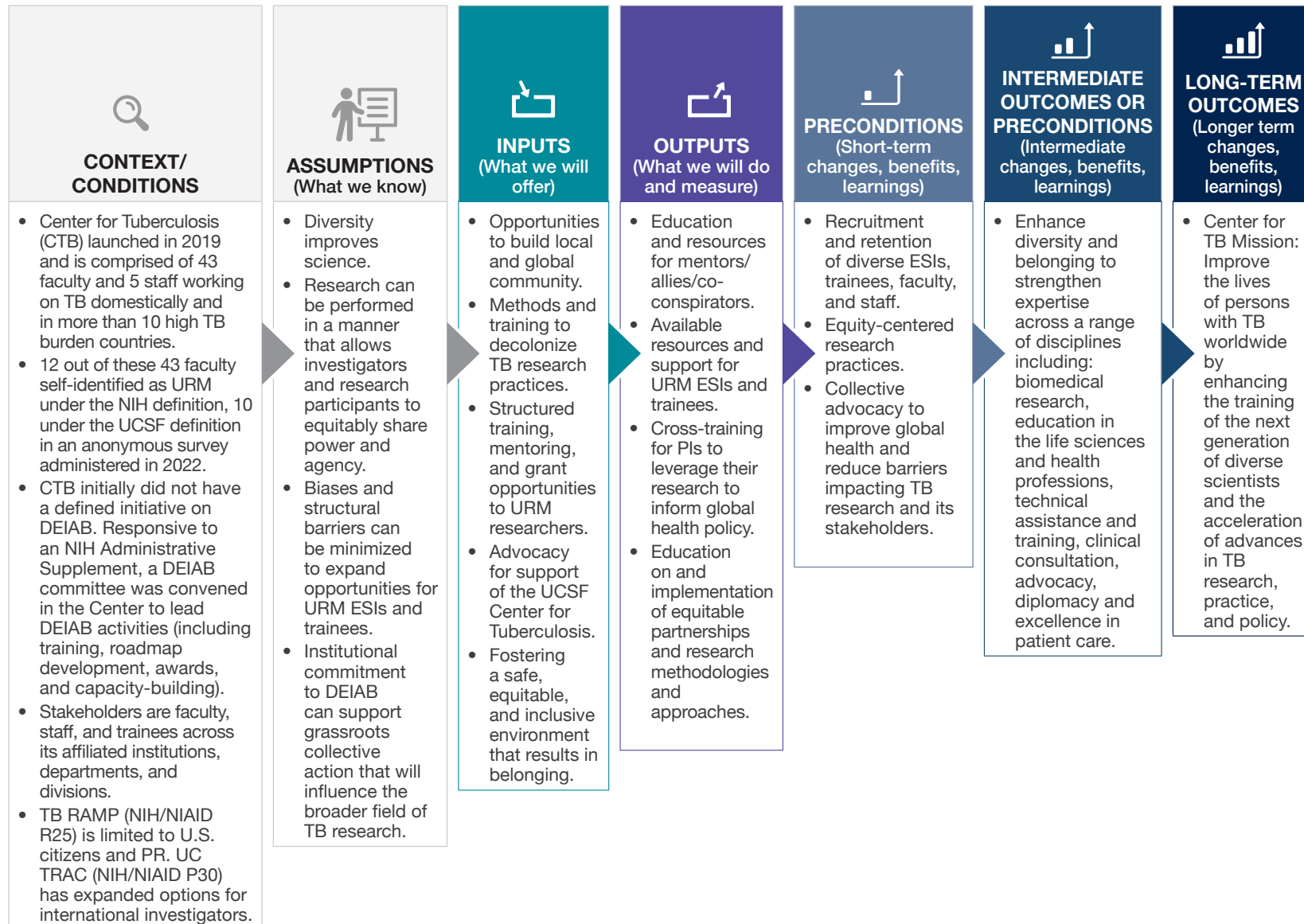
Our strategies with recommended actions are...

Building Local and Global Community

PROMOTE CAMPUS- AND CENTER-WIDE SOCIALIZING AND NETWORKING	PROMOTE A COMMUNITY-LED APPROACH TO TB EDUCATION, AWARENESS, AND RESEARCH
• More frequent opportunities for socializing in the center • More social hours to network and strengthen community	• Outreach programs at colleges and/or high schools to talk/introduce TB research • Encourage faculty to write K24s dedicated to mentoring in TB • Increase diversity in leadership to include all facets of DEI • Create and advertise URM trainee positions • Actively hire directors, coordinators, and staff to implement URM programs • Engage with graduate programs and initiatives • Engage students (high school, undergrads) for early pipeline entry • Contributions to DEIAB initiative within UCSF considered for promotions/step increases

Ensuring the Center's Sustainability

FOSTER INSTITUTIONAL SUPPORT FOR TB CENTER INDEPENDENCE AND SUSTAINABILITY

- Investigate/analyze existing successful models of DEIAB growth
- Lead the way on advocating for change, support & investments at UCSF into advancing DEIAB
- Become an institute or a center or a big "C" Center

Decolonizing TB Research and Practice

NURTURE EQUITABLE DOMESTIC AND INTERNATIONAL PARTNERSHIPS

- DEIAB vetted international collaborators
- Global ESI partnership program
- Capacity-building in LMICs – needs based
- Create allyship for equitable research
- Innovative strategy: Develop minimal guidelines for ethical global health research

5-YEAR STRATEGIC DIRECTIONS

Our strategies with recommended actions are...

Supporting URM Researchers				
FACILITATE RESEARCH TRAVEL & RECRUITMENT	**TRAIN MENTORS TO SUPPORT URM ESIS AND TRAINEES**	**ADMINISTER URM FACULTY DEVELOPMENT PROGRAM TAILORED TO THE UNIQUE NEEDS OF URM AND HISTORICALLY EXCLUDED SCIENTISTS**	**EXPAND MENTORED RESEARCH AWARDS AND GRANT PREPARATION SUPPORT FOR URM ESIS AND TRAINEES**	**SECURE ADDITIONAL FUNDING TO PROVIDE ACCESS TO SUFFICIENT RESOURCES**
• Develop policies and recommendations to keep traveling researchers SAFE • Lobby for standardized start-up package for ESI covering moving cost/visa fees	• Explore opportunities for in-house and third-party training opportunities during the 5-year period	• Explore opportunities to develop an URM faculty development program	• Work on this strategy has already begun, with the URM RAPs and UC TRAC support for grant preparation. Expand offerings in this strategy through the Center in the 5-year period	• Lobby UCSF to create internal funding plans to TB international scholars • Secure matching donations for awards won from DOM or vice-chancellor • Help URM connect with social & debt relief programs • Identify donors interested in DEIAB • Secure an angel donor • Work on Donors $ • Secure long-term funding streams • Identify supplemental funding to support non-US reg. Investigators

The content for these columns was submitted by the steering committee, while the content in white was submitted during the May 31st brainstorming meeting.

APPENDIX A: UCSF CENTER FOR TUBERCULOSIS DEIAB STRATEGIC PLAN

OUR DEIAB THEORY OF CHANGE

The cause and effect relationships that will create the change we desire...

CONTEXT/ CONDITIONS

- Center for Tuberculosis (CTB) launched in 2019 and is comprised of 43 faculty and 5 staff working on TB domestically and in more than 10 high TB burden countries.
- 12 out of these 43 faculty self-identified as URM under the NIH definition, 10 under the UCSF definition in an anonymous survey administered in 2022.
- CTB initially did not have a defined initiative on DEIAB. Responsive to an NIH Administrative Supplement, a DEIAB committee was convened in the Center to lead DEIAB activities (including training, roadmap development, awards, and capacity-building).
- Stakeholders are faculty, staff, and trainees across its affiliated institutions, departments, and divisions.
- TB RAMP (NIH/NIAID R25) is limited to U.S. citizens and PR. UC TRAC (NIH/NIAID P30) has expanded options for international investigators.

ASSUMPTIONS (What we know)

- Diversity improves science.
- Research can be performed in a manner that allows investigators and research participants to equitably share power and agency.
- Biases and structural barriers can be minimized to expand opportunities for URM ESIs and trainees.
- Institutional commitment to DEIAB can support grassroots collective action that will influence the broader field of TB research.

INPUTS (What we will offer)

- Opportunities to build local and global community.
- Methods and training to decolonize TB research practices.
- Structured training, mentoring, and grant opportunities to URM researchers.
- Advocacy for support of the UCSF Center for Tuberculosis.
- Fostering a safe, equitable, and inclusive environment that results in belonging.

OUTPUTS (What we will do and measure)

- Education and resources for mentors/ allies/co-conspirators.
- Available resources and support for URM ESIs and trainees.
- Cross-training for PIs to leverage their research to inform global health policy.
- Education on and implementation of equitable partnerships and research methodologies and approaches.

PRECONDITIONS (Short-term changes, benefits, learnings)

- Recruitment and retention of diverse ESIs, trainees, faculty, and staff.
- Equity-centered research practices.
- Collective advocacy to improve global health and reduce barriers impacting TB research and its stakeholders.

INTERMEDIATE OUTCOMES OR PRECONDITIONS (Intermediate changes, benefits, learnings)

- Enhance diversity and belonging to strengthen expertise across a range of disciplines including: biomedical research, education in the life sciences and health professions, technical assistance and training, clinical consultation, advocacy, diplomacy and excellence in patient care.

LONG-TERM OUTCOMES (Longer term changes, benefits, learnings)

- Center for TB Mission: Improve the lives of persons with TB worldwide by enhancing the training of the next generation of diverse scientists and the acceleration of advances in TB research, practice, and policy.

THE CENTER FOR STRATEGIC FACILITATION TEAM

The **Center for Strategic Facilitation (CSF)** is a partnership of consultants experienced in training, facilitation and consulting who collaborate to expand the use of participatory approaches and methods by individuals, organizations and communities. CSF is affiliated with the Institute of Cultural Affairs, a leader over the past five decades in promoting lasting positive change in communities, nonprofit organizations and businesses. CSF utilizes a distinct and proven approach developed by the ICA, called the Technology of Participation (ToP)®.

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In many situations we design and facilitate participatory data gathering and analysis sessions building shared participant understanding of their situation and commitment to actions resulting from planning activities.

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Robert Quintana Hopkins, PhD is an organizational development consultant who uses highly participatory and collaborative processes to promote learning, team building, team performance and positive change in organizations and communities. He has served as both an internal and external consultant and draws on over 20 years of leadership and management experience. He earned a PhD in organizational psychology from the California School of Professional Psychology in San Francisco.

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Center for Strategic Facilitation
The power of participation: training, facilitation, consultation

CSF

Robert Quintana Hopkins, PhD • robert@strategicfacilitation.com

APPENDIX A: CROSSWALK CHARTS: VISION

What we want to see in place at the Center and UCSF within the next 3-5 years in relation to DEIAB is...

ORIGINAL ROADMAP DRAFT	COLLABORATIVE BRAINSTORM VISION ELEMENTS	FINAL VISION ELEMENTS
Goal 1: Engage meaningfully with our community and cultivate a culture of equity, inclusion, and belonging.	Inclusive intentional community building	**Inclusive, Intentional Community-Building**
		A Culture of Equity, Inclusion, and Belonging
Goal 2: Promote equity in research that will result in stronger partnerships and serve as an accelerant in advancing TB research domestically and worldwide.	Equitable research partnership with global collaborators	**Productive, Equitable Research Partnerships with Domestic and International Collaborators**
	Increased global visibility for TB research	**Increased Global Visibility for TB Research**
	Address structural barriers for international URM	**Reduced Structural Barriers and Ongoing Advocacy for International URM Researchers**
Goal 3: Enhance DEIAB through developing diverse recruitment-based practices, and methods of advancement for staff and faculty at CTB.	Effective recruitment and commitment to retention of URM	**Effective Recruitment, Retention, and Methods of Advancement for URM Faculty, Trainees and Staff**
Goal 4: Develop a system of accountability and visibility of DEIAB initiatives.		**Impactful, Visible DEIAB Initiatives**
Goal 5: Provide training and resources for faculty to serve as mentors for URM ESI and trainees		**Substantial, Targeted Training and Resources for Faculty to Serve as Mentors for URM ESIs and Trainees**
Goal 6: Develop an infrastructure and mechanism to provide direct support for the career development of URM trainees and faculty.	Inclusive and transparent career development pathways	**Inclusive, Comprehensive Career Development Programming for URM Researchers**
	Comprehensive support for URM career growth	
	Diverse leadership and promotions	**Diverse Leadership and Promotions**
	Clear and robust path to independence	**Clear and Robust Path to URM Early Investigator Independence**

APPENDIX A: CROSSWALK CHARTS: CONTRADICTIONS

The specific blocks and challenges we are currently experiencing at the Center and UCSF in relation to DEIAB are...

COLLABORATIVE BRAINSTORM BLOCKS	FINAL BLOCKS (ROOT CAUSES/CONTRADICTIONS)
Inadequate URM definition	**Narrow URM Definition Creates Misalignment and Perpetuates Exclusion**
No compensation/recognition for time spent on DEIAB	**Uncompensated DEIAB Work Overburdens URM Researchers and Allies**
Available funding restricts supporting recruitment and retention for DEIAB	**Insufficient Funding and Commitment to DEIAB Limits URM Researcher Recruitment and Retention**
Funding mechanisms are too US-centric	**U.S.-Centric Funding Mechanisms Create Barriers for International Researchers and Perpetuates Inequities**
Unnamed	**Underinvestment in the Center and TB Research Diminishes Interest in the Field and Negatively Impacts the Pipeline**

APPENDIX A: CROSSWALK CHARTS: STRATEGIC ACTIONS

The innovative, substantial actions we can take to overcome the blocks and advance DEIAB at the Center and UCSF are...

ORIGINAL ROADMAP DRAFT	COLLABORATIVE BRAINSTORM	FINAL ACTIONS
Goal 1 Actions: • Host DEIA-focused events • Identify and network with existing affinity groups across campuses	• TB center wide socializing and networking	**PROMOTE CAMPUS AND CENTER-WIDE SOCIALIZING AND NETWORKING**
Goal 2 Actions: • Facilitate access for UCSF faculty and trainees to involve communities in research design, conduct, monitoring, and evaluation	• Create equitable international partnerships	**NURTURE EQUITABLE DOMESTIC AND INTERNATIONAL PARTNERSHIPS**
Goal 3 Actions: • Assess current strategies, identify and address gaps • Identify barriers to access/representation/equity in the center and its activities • Together with community-based organizations (e.g., Treatment Action Group), create and support community advisory boards (CABs)	• Reaching out to the community (for TB education & awareness)	**PROMOTE A COMMUNITY-LED APPROACH TO TB EDUCATION, AWARENESS, AND RESEARCH**
• Develop the URM Faculty Development Program, that is tailored to the unique needs of URM and historically excluded scientists		**ADMINISTER URM FACULTY DEVELOPMENT PROGRAM TAILORED TO THE UNIQUE NEEDS OF URM AND HISTORICALLY EXCLUDED SCIENTISTS**
Goal 4 Actions: • Develop a DEIAB roadmap of existing opportunities for URM faculty support		**COMMUNICATE OPPORTUNITIES FOR URM FACULTY SUPPORT**
Goal 5 Actions: • Deliver two half-day intensive trainings for faculty in mentorship skills to serve as mentors to train ESIs from URM or diverse backgrounds. Offer Boost Award mechanisms to support the research of URM Faculty		**TRAIN MENTORS TO SUPPORT URM ESI'S AND TRAINEES**
Goal 6 Actions: • Provide two additional Mentored URM Scientist Awards in TB • Provide pre-award grant preparation and writing support to applicants		**EXPAND MENTORED RESEARCH AWARDS AND GRANT PREPARATION SUPPORT FOR URM ESI'S AND TRAINEES**
	• Secure the Bag ($) – Recruitment retention of local/global ATB trainees & faculty, DEIAB programming, URM sustainability of the center	**SECURE ADDITIONAL FUNDING TO PROVIDE ACCESS TO SUFFICIENT RESOURCES**
	• Facilitating safe research travel	**FACILITATE SAFE RESEARCH TRAVEL**
	• Facilitating recruitment • Fostering institutional support for TB center independence & sustainability	**FOSTER INSTITUTIONAL SUPPORT FOR TB CENTER ACTIVITIES, INDEPENDENCE AND SUSTAINABILITY**

DEIAB STRATEGIC PLAN | **14** | UCSF CENTER FOR TUBERCULOSIS

APPENDIX A: UCSF CENTER FOR TUBERCULOSIS DEIAB STRATEGIC PLAN

APPENDIX A: CROSSWALK CHARTS: VALUES

The values that will guide the successful implementation of this work are...

COLLABORATIVE BRAINSTORM	FINAL VALUES (WE BELIEVE…)
Nothing about me without me	**"Nothing about me without me!"** — Research participants equitably share power and agency with investigators.
Fostering diverse ESI pipeline	**Enhancing** the recruitment pipeline and retention processes will minimize biases and structural barriers and expand opportunities for URM ESIs and trainees.
Diverse ideas & individuals improves science	**Diversity** improves science.
Establishing a culture of inclusivity and shared values	**Inclusivity** is core to The Center's culture and values.
Equitable methodology and approach	**Equitable research** begins with the conception of the question and continues with the methodologies and approaches we employ and ends with the appropriate recognition of all members.

UCSF Center for Tuberculosis Strategy Roadmap Brainstorm Meeting

MAY 31, 2023 • SAN FRANCISCO, CA

MEETING FOCUS QUESTION

Over the next 1-4 years, how can the UCSF Center for Tuberculosis collaborate as multidisciplinary stakeholders to implement impactful and sustainable strategies that 1) foster a culture of diversity, equity, inclusion, accessibility, and belonging; and 2) advance the Center's core mission through an equitable and decolonizing approach to research, practice, and policy?

Center for Strategic Facilitation
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CSF

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APPENDIX B: MAY 31, 2023 MEETING DOCUMENTATION

CONTEXT

The UCSF Center for Tuberculosis received a $250,000 grant from the National Institutes of Health (NIH) to establish and advance a DEIAB strategy. A DEIAB Steering Committee, led by Gustavo Velásquez, was created to guide the work. The DEIAB steering committee convened the larger Center community to contribute ideas, engage in dialogue, and participate in the creation of the Center's DEIAB Roadmap. The ideas brainstormed and discussed in this meeting will serve as the foundation for the Roadmap. Five Center community members joined the DEIAB Steering Committee. The expanded committee will craft the Roadmap and reconvene the larger community in the fall for feedback, refinement and to invite participation in the implementation of the Roadmap.

MEETING AIMS

- To obtain stakeholder input that allows the Center to create an impactful DEIAB Roadmap
- To align diverse stakeholders behind a shared vision
- To begin to generate enthusiasm and buy-in for involvement and implementation

MEETING AGENDA

- Welcome/ Opening/ Context
- Introductions
- Current State Analysis
- Lunch Break
- Collective Brainstorm
- Small Group Affinity Clustering
- Report Outs
- Full Group Debrief
- Next Steps/ Closing

OUR AGREEMENTS FOR CREATING A BRAVE AND SAFE SPACE FOR COLLABORATION

GUIDING ASSUMPTIONS

- **Personal Justice:** Radical Self Care—we take care of ourselves in anyway & at any time without causing harm to others.
- **Self-Awareness:** We come to the conversation as people. We carry our histories, affiliations & communities with us. We speak from our own experience. We do not represent those communities, histories & affiliations.
- **Communication:** We all have different voices & ways of understanding. We bring our whole & authentic selves. This means the conversation may not be linear. We have a responsibility to seek clarification.
- **Tools:** We trust we have the skills to do great things together. We recognize our interdependence—we build, join & expand on ideas.

UNDERLYING ASSUMPTIONS OF ToP METHODS (TECHNOLOGY OF PARTICIPATION)

| Everyone has wisdom. | Everyone's wisdom is needed for the wisest result. | There are no wrong answers. | The whole is greater than the sum of the parts. | Everyone will have the opportunity to hear and be heard. | Everyone will be actively participating. |

APPENDIX B: MAY 31, 2023 MEETING DOCUMENTATION

DESIGN TEAM

- Midori Kato-Maeda
- Gustavo Velásquez
- Elizabeth Fair
- Sarah Hutchinson
- Thea Sigerman

*Note that this group is composed of the Steering Committee members (prior to the 5/31 meeting)

DEIAB STEERING COMMITTEE MEMBERS

- Midori Kato-Maeda
- Gustavo Velásquez
- Elizabeth Fair
- Sarah Hutchinson
- Thea Sigerman
- Paul Ogongo
- Ariana Austin
- Mohamad Dandan
- Christopher Berger
- Jonathan Budzik

MEETING PARTICIPANTS

- Barbara Alonso
- Helene Aschmann
- Ariana Austin
- Christopher Berger
- Rania Bouzeyen
- Jonathan Budzik
- Adithya Cattamanchi
- Lisa Chen
- Mohamad Dandan
- Fatoumatta Darboe
- Suzanne Dufault
- Joel Ernst
- Elizabeth Fair
- Peter Hunt
- Sarah Hutchinson
- Devan Jaganath
- Midori Kato-Maeda
- Carina Marquez
- Alex Mohapatra
- Matthew Murrill
- Payam Nahid
- Paul Ogongo
- Patrick Phillips
- Rada Savic
- Priya Shete
- Thea Sigerman
- Sara Suliman
- Anthony Tran
- Gustavo Velásquez
- Weihao Zheng

APPENDIX B: MAY 31, 2023 MEETING DOCUMENTATION

INDIVIDUAL BRAINSTORM

Generating Our Strategy Roadmap Data!

SMALL GROUP PARTICIPATORY DATA ANALYSIS!
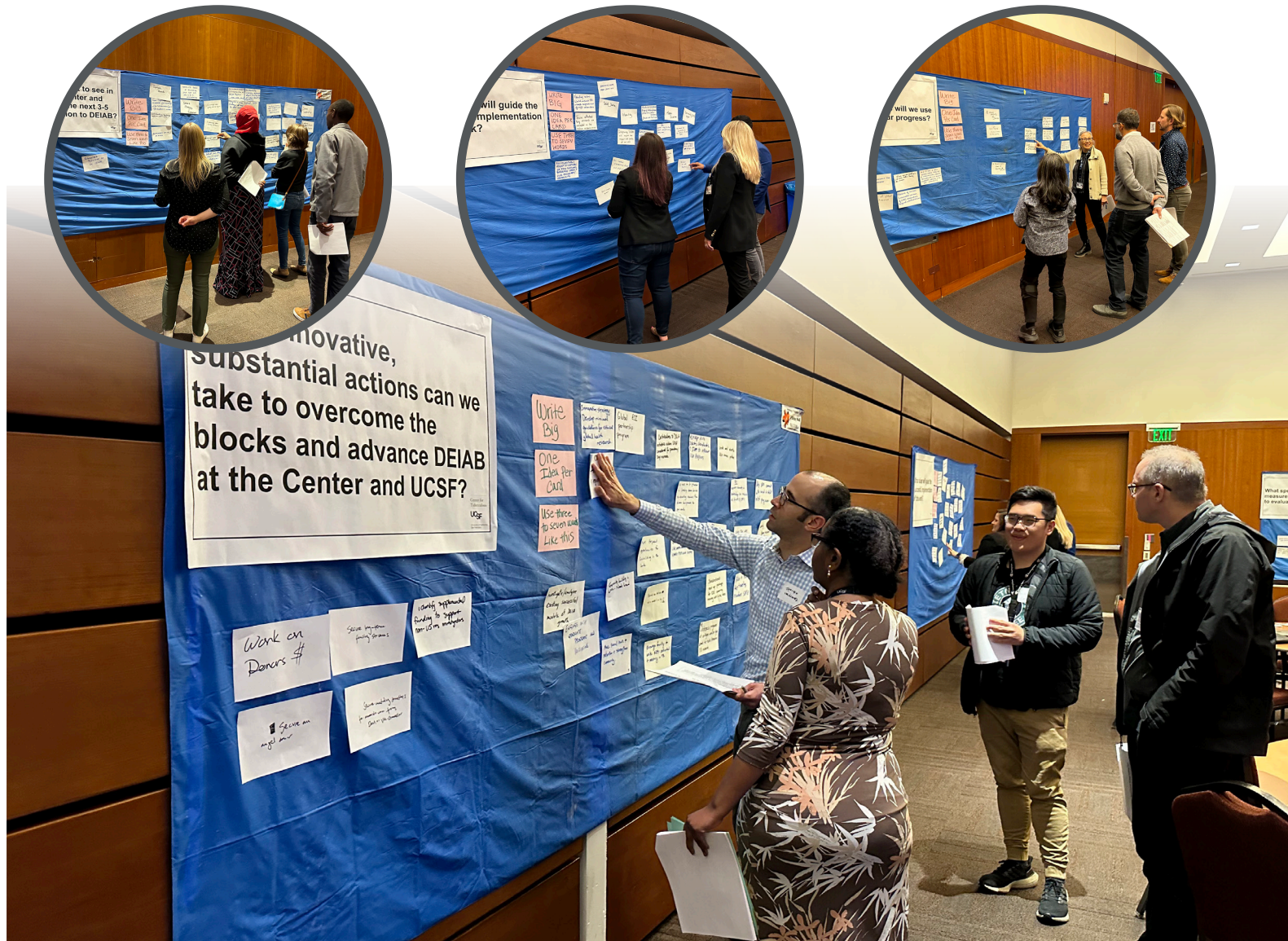
PRACTICAL VISION

What we want to see in place at the Center and UCSF within the next 3-5 years in relation to DEIAB is...

INCREASED GLOBAL VISIBILITY FOR TB RESEARCH	ADDRESS STRUCTURAL BARRIERS FOR INTERNATIONAL URM	CLEAR AND ROBUST PATH TO INDEPENDENCE	EQUITABLE RESEARCH PARTNERSHIP WITH GLOBAL COLLABORATORS	EFFECTIVE RECRUITMENT AND COMMITMENT TO RETENTION OF URM
• Recognized presence of the center • External recognition of excellence • Increased visibility of TB research that is felt by the community. [Often people who are infected with Mtb. Do our study participants understand and appreciate the role they play in TB research?	• Increased funding for international trainees. Again the center is laying good foundation – need for scale-up • More funding in place for internationally-based investigators • More international/URM trainees • Global ESI partnership • Make UCSF an attractive institution for international ESI in TB	• More MPI grants • Appropriate staff support for ESI (and all faculty) • Win another supplement, CTB at its core • Win a DEIAB-specific award • Win a K24 for TB (DEIAB a focus/aim)	• Empower URM at all levels • Collaborations: balanced between UCSF and clinics • Equitable research • A list of core values we share and expect of collaborators • Vision: equitable research partnerships with collaborators from TB-endemic areas	• 2-10 successful URM staff recruitment • 2 successful URM faculty retention efforts • Retention of under-represented faculty currently at the center & recruitment of at least 2 new underrepresented faculty in the next 3 years • 3 successful URM faculty recruitments • Recruitment and retention plan with dept/division support • Diversity of staff • Increased hiring/recruitment/retention of URM faculty/trainees • Recruitment, retention, and dissemination of URM programs (ie: MARC, MBRs, MHIRT]

DIVERSE LEADERSHIP AND PROMOTIONS	COMPREHENSIVE SUPPORT FOR URM CAREER GROWTH	INCLUSIVE INTENTIONAL COMMUNITY BUILDING	INCLUSIVE AND TRANSPARENT CAREER DEVELOPMENT PATHWAYS	
• Members (faculty, staff, trainees, etc) from diverse backgrounds • Promotion of DEIA at the leadership level. We are making good progress creating the pool; now to escalate that upwards • Diverse leadership	• Recognition of unique challenges faced by URM recruits • Expanded URM definitions (ie gender expression) • Improved URM mentoring	• Absolute sense of belonging such that our work in TB is accelerated • Sense of belonging and engagement • Everyone feels included, supported, and a strong sense of community	• Career development for all (ie. Lab techs/staff, graduate students, postdocs, early career PIs etc) • A clear, concise roadmap that is actionable + a useful referent for the center	

BLOCKS TO OUR MOVEMENT TOWARD OUR VISION

The specific blocks and challenges we are currently experiencing at the Center and UCSF in relation to DEIAB are...

INADEQUATE URM DEFINITION	NO COMPENSATION/ RECOGNITION FOR TIME SPENT ON DEIAB	AVAILABLE FUNDING RESTRICTS SUPPORTING RECRUITMENT AND RETENTION FOR DEIAB	FUNDING MECHANISMS ARE TOO US-CENTRIC	UNNAMED
• Definition of underrepresented people is not broad enough • URM definition doesn't include SOGI • URM definition not inclusive enough • Lack of alignment between funder (NIH) institution (UCSF/ DOM) and Center on definitions of URM • Engagement with URM	• Global work detracts from work-life balance • Professional survival is complex/consuming – how do we formally value this work as a part of the goal? • Minority tax • Few URM faculty to support	• Bay Area very expensive to live • FTE for staff/cores is limited by FOAs/RFAs • Lack of enough support for TB researchers- like in advocacy needs • Insufficient staffing to support all projects (esp. budget/admin) • Limitations surrounding funding • Lack of budget for DEIAB activities • Limited resources, funding, space to permit diverse faculty recruitment • Availability and support of training grants for graduate students, postdocs, undergraduate & high school students • Lack of trainee funding • Low minimum salaries • FTE for CTB staff is opt in for PIs but mandatory for divisions/depts • TB science can be slow, discouraging students • Not enough trainees (specifically graduate students and lab techs/ staff) within TB research • Lack of diversity in faculty and trainees	• Funding barriers for non-US residents (NIH) • Limited funding opportunities for international ESI • Ability to explain to NIH how the lack of inclusion of non-US citizens impacts our work & ability to succeed • Funding restriction based on nationality must go! • Block: no clear framework for global equitable knowledge exchange • Prohibitive regulation regarding eligibility for international scholars • TB endemic regions can be hostile to URM individuals	• We are not a division, department or institute • A TB focus can limit non academic job opportunities • No connection with other initiatives with similar goals • We don't have a pre- or post-award that is CTB-specific

KEY ACTIONS

The innovative, substantial actions we can take to overcome the blocks and advance DEIAB at the Center and UCSF are...

TB CENTER WIDE SOCIALIZING AND NETWORKING	SECURE THE BAG ($) – RECRUITMENT RETENTION OF LOCAL/GLOBAL ATB TRAINEES & FACULTY, DEIAB PROGRAMMING, URM SUSTAINABILITY OF THE CENTER	CREATE EQUITABLE INTERNATIONAL PARTNERSHIPS	FACILITATING RESEARCH TRAVEL & RECRUITMENT	REACHING OUT TO THE COMMUNITY (FOR TB EDUCATION & AWARENESS)	FOSTERING INSTITUTIONAL SUPPORT FOR TB CENTER INDEPENDENCE & SUSTAINABILITY
• More frequent opportunities for socializing in the center • More social hours to network and strengthen community	• Lobby UCSF to create internal funding plans to TB international scholars • Secure matching donations for awards won from DOM or vice-chancellor • Help URM connect with social & debt relief programs • Identifying donors interested in DEIAB • Secure an angel donor • Work on Donors $ • Secure long-term funding streams • Identify supplemental funding to support non-US reg. Investigators	• DEIAB vetted international collaborators • Global ESI partnership program • Capacity-building in LMICs – needs based • Create allyship for equitable research • Innovative strategy: Develop minimal guidelines for ethical global health research	• Policies and recs to keep traveling researchers SAFE • Standardized start-up package for ESI covering moving cost/visa fees	• Outreach programs at colleges and/or high schools to talk/introduce TB research • Encourage faculty to write K24s dedicated to mentoring in TB • Increase diversity in leadership to include all facets of DEI • Create and advertise URM trainee positions • Actively hire directors, coordinators, and staff to implement URM programs • Engage with graduate programs and initiatives • Engage students (HS, undergrads) for early pipeline entry • Contributions to DEIA initiative within UCSF considered for promotions/step increases	• Investigate/analyze existing successful models of DEIA growth • Lead the way on advocating for change, support & investments at UCSF into advancing DEIAB • Become an institute or a center or a big C

VALUES

The values that will guide the successful implementation of this work are...

NOTHING ABOUT ME WITHOUT ME	FOSTERING DIVERSE ESI PIPELINE	DIVERSE IDEAS & INDIVIDUALS IMPROVES SCIENCE	ESTABLISHING A CULTURE OF INCLUSIVITY AND SHARED VALUES	EQUITABLE METHODOLOGY AND APPROACH
• Those affected by research are included in the entire research process • Guiding value: world without TB needs empowerment of LMIC researchers • Humility • Considering whose voices we aren't hearing from • Community (CAB) input	• ESIs are valuable • We need to be proactive in breaking down barriers to recruiting trainees from diverse backgrounds to our center • Support trainee career development as well as communicate TB prevalence and research	• A diversity of ideas improves science • Team Science • Improving DEIAB will improve the impact and quality of our work	• Collaboration shared vision investment • Mentorship, inclusiveness, belonging, fostering community, collaborations (inter/extramural). It's okay not to know • A shared language around our DEIAB challenges and work • Does it increase DEIAB? • Standards for inclusivity in all aspects of our work	• Recognition/identification of how systemic barriers impact our programs/community • Belief in our people! • Breaking away from status quo • Social justice • Address inequities that exist without creating new ones • All humans are equal and deserving equitable treatment • Work towards overarching goals and mission

MEASUREMENTS

The specific measurements we will use to evaluate our progress are...

DOLLARS TO DIVERSITY	EQUITABLE GLOBAL RESEARCH (FROM CAB/ DESIGN TO OUTPUT)	PROMOTING VISIBILITY AND CONNECTION	DIVERSIFYING THE PIPELINE
• Create a funded DEIAB hiring review committee – for staff and faculty • Money allocated specifically for DEIAB	• More grants & publications with LMIC authors leading the process • Number of global ESI partnerships per year • Active UCSF CAB with diverse representation combined with affected TB community • Lead authorship for site partners • Research proposals based on equitable principles • In 2-3 years, a well established pipeline of international health partnerships/ international scientist awardees working with our community • Measure of success: sustainable careers of LMIC researchers beyond collaborations	• Strong connections with colleagues and schools within and outside of the SF Bay Area • Good attendance of CTB events • Visibility of UCSF CTB people at conferences and pubs	• Fund 5 URM trainee positions in the next 5 years • IDP (individual development training plan); Track progress of trainees (pre; during, post); where are they now, what are they doing? • # of under-represented trainees in 2013 vs. in 2018 in the center • # of grants awarded to URM investigators by the center • Retention + advancement of trainees, ESI, faculty working in TB • Annual increase in percent URM among CTB faculty, staff, trainees • Increased number of URM ESI + faculty recruited to TB/CTB • Recruitment/reviewers should have equal representation • In 2-3 years, successful recruitment of 2 new faculty & 2 new staff from under represented minority (NIH def) • Hired faculty that increases diversity

APPENDIX B: MAY 31, 2023 MEETING DOCUMENTATION

FULL GROUP REPORT OUTS AND REFLECTIONS

REFLECTIONS

Which vision element are you most excited about?

- Inclusive intentional community building
- International equitable research
- Effective recruitment

Which vision element is the hardest to imagine?

- Equitable research (being an equal partner)

Which block do you experience as the heaviest?

- Research is international, but funding is US centric, unequal playing field
- Can't fund international trainees even if they are here (NIH funding)
- Academic models for advancement don't make room for lack of equity in global health research (international authors first authorship); competition that is inherent to academic advancement
- We host many training programs but it's hard to execute (how to make it happen)
- Theory to bench training on how to apply DEIAB – so that teams really feel belonging (mentors to trainees, global north to global south)

Which strategy will be the easiest to do?

- Socializing

Which strategy will be the hardest?

- Securing the bag
- Advocating for the center at a high level

Which strategy will have the most impact?

- The bag "always comes down to money"
- Language that when you put in your promotion package (xyz pieces of CV incorporate DEIAB); create language around promotion (diversity statement- in CV, on the website)
- Need donor (malaria group has tons of money from tech)
- Needs to write an elevator pitch

Do these strategies address the blocks or is there anything we want to add?

- Feel strongly about international equitable partnerships (very colonial model)

Which value most clearly reflects what is important at the Center and UCSF?

- Diverse thought group
- Equitable methodology and approach (how it gets articulated on website and roadmap)
- Consider:
- How much of the product wouldn't have happened without X participation (perhaps doesn't need to be 50 50 from how we see it)
- As an ally we need to help and facilitate – identify the challenges (provide more of an administrative title – must actively seek areas where we can support)

Which measurement will be the hardest to accomplish?

- Equitable partnership – busy with lives that are already full
- Doctors are seeing hundreds of patients a day and may not have as much time as folks who are sitting at the desk

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Learn more about CSF at **strategicfacilitation.com**.
Robert can be contacted at **robert@strategicfacilitation.com**.

Center for Strategic Facilitation
The power of participation: training, facilitation, consultation CSF **Robert Quintana Hopkins** • robert@strategicfacilitation.com

APPENDIX B: MAY 31, 2023 MEETING DOCUMENTATION

APPENDIX A – THE CENTER FOR TUBERCULOSIS AT UCSF

The Center's Mission

Improving the lives of TB patients worldwide through the training of the next generation of scientists and the acceleration of advances in tuberculosis research, practice, and policy.

Organizational Structure

The Center for Tuberculosis is led by Payam Nahid, the Center Director.

There are three Associate Directors. Elizabeth Fair leads Mentorship and Training. Babak Javid leads Bench Science. Rada Savic leads Data Science.

Center Staff include: Sarah Hutchinson, Program Manager; Barbara Alonso, Program Coordinator; Thea Sigerman, UC TRAC Coordinator; Sharon Hutchinson, Special Projects and Finance; and, Deb Grantz, Operations and Finance.

Gustavo Velasquez leads the Initiative on Diversity, Equity, Inclusion and Accessibility.

Devan Jaganath leads the Initiative on Maternal and Childhood TB.

Diversity, Equity, Inclusion, Accessibility, and Belonging (DEIAB) at the Center for Tuberculosis at UCSF

Led by Gustavo Velasquez, the DEIAB Initiative has three goals:

- Integrate DEIA values and opportunities in Center activities and programs.
- Provide opportunities, funding for both mentors and mentees who identify as URM.
- Work with senior investigators, leadership, divisions to intentionally recruit URM faculty.

Center Activities

- ESI Opportunities: TB RAMP, RAPs, Vouchers, Stipends, Grant Support
- Resource Offerings: Consultation Services, Data Catalogue, Community Advisory Board
- Events and Social: WTBD, BATS, CTB, End of Year Social, ad-hoc socials
- Special Initiatives: DEIA, Childhood TB
- Operations, Admin: HR, Website, Comms, Grants, Reporting, Finance, Center Coordination

APPENDIX B: MAY 31, 2023 MEETING DOCUMENTATION

APPENDIX B – DEIA INTERVIEWS AND QUESTIONNAIRE SUMMARY

Background

Between March 2 and April 10, 2023, eight faculty members were invited to participate in interviews, including division chiefs and faculty leading DEIA activities. Six interviews were completed by the DEIA Subcommittee. Three were completed via online questionnaire and three via Zoom. 10 questions were asked regarding the Center for TB DEIA initiatives.

Outcomes

What DEIA trainings have taken place, or are planned for near future? What trainings would be valuable/useful to faculty and staff that would not duplicate existing programming for your division?

Four respondents answered this question. All mentioned the required UCSF DEI Champion training. Two respondents from the Pulmonary division also mentioned a Book Club and annual retreats, in which DEIA discussions have taken place.

Which DEIA trainings or facilitators have you found useful or impactful (within or outside UCSF), to guide our search?

DEIA trainings: ARCHES events/training, Harvard Project Implicit, PROPEL/Administrative supplements for diversity activities, DEI Champion training (effective in raising awareness), emphasizing DEIA in faculty recruitment, Book Club.

Potential facilitators: Dr. Denise Davis, Dr. Camara Jones, Dr. Robert Quintana Hopkins (National Inter-CFAR URM HIV Investigator Meeting).

How can we support you with these funds (RAPs, DEIA Champions, and training facilitation) for CTB-affiliated faculty/staff and within scope of DEIA initiatives for URM faculty and faculty supporting URM researchers without replicating what you are already doing?

Three respondents answered this question. They mentioned organizing events targeting DEIA work domestically and international work (health equity); partnering with the divisions to co-sponsor activities; identifying novel sources of groups to target for recruitment.

How can this supplement help with retention DEIA activities in your division, keeping in mind funding limitations?

Five respondents answered this question, each one with different suggestions or comments.

Suggestions: community building activities; purchase books for Book Club; supplement gaps in salary; list everybody who is eligible for these DEIA grants; mock study sessions for international investigators.

Comments: One respondent mentioned this is probably not enough money to help with retention in the Bay Area; another one mentioned the lack of sufficient research space for researchers. Another respondent (see quote below) reflected on the two different types of retention.

Quotes:

- "…Two flavors of retention. First flavor is recruited/successful faculty, who a lot of times will leave. The other flavor is faculty not as successful, grants didn't come through. Would make sure you keep in mind what kind of retention you're looking at. People might give them

APPENDIX B – DEIA INTERVIEWS AND QUESTIONNAIRE SUMMARY

this opportunity, but it is extra work, and takes time from things that would ultimately make them successful. Might be best for someone who breathes DEIA and is in the same time not in trouble of losing grants, etc…Increasing community building activities is a point toward retention, building sense of belonging."

- "It was nice to purchase books for our faculty for a book club. Being able to help support these type of efforts (getting recommended resources into people's hands) would be beneficial."

If we were to be awarded this supplement again, what would you recommend we build towards at the CTB with this funding?

Four respondents answered this question. Two respondents mentioned outreaching to local underrepresented students (high-school or college) as an opportunity to learn about TB/science and TB public health measures. Other suggestions: events for getting the community together; spend funds on mid-career investigators with stable funding; develop a roadmap; grant opportunities for junior faculty; build on/co-sponsor DEIA group events already being done; Boost Awards to support research.

Quote:

- "I would recommend working towards a K-level equivalent award or having a pathway of the person who is awarded the $40K to apply for a mentored level K award would be the most impactful. The other place is to create programming for URM high school or undergraduate students to increase engagement in science/TB. This could be a 1/2 day conference, or something else such as partnering with schools that serve minority predominant communities in the Bay Area."

What can we do to ensure we are competitive in DEIA initiatives? What would make us unique?

Five respondents answered this question. Two respondents suggested publicizing the CTB DEIA activities. Two respondents mentioned again outreaching to local underrepresented students (high-school or college). Other suggestions: Co-sponsoring activities with other divisions, groups (e.g. CFAR); mentoring the mentors; mentoring international investigators.

Quotes:

- "Having these initiatives, publicizing it, find what else is out there. Bridging the groups, international aspects, mentoring international investigators that don't have many resources, platform for international."
- "Outreach to local students from under-represented groups."

Is there anything we didn't touch on that you would want to see happen with funding set aside for DEIA initiatives (other than RAPs)?

Two respondents answered this question. They suggested:

- Mapping URM faculty and staff
- Hiring consultant to lead the writing of the ROADMAP and to facilitate workshop

APPENDIX C: SLIDES FROM FEBRUARY 7, 2024 MEETING

Your Input Needed: DEIAB Resources

The Center's new DEIAB Resource Repository project can be found at the QR Code.

We encourage your contributions to this project, please share resources via the QR Code.

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Strategy Roadmap Focus Question

Over the next 1-4 years, how can the UCSF Center for Tuberculosis collaborate as multidisciplinary stakeholders to implement impactful and sustainable strategies that 1) foster a culture of diversity, equity, inclusion, accessibility, and belonging; and 2) advance the Center's core mission through an equitable and decolonizing approach to research, practice, and policy?

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Meeting Aims

- Review the draft strategic plan with Center stakeholders and share how the May 31, 2023 input was used to create an impactful DEIAB Roadmap
- Receive stakeholder input regarding the draft plan so that edits can be made if necessary
- To continue to align diverse stakeholders behind a shared vision for DEIAB at the Center
- To generate enthusiasm and buy-in for involvement and implementation
- To lay the foundation for a concrete implementation plan that involves CTB stakeholders

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Meeting Agenda

- ❖ Welcome/Opening/Context
- ❖ Documentation Review and Debrief
- ❖ Lunch
- ❖ Generate First Year Actions
- ❖ Break
- ❖ Coordinate the Work
- ❖ Next Steps and Close

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APPENDIX C: SLIDES FROM FEBRUARY 7, 2024 MEETING

Underlying Assumptions of ToP Methods

- Everyone has wisdom
- Everyone's wisdom is needed for the wisest result
- There are no wrong answers
- The whole is greater than the sum of the parts
- Everyone will have the opportunity to hear and be heard
- Everyone will be actively participating

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Our Agreements and Guiding Assumptions

- **Personal Justice:** Radical Self Care—we take care of ourselves in any way & at any time without causing harm to others.
- **Self-Awareness:** We come to the conversation as people. We carry our histories, affiliations & communities with us. We speak from our own experience. We do not represent those communities, histories & affiliations.
- **Communication:** We all have different voices & ways of understanding. We bring our whole & authentic selves. This means the conversation may not be linear. We have a responsibility to seek clarification.
- **Tools:** We trust we have the skills to do great things together. We recognize our interdependence—we build, join & expand on ideas.

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Documentation Review and Process Update

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Documentation Review and Process Update

Highlights:
- Executive Summary (pages 2-4)
- Final Vision, Blocks and Strategy charts (pages 5-7)
- Theory of Change (page 10)
- Crosswalk Charts in Appendix (pages 12-15)

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APPENDIX C: SLIDES FROM FEBRUARY 7, 2024 MEETING

Documentation Review and Process Update

Small Group Check-in!

- Meet in groups of 3 or 4 for 10 minutes:
- Access the draft strategy roadmap on an electronic device
- Share:
  - Name
  - Role
  - One thing you like you like or feel is strong about the draft strategy roadmap
  - What is weak or missing?

Approximately 2-3 minutes each.
Make sure everyone in the group has time to share

Documentation Debrief

- What excites you about the plan?
- Where does the plan hit the mark?
- What concerns you, or where does the plan miss the mark?
- How will DEIB at UCSF and/or the Center be different once this strategy roadmap is realized?
- What changes or edits do you recommend the DEIAB Committee consider?

Recommended Changes…

-

Recommended Changes…

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Lunch Break! 30 min

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Reminder to Fill Out the DEIAB Resource Repository!

First Year Actions!

- Self Select into one of the 4 strategy groups
- Work as a small group to answer the questions on the chart
- Finish the exercise with a robust list of possible actions that can be taken to advance that strategy
- Ensure every group member has an opportunity to contribute
- Be prepared to report out

Our First Year Actions!

Strategic Direction:

Current Reality	First Year Actions	2 Year Success Indicators
The strengths of our situation? What do we have going for us? What is in place right now (i.e, across studies, TB RAMP, UC TRAC, etc.)?	The key actions we can take together this year?	How will we know we are successful? What measures can we use to track our progress towards this strategic direction?
Our weaknesses? What challenges or limitations do we face?		
Opportunities to leverage?		
Threats to stay aware of?		

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Strategic Direction 1: Building Local and Global Community

Strategy: Promote Campus- and Center-wide Socializing and Networking

Action
- More frequent opportunities for socializing in the center
- More social hours to network and strengthen community
- Create/offer safe, equitable, and inclusive environment that results in belonging.

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Strategic Direction 1: Building Local and Global Community

Strategy: Promote a Community-led approach to TB Education, Wellness, and Research

Action
- Create outreach programs at colleges and/or high schools to talk/introduce TB research
- Encourage faculty to write K24s dedicated to mentoring in TB
- Increase diversity in leadership to include all facets of DEI
- Create and advertise URM trainee positions
- Actively hire directors, coordinators, and staff to implement URM programs
- Engage with graduate programs and initiatives
- Engage students (HS, undergrads) for early pipeline entry
- Contributions to DEIAB initiative within UCSF considered for promotions/ step increases
- Enhance diversity and belonging to strengthen expertise across a range of disciplines including: biomedical research, education in the life sciences and health professions, technical assistance and training, clinical consultation, advocacy, diplomacy and excellence in patient care.

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Strategic Direction 2: Ensuring the Center's Sustainability

Strategy: Foster Institutional Support for TB Center Activities, Independence, and Sustainability

Action
- Investigate/analyze existing successful models of DEIAB growth
- Lead the way on advocating for change, support & investments at UCSF into advancing DEIAB
- Become an institute or a big "C" Center

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Strategic Direction 3: Decolonizing TB Research and Practice

Strategy: Nurture Equitable Domestic and International Partnerships

Action
- DEIAB vetted international collaborators
- Create a Global ESI partnership program
- Capacity-building in LMICs – needs based
- Create allyship for equitable research
- Develop minimal guidelines for ethical global health research (Equity-centered research practices)
- Collective advocacy to improve global health and reduce barriers impacting TB research and its stakeholders
- Develop methods and training to decolonize TB research practices.

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Strategic Direction 4: Supporting URM Researchers

Strategy: Facilitate Research Travel & Recruitment

Action
- Policies and recs to keep traveling researchers SAFE
- Standardized start-up package for ESI covering moving cost/ visa fees

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Strategic Direction 4: Supporting URM Researchers

Strategy: Administer URM Faculty Development Program Tailored to the Unique Needs of URM and Historically Excluded Scientists

Action
- Plan to explore opportunities to develop an URM faculty development program
- Recruitment and retention of diverse ESIs, trainees, faculty, and staff.

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Strategic Direction 4: Supporting URM Researchers

Strategy: Train Mentors To Support URM ESI's and Trainees

Action
- Explore opportunities for in-house and third-party training opportunities during the 5-year period

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Strategic Direction 4: Supporting URM Researchers

Strategy: Secure Additional Funding to Provide Access to Sufficient Resources

Action
- Lobby UCSF to create internal funding plans to TB international scholars
- Secure matching donations for awards won from DOM or vice-chancellor
- Help URM connect with social & debt relief programs
- Identifying donors interested in DEIAB
- Secure an angel donor
- Work on Donors $
- Secure long-term funding streams
- Identify supplemental funding to support non- US reg. Investigators

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Strategic Direction 4: Supporting URM Researchers

Strategy: Expand Mentored Research Awards and Grant Preparation Support for URM ESI's and Trainees

Action
- Work on this strategy has already begun, with the URM raps and UC TRAC support for grant preparation. Plan to expand offerings in this strategy through the Center in the 5-year period
- Structured training, mentoring, and grant opportunities to URM researchers.

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Next Steps to Coordinate the Work!

Action	Responsible	Deadline
Collate a list of activities corresponding with each strategy	Facilitators/Note-takers from each working group	February 7, 2024
Distribute the Roadmap and checklist to project teams	DEIAB Committee	February 26, 2024
Create and build out a DEIAB resource repository in Teams	Members of the UCSF Center for TB will populate the repository	(Ongoing)
Project teams complete the checklist to form an implementation plan and commit to what actions will be accomplished in Y1 (and share it with the DEIAB Committee)	PI/leaders of programs and units will work with their group	March 1, 2024
Submit a Progress Report for the Implementation Plan; bi-monthly	PI/leaders of programs and units	September 30, 2024 March 1, 2025
PI teams will meet regularly to assess progress, identify obstacles, and pivot as necessary	PI teams	Ongoing

Implementation Plan Checklist

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DEIAB Implementation Plan Check list

Actions for each strategy	Include in the 1y implementation plan	Outcome Measure	Timeline (Q1, Q2, Q3, Q4)	Progress Report	
				Status/ challenges	Date of Completion:
1. BUILDING LOCAL AND GLOBAL COMMUNITY					
2. ENSURING THE CENTER'S SUSTAINABILITY					
3. DECOLONIZING TB RESEARCH AND PRACTICE					
4. SUPPORTING URM RESEARCHERS					

Next Steps - Master Implementation Plan

UCSF Center for Tuberculosis DEIAB Strategy Roadmap Action Plan

PI Centered Group						
DEIAB Strategies	**Q1** (April-June 2024)	**Q2** (July-September 2024)	**Q3** (October-December 2024)	**Q4** (January-March 2025)	**Evaluation Measures**	**Resources Needed**
Building Local and Global Community	•	•	•	•		
Ensuring the Center's Sustainability	•	•	•	•		
Decolonizing TB Research and Practice	•	•	•	•		
Supporting URM Researchers	•	•	•	•		

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Next Steps - Master Implementation Plan

UCSF Center for Tuberculosis DEIAB Strategy Roadmap Action Plan

PI Centered Group

DEIAB Strategies	Q1 (April-June 2024)	Q2 (July-September 2024)	Q3 (October-December 2024)	Q4 (January-March 2025)	Evaluation Measures	Resources Needed
Building Local and Global Community	•	•	•	•		
Ensuring the Center's Sustainability	•	•	•	•		
Decolonizing TB Research and Practice	•	•	•	•		
Supporting URM Researchers	•	•	•	•		

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Coordinating the work of the full group!

- How often will the full group meet?
- Who will coordinate the full group?

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Closing Debrief!

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