Implementing the Center’s DEIAB 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?
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.

**BACKGROUND**

**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

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

**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.
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 ...

<table>
<thead>
<tr>
<th>CURRENT REALITY</th>
<th>FIRST-YEAR ACTIONS</th>
<th>2-YEAR SUCCESS INDICATORS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>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.)?</strong></td>
<td><strong>The key actions we can take together this year?</strong></td>
<td><strong>How will we know we are successful? What measures can we use to track our progress towards this strategic direction?</strong></td>
</tr>
</tbody>
</table>
| **Word 94 case conference**  
- Social Fri BATM, EOY, WTED, BATS, Union? List of presenters  
- Newsletter  
- Shared projects | 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  
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 ALL members not just PIs. (Full list & choice staff, trainees | 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) |
| **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 | **Strategies:**  
1. Campus, center-wide socializing & networking  
2. Community-led approach to TB education, wellness, research. |
| **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. |
### ACTIONS WE ARE COMMITTED TO...

**STRATEGIC DIRECTION 1:** Building Local and Global Community

<table>
<thead>
<tr>
<th>Promote Campus- and Center-wide Socializing and Networking</th>
<th>Promote a Community-led Approach to TB Education, Awareness, and Research</th>
</tr>
</thead>
<tbody>
<tr>
<td>• More frequent opportunities for socializing in the center</td>
<td>• Create outreach programs at colleges and/or high schools to talk/introduce TB research</td>
</tr>
<tr>
<td>• More social hours to network and strengthen community</td>
<td>• Encourage faculty to write K24s dedicated to mentoring in TB</td>
</tr>
<tr>
<td>• Create/offer safe, equitable, and inclusive environment that results in belonging.</td>
<td>• Increase diversity in leadership to include all facets of DEI</td>
</tr>
<tr>
<td></td>
<td>• Create and advertise URM trainee positions</td>
</tr>
<tr>
<td></td>
<td>• Actively hire directors, coordinators, and staff to implement URM programs</td>
</tr>
<tr>
<td></td>
<td>• Engage with graduate programs and initiatives</td>
</tr>
<tr>
<td></td>
<td>• Engage students (HS, undergrads) for early pipeline entry</td>
</tr>
<tr>
<td></td>
<td>• Contributions to DEIAB initiative within UCSF considered for promotions/step increases</td>
</tr>
<tr>
<td></td>
<td>• 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.</td>
</tr>
</tbody>
</table>
# STRATEGIC DIRECTION 2: Ensuring the Center’s Sustainability (I.E., CAPACITY, IDENTITY, MEMBER BELONGING, ETC.)

First-year actions brainstorm ...

<table>
<thead>
<tr>
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<td>The key actions we can take together this year?</td>
<td>How will we know we are successful? What measures can we use to track our progress towards this strategic direction?</td>
</tr>
<tr>
<td>• Newsletter</td>
<td>• Expand the list of who receives the Newsletter.</td>
<td>• Multiple year funding for core staff.</td>
</tr>
<tr>
<td>• Core Staff</td>
<td>• Identify and support applications to DEIAB</td>
<td>• More core staff.</td>
</tr>
<tr>
<td>• Core Grants (across departments)</td>
<td>• Align CTB events to this strategy to raise the Center’s profile (i.e., objectives of mtg., who is invited to speak, etc.)</td>
<td>• A new allocation of funding is committed by UCSF Leadership.</td>
</tr>
<tr>
<td>• Entire School of Medicine completed anti-oppression curriculum</td>
<td>• Create a packet of draft deliverables to demonstrate CTB’s leadership in this area.</td>
<td>• Codify expectations related to diversity supplements.</td>
</tr>
<tr>
<td>Our weaknesses? What challenges or limitations do we face?</td>
<td>• Revise Center’s website.</td>
<td></td>
</tr>
<tr>
<td>• Complexity of working across departments and UCSF structures.</td>
<td>• Formalize membership - attest that you want to be listed as a Center Member.</td>
<td></td>
</tr>
<tr>
<td>• TB is not a priority for the university.</td>
<td>• Δ —&gt; opt in &amp; expectations</td>
<td></td>
</tr>
<tr>
<td>Opportunities to leverage?</td>
<td></td>
<td>Linkage to IGHS</td>
</tr>
<tr>
<td>• This roadmap can lead to more visibility and serve as a model for other centers.</td>
<td></td>
<td>Create a resource Library.</td>
</tr>
<tr>
<td>• We can sell tools we generate and provide technical assistance.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Threats to stay aware of?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• The Center’s funding model is not stable.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Staff funding is not stable long-term.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
STRATEGIC DIRECTION 2:
Ensuring the Center’s Sustainability

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 ...**

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<td><em>How will we know we are successful? What measures can we use to track our progress towards this strategic direction?</em></td>
</tr>
<tr>
<td>• $ available depending on URM def</td>
<td>• *- hidden curriculum resource</td>
<td>• *$ for URM awarded</td>
</tr>
<tr>
<td>• Diverse community</td>
<td>• templates</td>
<td>• research + travel</td>
</tr>
<tr>
<td>• People w/ liked exp. Who can tell us what they need</td>
<td>• timelines</td>
<td>• salary support</td>
</tr>
<tr>
<td>• Grant writing support</td>
<td>• mentoring</td>
<td>• # international scholars esp. from high TB Burden countries/CMICs</td>
</tr>
<tr>
<td><strong>Our weaknesses? What challenges or limitations do we face?</strong></td>
<td>• DEI and advancement</td>
<td>• CTB resources for $ + hidden curriculum</td>
</tr>
<tr>
<td>• Variable &amp; restrictive URM definitions</td>
<td>• email list &amp; SLACK</td>
<td>• views on files</td>
</tr>
<tr>
<td>• Parental leave and caring support</td>
<td></td>
<td>• surveys?</td>
</tr>
<tr>
<td>• Unclear and inaccessible policies</td>
<td></td>
<td>• # URM supported vs tot. # URM</td>
</tr>
<tr>
<td><strong>Opportunities to leverage?</strong></td>
<td></td>
<td>• Faculty efforts (grants, mentorship, etc.) for URM</td>
</tr>
<tr>
<td>•</td>
<td><strong>Who is responsible for URM concerns w/in CTB?</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Threats to stay aware of?</strong></td>
<td>• URM community <strong>term mentoring and peer mentoring</strong></td>
<td></td>
</tr>
<tr>
<td>• Prioritizing most resources to those with the most need</td>
<td>• How can we reward efforts to support URM?</td>
<td></td>
</tr>
<tr>
<td>• Hidden curriculum</td>
<td>• Defs</td>
<td></td>
</tr>
<tr>
<td>• Minority tax</td>
<td>• URM UCSF + NIH def vs international scientists</td>
<td></td>
</tr>
<tr>
<td>• Advocacy use TRAC, for UCSF level</td>
<td>• Change ➔ VIsas ➔ informal network or connections &amp; advocates</td>
<td></td>
</tr>
<tr>
<td>• TRAIN-UP</td>
<td>• •</td>
<td></td>
</tr>
</tbody>
</table>
## STRATEGIC DIRECTION 4: Supporting URM Researchers

**First-year actions we commit to ...**

<table>
<thead>
<tr>
<th>Facilitate Research Travel &amp; Recruitment</th>
<th>Administer URM Faculty Development Program Tailored to the Unique Needs of URM and Historically Excluded Scientists</th>
<th>Train Mentors To Support URM ESI’s and Trainees</th>
<th>Secure Additional Funding to Provide Access to Sufficient Resources</th>
<th>Expand Mentored Research Awards and Grant Preparation Support for URM ESI’s and Trainees</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Policies and recommendations to keep traveling researchers SAFE</td>
<td>• Plan to explore opportunities to develop an URM faculty development program</td>
<td>• Explore opportunities for in-house and third-party training opportunities during the 5-year period</td>
<td>• Lobby UCSF to create internal funding plans to TB international scholars</td>
<td>• 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</td>
</tr>
<tr>
<td>• Standardized start-up package for ESI covering moving cost/visa fees</td>
<td>• Recruitment and retention of diverse ESIs, trainees, faculty, and staff.</td>
<td></td>
<td>• Secure matching donations for awards won from DOM or vice-chancellor</td>
<td>• Structured training, mentoring, and grant opportunities to URM researchers.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Help URM connect with social &amp; debt relief programs</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Identifying donors interested in DEIAB</td>
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</table>
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.
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?
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
- A Culture of Equity, Inclusion, and Belonging
- Increased Global Visibility for TB Research
- Impactful, Visible DEIAB Initiatives
- Diverse Leadership and Promotions
- Productive, Equitable Research Partnerships with Domestic and International Collaborators
- 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
- Inclusive, Comprehensive Career Development Programming for URM Researchers
- Substantial, Targeted Training and Resources for Faculty to Serve as Mentors for URM ESIs and Trainees
- 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.

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.
**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)*

**DEIAB STEERING COMMITTEE MEMBERS**
- Paul Ogongo
- Ariana Austin
- Mohamad Dandan
- Christopher Berger
- Jonathan Budzik

**OVERVIEW OF STRATEGIC PLANNING**

**PRACTICAL VISION**
- Strive
- Action-oriented
- Time-bound

**VISIONARY THINKING**
- What if?
- Expansive
- Future-oriented
- Flexible

**CONTRADICTIONS**
- Why not?
- Focused and daring
- Deals with current reality
- Acknowledges tensions
- Paradoxical

**STRATEGIC DIRECTIONS**
- Where to?
- Directional
- Creative
- Dynamic

**IMPLEMENTATION**
- How to?
- Detailed
- Action-oriented
- Time-bound

**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...**

<table>
<thead>
<tr>
<th>Inclusive, Intentional Community-Building</th>
<th>A Culture of Equity, Inclusion, and Belonging</th>
<th>Equitable research partnership with global collaborators</th>
<th>Increased global visibility for TB research</th>
<th>Address structural barriers for international URM Researchers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Effective recruitment and commitment to retention of URM</td>
<td>Impactful, Visible DEIAB Initiatives</td>
<td>Substantial, Targeted Training and Resources for Faculty to Serve as Mentors for URM ESIs and Trainees</td>
<td>Inclusive and transparent career development pathways</td>
<td>Comprehensive support for URM career growth</td>
</tr>
<tr>
<td>Effective Recruitment, Retention, and Methods of Advancement for URM Faculty, Trainees and Staff</td>
<td>Impactful, Visible DEIAB Initiatives</td>
<td>Substantial, Targeted Training and Resources for Faculty to Serve as Mentors for URM ESIs and Trainees</td>
<td>Inclusive, Comprehensive Career Development Programming for URM Researchers</td>
<td>Diverse Leadership and Promotions</td>
</tr>
</tbody>
</table>

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

- **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**

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

**Ensuring the Center’s Sustainability**

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

**Decolonizing TB Research and Practice**

- Nurture Equitable Domestic and International Partnerships

**Supporting URM Researchers**

- 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
## 5-YEAR STRATEGIC DIRECTIONS

*Our strategies with recommended actions are...*

### Building Local and Global Community

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

### Ensuring the Center’s Sustainability

<table>
<thead>
<tr>
<th>FOSTER INSTITUTIONAL SUPPORT FOR TB CENTER INDEPENDENCE AND SUSTAINABILITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Investigate/analyze existing successful models of DEIAB growth</td>
</tr>
<tr>
<td>• Lead the way on advocating for change, support &amp; investments at UCSF into advancing DEIAB</td>
</tr>
<tr>
<td>• Become an institute or a center or a big “C” Center</td>
</tr>
</tbody>
</table>

### Decolonizing TB Research and Practice

<table>
<thead>
<tr>
<th>NURTURE EQUITABLE DOMESTIC AND INTERNATIONAL PARTNERSHIPS</th>
</tr>
</thead>
<tbody>
<tr>
<td>• DEIAB vetted international collaborators</td>
</tr>
<tr>
<td>• Global ESI partnership program</td>
</tr>
<tr>
<td>• Capacity-building in LMICs – needs based</td>
</tr>
<tr>
<td>• Create allyship for equitable research</td>
</tr>
<tr>
<td>• Innovative strategy: Develop minimal guidelines for ethical global health research</td>
</tr>
</tbody>
</table>

# 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...

<table>
<thead>
<tr>
<th>CONTEXT/CONDITIONS</th>
<th>ASSUMPTIONS (What we know)</th>
<th>INPUTS (What we will offer)</th>
<th>OUTPUTS (What we will do and measure)</th>
<th>PRECONDITIONS (Short-term changes, benefits, learnings)</th>
<th>INTERMEDIATE OUTCOMES OR PRECONDITIONS (Intermediate changes, benefits, learnings)</th>
<th>LONG-TERM OUTCOMES (Longer term changes, benefits, learnings)</th>
</tr>
</thead>
<tbody>
<tr>
<td>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.</td>
<td>• Diversity improves science.</td>
<td>• Opportunities to build local and global community.</td>
<td>• Recruitment and retention of diverse ESIs, trainees, faculty, and staff.</td>
<td>• 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.</td>
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</tr>
<tr>
<td>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.</td>
<td>• Research can be performed in a manner that allows investigators and research participants to equitably share power and agency.</td>
<td>• Methods and training to decolonize TB research practices.</td>
<td>• Equity-centered research practices.</td>
<td>• 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.</td>
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<tr>
<td>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).</td>
<td>• Biases and structural barriers can be minimized to expand opportunities for URM ESIs and trainees.</td>
<td>• Structured training, mentoring, and grant opportunities to URM researchers.</td>
<td>• Collective advocacy to improve global health and reduce barriers impacting TB research and its stakeholders.</td>
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<tr>
<td>Stakeholders are faculty, staff, and trainees across its affiliated institutions, departments, and divisions.</td>
<td>• Institutional commitment to DEIAB can support grassroots collective action that will influence the broader field of TB research.</td>
<td>• Advocacy for support of the UCSF Center for Tuberculosis.</td>
<td>• Education and resources for mentors/allies/co-conspirators.</td>
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</tr>
<tr>
<td>TB RAMP (NIH/NIAID R25) is limited to U.S. citizens and PR. UC TRAC (NIH/NIAID P30) has expanded options for international investigators.</td>
<td>• TB RAMP (NIH/NIAID R25) is limited to U.S. citizens and PR. UC TRAC (NIH/NIAID P30) has expanded options for international investigators.</td>
<td>• Fostering a safe, equitable, and inclusive environment that results in belonging.</td>
<td>• Available resources and support for URM ESIs and trainees.</td>
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<td>• Cross-training for PIs to leverage their research to inform global health policy.</td>
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</tbody>
</table>

The cause and effect relationships that will create the change we desire...
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.
# APPENDIX A: UCSF CENTER FOR TUBERCULOSIS DEIAB STRATEGIC PLAN

## 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...

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

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

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

The innovative, substantial actions we can take to overcome the blocks and advance DEIAB at the Center and UCSF are...
The values that will guide the successful implementation of this work are...

<table>
<thead>
<tr>
<th>COLLABORATIVE BRAINSTORM</th>
<th>FINAL VALUES (WE BELIEVE...)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nothing about me without me</td>
<td>“Nothing about me without me!” — Research participants equitably share power and agency with investigators.</td>
</tr>
<tr>
<td>Fostering diverse ESI pipeline</td>
<td>Enhancing the recruitment pipeline and retention processes will minimize biases and structural barriers and expand opportunities for URM ESIs and trainees.</td>
</tr>
<tr>
<td>Diverse ideas &amp; individuals improves science</td>
<td>Diversity improves science.</td>
</tr>
<tr>
<td>Establishing a culture of inclusivity and shared values</td>
<td>Inclusivity is core to The Center’s culture and values.</td>
</tr>
<tr>
<td>Equitable methodology and approach</td>
<td>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.</td>
</tr>
</tbody>
</table>
APPENDIX B: MAY 31, 2023 MEETING DOCUMENTATION

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?
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

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

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- Anthony Tran
- Gustavo Velásquez
- Weihao Zheng
APPENDIX B: MAY 31, 2023 MEETING DOCUMENTATION

INDIVIDUAL BRAINSTORM

Generating Our Strategy Roadmap Data!
APPENDIX B: MAY 31, 2023 MEETING DOCUMENTATION

SMALL GROUP PARTICIPATORY DATA ANALYSIS!
APPENDIX B: MAY 31, 2023 MEETING DOCUMENTATION

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...

<table>
<thead>
<tr>
<th>INCREASED GLOBAL VISIBILITY FOR TB RESEARCH</th>
<th>ADDRESS STRUCTURAL BARRIERS FOR INTERNATIONAL URM</th>
<th>CLEAR AND ROBUST PATH TO INDEPENDENCE</th>
<th>EQUITABLE RESEARCH PARTNERSHIP WITH GLOBAL COLLABORATORS</th>
<th>EFFECTIVE RECRUITMENT AND COMMITMENT TO RETENTION OF URM</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Recognized presence of the center</td>
<td>• Increased funding for international trainees. Again the center is laying good foundation – need for scale-up</td>
<td>• More MPI grants</td>
<td>• Empower URM at all levels</td>
<td>• 2-10 successful URM staff recruitment</td>
</tr>
<tr>
<td>• External recognition of excellence</td>
<td>• More funding in place for internationally-based investigators</td>
<td>• Appropriate staff support for ESI (and all faculty)</td>
<td>• Collaborations: balanced between UCSF and clinics</td>
<td>• 2 successful URM faculty retention efforts</td>
</tr>
<tr>
<td>• 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?</td>
<td>• More international/URM trainees</td>
<td>• Win another supplement, CTB at its core</td>
<td>• Equitable research</td>
<td>• Retention of under-represented faculty currently at the center &amp; recruitment of at least 2 new underrepresented faculty in the next 3 years</td>
</tr>
<tr>
<td></td>
<td>• Global ESI partnership</td>
<td>• Win a DEIAB-specific award</td>
<td>• A list of core values we share and expect of collaborators</td>
<td>• 3 successful URM faculty recruitments</td>
</tr>
<tr>
<td></td>
<td>• Make UCSF an attractive institution for international ESI in TB</td>
<td>• Win a K24 for TB (DEIAB a focus/aim)</td>
<td>• Vision: equitable research partnerships with collaborators from TB-endemic areas</td>
<td>• Recruitment and retention plan with dept/division support</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>• Diversity of staff</td>
</tr>
<tr>
<td>DIVERSE LEADERSHIP AND PROMOTIONS</td>
<td>COMPREHENSIVE SUPPORT FOR URM CAREER GROWTH</td>
<td>INCLUSIVE INTENTIONAL COMMUNITY BUILDING</td>
<td>INCLUSIVE AND TRANSPARENT CAREER DEVELOPMENT PATHWAYS</td>
<td>Increased hiring/recruitment/retention of URM faculty/trainees</td>
</tr>
<tr>
<td>• Members (faculty, staff, trainees, etc) from diverse backgrounds</td>
<td>• Recognition of unique challenges faced by URM recruits</td>
<td>• Absolute sense of belonging such that our work in TB is accelerated</td>
<td>• Career development for all (ie. Lab techs/staff, graduate students, postdocs, early career PIs etc)</td>
<td>Recruitment, retention, and dissemination of URM programs [i.e: MARC, MBRs, MHIRT]</td>
</tr>
<tr>
<td>• Promotion of DEIA at the leadership level. We are making good progress creating the pool; now to escalate that upwards</td>
<td>• Expanded URM definitions (ie gender expression)</td>
<td>• Sense of belonging and engagement</td>
<td>• A clear, concise roadmap that is actionable + a useful referent for the center</td>
<td></td>
</tr>
</tbody>
</table>
The specific blocks and challenges we are currently experiencing at the Center and UCSF in relation to DEIAB are...

<table>
<thead>
<tr>
<th>INADEQUATE URM DEFINITION</th>
<th>NO COMPENSATION/RECOGNITION FOR TIME SPENT ON DEIAB</th>
<th>AVAILABLE FUNDING RESTRICTS SUPPORTING RECRUITMENT AND RETENTION FOR DEIAB</th>
<th>FUNDING MECHANISMS ARE TOO US-CENTRIC</th>
<th>UNNAMED</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Definition of underrepresented people is not broad enough</td>
<td>• Global work detracts from work-life balance</td>
<td>• Bay Area very expensive to live</td>
<td>• Funding barriers for non-US residents (NIH)</td>
<td>• We are not a division, department or institute</td>
</tr>
<tr>
<td>• URM definition doesn’t include SOGI</td>
<td>• Professional survival is complex/consuming – how do we formally value this work as a part of the goal?</td>
<td>• FTE for staff/cores is limited by FOAs/RFAs</td>
<td>• Limited funding opportunities for international ESI</td>
<td>• A TB focus can limit non academic job opportunities</td>
</tr>
<tr>
<td>• URM definition not inclusive enough</td>
<td>• Minority tax</td>
<td>• Lack of enough support for TB researchers-like in advocacy needs</td>
<td>• Ability to explain to NIH how the lack of inclusion of non-US citizens impacts our work &amp; ability to succeed</td>
<td>• No connection with other initiatives with similar goals</td>
</tr>
<tr>
<td>• Lack of alignment between funder (NIH) institution (UCSF/DOM) and Center on definitions of URM</td>
<td>• Few URM faculty to support</td>
<td>• Insufficient staffing to support all projects (esp. budget/admin)</td>
<td>• Funding restriction based on nationality must go!</td>
<td>• We don’t have a pre- or post-award that is CTB-specific</td>
</tr>
<tr>
<td>• Engagement with URM</td>
<td></td>
<td>• Limitations surrounding funding</td>
<td>• Block: no clear framework for global equitable knowledge exchange</td>
<td>• TB endemic regions can be hostile to URM individuals</td>
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<tr>
<td></td>
<td></td>
<td>• Lack of budget for DEIAB activities</td>
<td>• Prohibitive regulation regarding eligibility for international scholars</td>
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</table>
### Key Actions

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

<table>
<thead>
<tr>
<th>TB Center Wide Socializing and Networking</th>
<th>Secure the Bag ($) – Recruitment Retention of Local/Global ATB Trainees &amp; Faculty, DEIAB Programming, URM Sustainability of the Center</th>
<th>Create Equitable International Partnerships</th>
<th>Facilitating Research Travel &amp; Recruitment</th>
<th>Reaching Out to the Community (for TB Education &amp; Awareness)</th>
<th>Fostering Institutional Support for TB Center Independence &amp; Sustainability</th>
</tr>
</thead>
</table>
| • 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...

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

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

<table>
<thead>
<tr>
<th>DOLLARS TO DIVERSITY</th>
<th>EQUITABLE GLOBAL RESEARCH (FROM CAB/DESIGN TO OUTPUT)</th>
<th>PROMOTING VISIBILITY AND CONNECTION</th>
<th>DIVERSIFYING THE PIPELINE</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Create a funded DEIAB hiring review committee – for staff and faculty</td>
<td>• More grants &amp; publications with LMIC authors leading the process</td>
<td>• Strong connections with colleagues and schools within and outside of the SF Bay Area</td>
<td>• Fund 5 URM trainee positions in the next 5 years</td>
</tr>
<tr>
<td>• Money allocated specifically for DEIAB</td>
<td>• Number of global ESI partnerships per year</td>
<td>• Good attendance of CTB events</td>
<td>• IDP (individual development training plan); Track progress of trainees (pre; during; post); where are they now; what are they doing?</td>
</tr>
<tr>
<td></td>
<td>• Active UCSF CAB with diverse representation combined with affected TB community</td>
<td>• Viability of UCSF CTB people at conferences and pubs</td>
<td>• # of under-represented trainees in 2013 vs. in 2018 in the center</td>
</tr>
<tr>
<td></td>
<td>• Lead authorship for site partners</td>
<td></td>
<td>• # of grants awarded to URM investigators by the center</td>
</tr>
<tr>
<td></td>
<td>• Research proposals based on equitable principles</td>
<td></td>
<td>• Retention + advancement of trainees, ESI, faculty working in TB</td>
</tr>
<tr>
<td></td>
<td>• In 2-3 years, a well established pipeline of international health partnerships/international scientist awardees working with our community</td>
<td></td>
<td>• Annual increase in percent URM among CTB faculty, staff, trainees</td>
</tr>
<tr>
<td></td>
<td>• Measure of success; sustainable careers of LMIC researchers beyond collaborations</td>
<td></td>
<td>• Increased number of URM ESI + faculty recruited to TB/CTB</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Recruitment/reviewers should have equal representation</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>• In 2-3 years, successful recruitment of 2 new faculty &amp; 2 new staff from under represented minority (NIH def)</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>• Hired faculty that increases diversity</td>
</tr>
</tbody>
</table>
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
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.
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 – 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: MAY 31, 2023 MEETING DOCUMENTATION

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.

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?

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

Meeting Agenda

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

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.

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)
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 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…

- 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

Strategic Direction 1: Building Local and Global Community

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

<table>
<thead>
<tr>
<th>Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>More frequent opportunities for socializing in the center</td>
</tr>
<tr>
<td>More social hours to network and strengthen community</td>
</tr>
<tr>
<td>Create/offer safe, equitable, and inclusive environment that results in belonging</td>
</tr>
</tbody>
</table>

Reminder to Fill Out the DEIAB Resource Repository!
### Strategic Direction 1: Building Local and Global Community

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

<table>
<thead>
<tr>
<th>Action</th>
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</thead>
<tbody>
<tr>
<td>Create outreach programs at colleges and/or high schools to talk/introduce TB research</td>
</tr>
<tr>
<td>Encourage faculty to write K24s dedicated to mentoring in TB</td>
</tr>
<tr>
<td>Increase diversity in leadership to include all facets of DEI</td>
</tr>
<tr>
<td>Create and advertise URM trainee positions</td>
</tr>
<tr>
<td>Actively hire directors, coordinators, and staff to implement URM programs</td>
</tr>
<tr>
<td>Engage with graduate programs and initiatives</td>
</tr>
<tr>
<td>Engage students (HS, undergrads) for early pipeline entry</td>
</tr>
<tr>
<td>Contributions to DEIAB initiative within UCSF considered for promotions/step increases</td>
</tr>
<tr>
<td>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.</td>
</tr>
</tbody>
</table>

### Strategic Direction 2: Ensuring the Center’s Sustainability

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

<table>
<thead>
<tr>
<th>Action</th>
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<tbody>
<tr>
<td>Investigate/analyze existing successful models of DEIAB growth</td>
</tr>
<tr>
<td>Lead the way on advocating for change, support &amp; investments at UCSF into advancing DEIAB</td>
</tr>
<tr>
<td>Become an institute or a big “C” Center</td>
</tr>
</tbody>
</table>

### Strategic Direction 3: Decolonizing TB Research and Practice

**Strategy:** Nurture Equitable Domestic and International Partnerships

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

### Strategic Direction 4: Supporting URM Researchers

**Strategy:** Facilitate Research Travel & Recruitment

<table>
<thead>
<tr>
<th>Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>Policies and recs to keep traveling researchers SAFE</td>
</tr>
<tr>
<td>Standardized start-up package for ESI covering moving costs/visa fees</td>
</tr>
</tbody>
</table>
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 ESI's, trainees, faculty, and staff.

**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

**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

**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.
### Implementation Plan Checklist

<table>
<thead>
<tr>
<th>Actions for each strategy</th>
<th>Include in FY implementation plan</th>
<th>Outcome Measures</th>
<th>Timeline (Q1, Q2, Q3, Q4)</th>
<th>Progress Report</th>
<th>Status</th>
<th>Date of Completion</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. BUILDING LOCAL AND GLOBAL COMMUNITY</td>
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<tr>
<td>2. ENSURING THE CENTER’S SUSTAINABILITY</td>
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<tr>
<td>3. DECOLONIZING TB RESEARCH AND PRACTICE</td>
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<td>4. SUPPORTING URM RESEARCHERS</td>
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</tbody>
</table>

### Next Steps to Coordinate the Work!

<table>
<thead>
<tr>
<th>Action</th>
<th>Responsible</th>
<th>Deadline</th>
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</thead>
<tbody>
<tr>
<td>Collate a list of activities corresponding with each strategy</td>
<td>Facilitators/Note-takers from each working group</td>
<td>February 7, 2024</td>
</tr>
<tr>
<td>Distribute the Roadmap and checklist to project teams</td>
<td>DEIAB Committee</td>
<td>February 26, 2024</td>
</tr>
<tr>
<td>Create and build out a DEIAB resource repository in Teams</td>
<td>Members of the UCSF Center for TB will populate the repository</td>
<td>(Ongoing)</td>
</tr>
<tr>
<td>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)</td>
<td>PI/leaders of programs and units will work with their group</td>
<td>March 1, 2024</td>
</tr>
<tr>
<td>Submit a Progress Report for the Implementation Plan; bi-monthly</td>
<td>PI/leaders of programs and units</td>
<td>September 30, 2024, March 1, 2025</td>
</tr>
<tr>
<td>PI teams will meet regularly to assess progress, identify obstacles, and pivot as necessary</td>
<td>PI teams</td>
<td>Ongoing</td>
</tr>
</tbody>
</table>
Next Steps - Master Implementation Plan

Coordinating the work of the full group!

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

Closing Debrief!