

UCSF TASK FORCE

ON EQUITY &
ANTI-RACISM IN
RESEARCH





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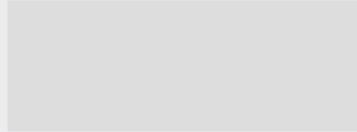
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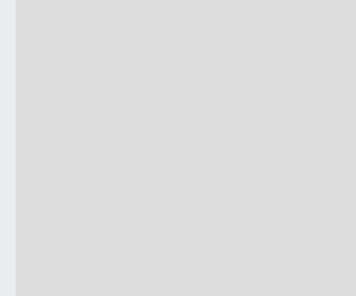
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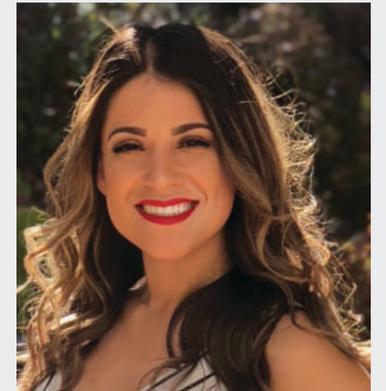
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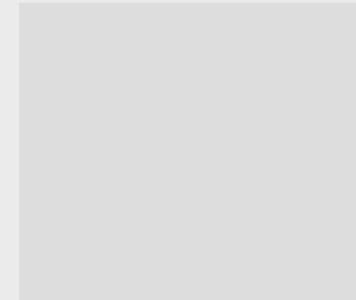
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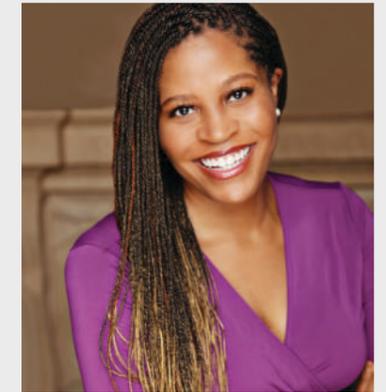
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FOREWORD

In taking a holistic view of our research enterprise, it became abundantly clear that we have yet to create an approach to science that has diversity as foundational. Whether it is the inclusion of diverse and representative populations in clinical research, or the diversity of our faculty and staff, or being at the cutting edge in the generation of new knowledge related to racism and health, we must take a critical look at our current structure and policies and come up with the changes needed to fully address the needs of all members of society. I am therefore extremely grateful for the efforts undertaken by the UCSF Task Force on Equity and Anti-Racism in Research to address this charge.

- Dan Lowenstein, UCSF Executive Vice Chancellor and Provost

Undoing racism in science, healthcare, education, and policy requires courage and political will. We hope the ideas embedded in this report will spur essential action as communities have been harmed for too long, and it is our ethical imperative to act to dismantle it.

- Monica McLemore, Co-Chair UCSF Task Force on Equity and Anti-Racism in Research

Racism and inequity are embedded in this country and its healthcare and health research systems. The Task Force members, most of whom have lived experience in these matters, have created an actionable plan that can guide the research enterprise at UCSF to have an inclusive, diverse, and equitable environment with the goal of advancing health for all diverse communities.

- Tung Nguyen, Co-Chair UCSF Task Force on Equity and Anti-Racism in Research

It is extremely important to acknowledge the magnitude of the emotional labor and trauma that many of the Task Force members endured in doing this work, particularly during the public comment period. Not only are many of the Task Force members, especially our Black colleagues, encountering and navigating racism on a daily basis at work and outside of work, we are also volunteering our very limited time to dive into grueling work (the minority tax is real!). Then to be gaslit by some members of our very own UCSF community was very painful. However, Drs. McLemore and Nguyen held space for us as a Task Force to be present, sit with the pain and hurt, wipe our tears, take a deep collective breath, embrace one another, and keep going because we know we can't give up. Their leadership and empathy was extremely powerful to experience (especially through Zoom) and personally made me hopeful and inspired for the long and bumpy journey ahead at UCSF and elsewhere.

- Sun Yu Cotter, Co-Chair UCSF Task Force on Equity and Anti-Racism in Research

LAND ACKNOWLEDGEMENT

We would like to acknowledge the Ramaytush Ohlone people, who are the traditional custodians of this land. We pay our respects to the Ramaytush Ohlone elders, past, present, and future, who call this place, the land that UCSF sits upon, their home. We are proud to continue their tradition of coming together and growing as a community. We thank the Ramaytush Ohlone community for their stewardship and support, and we look forward to strengthening our ties as we continue our relationship of mutual respect and understanding.

We also acknowledge and grieve for the lives and careers lost due to the racism, injustices, and inequities in our health research, healthcare, and public health systems.



Cole Valley from 1892 Courtesy of UCSF Archives and Special Collections

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What has been supported and valued, how research has been executed, as well as who leads and engages in research has limited health outcomes for far too many people. We came together to address these harms at UCSF, to find a path forward to center the research needs and engagement of those marginalized at all levels of the research enterprise.

Malcolm John - Task Force Member





TABLE OF ACRONYMS

ASPIRE	Accelerating Systematic Stakeholder, Patient, and Institution Research Engagement	PCORI	Patient-Centered Outcomes Research Institute
BIPOC	Black, Indigenous, (and) People of Color	PTBi	UCSF California Preterm Birth Initiative
C-Suite	Vernacular for a senior executive team, i.e., chief executive officer (CEO), chief financial officer (CFO) et al.	PI	Principal Investigator
CCSF	City College of San Francisco	RAGE	Research Action Group for Equity
CEHP	Community Engagement and Health Policy Program	RAP	Resource Allocation Program
CTSA	Clinical and Translational Science Awards	RDO	Research Development Office
CTSI	Clinical & Translational Science Institute	REAC	Research Evaluation and Allocation Committee
EVCP	Executive Vice Chancellor & Provost	REPAIR	REParations and Anti-Institutional Racism
HBCU	Historically Black Colleges and Universities	RFA	Request for Application
HDFCC	Helen Diller Family Comprehensive Cancer Center	RFP	Request for Proposal
HSI	Hispanic-Serving Institutions	SF BUILD	Building Infrastructure Leading to Diversity
IRB	Institutional Review Board	SFVAHCS	San Francisco VA Health Care System
K24	Midcareer Investigator Award	SPHERE	Special Populations and Health Equity in Research and Education
NCATS	The National Center for Advancing Translational Sciences	SOD	School of Dentistry
ODO	Office of Diversity and Outreach	SOM	School of Medicine
OR	Office of Research	SON	School of Nursing
		SOP	School of Pharmacy
		UCGHI	University of California Global Health Institute
		URM	Underrepresented in biomedical research
		ZSFG	Zuckerberg San Francisco General Hospital and Trauma Center



RACISM
is a Public
Health **CRISIS**

EXECUTIVE SUMMARY

In December 2020, by direction of UCSF Executive Vice Chancellor and Provost Dan Lowenstein, the UCSF Office of Research's Task Force on Equity and Anti-Racism in Research was established and charged with assessing existing campus-wide equity and anti-racism activities relevant to research across the institution (Appendix 1). Several principles informed this work, including community involvement and transparent community engagement; diverse Task Force composition building on prior individual, programmatic, and institutional work; and addressing anti-Black racism as a priority. The Task Force explicitly aligned its work with existing campus efforts, including the School of Medicine's Differences Matter Initiative and its Research Action Group for Equity, the UCSF Clinical and Translational Sciences Institute's Community Engagement and Health Policy Program, and the UCSF Office of Diversity and Outreach.

Task Force co-chairs, Dr. Monica McLemore, Dr. Tung Nguyen, and Ms. Sun Yu Cotter convened with 21 committee members, representing our campus's diversity (Appendix 2), organized into seven thematic working subgroups (Appendix 3):

- **Anti-Racism in Research**
- **Development of Resources and Capacity**
- **Diversified Research Teams**
- **Office of Research**
- **Partnerships & Community Engagement**
- **Precision Medicine**
- **Resource Allocation Program (RAP) grant review process (Appendix 4)**

Between biweekly Task Force meetings, working groups generated, ranked, and prioritized a set of institutional recommendations comprising short-, medium-, and long-term goals. The Task Force ultimately drafted 164 recommendations (Appendix 5). Additional recommendations were also generated that should be considered for implementation at later stages (Appendix 6). These were widely disseminated for public comment to UCSF research faculty, staff, trainees, and community partners. This generated over 600 comments (Appendix 7) that further informed the final set of recommendations.

The key recommendations fall within four urgent topline categories:

- **Establish a system of accountability on anti-racism and equity for the UCSF research enterprise**
- **Promote and support UCSF anti-racism scholarship**
- **Create and support a more diverse UCSF research workforce**
- **Promote and support community engaged research**

The Task Force recognizes that its efforts and commitment are part of a long and iterative process to address structural racism and inequities that affect all racial and ethnic minoritized groups. The recommendations require significant institutional commitment of resources and accountability because insufficient resources will further

entrench this work within extant structural racism. The Task Force hopes that this report will lead to an urgent and actionable framework that will ultimately help UCSF achieve equity and anti-racism in its research enterprise for current and future UCSF faculty, staff, learners, leaders, and community members.

INTRODUCTION

IN DECEMBER 2020, BY DIRECTION OF UCSF EXECUTIVE VICE CHANCELLOR AND PROVOST (EVCP) DAN LOWENSTEIN, THE UNIVERSITY OF CALIFORNIA, SAN FRANCISCO (UCSF) OFFICE OF RESEARCH'S TASK FORCE ON EQUITY AND ANTI-RACISM IN RESEARCH WAS ESTABLISHED AND CHARGED WITH ASSESSING EXISTING CAMPUS-WIDE EQUITY AND ANTI-RACISM ACTIVITIES RELEVANT TO RESEARCH ACROSS THE INSTITUTION (APPENDIX 1).

Recognizing that this is an ambitious charge for a short-term task force, the initial focus was to be on equity and anti-racist issues involving Black Americans and Black communities. UCSF and the Task Force recognize that there are similar issues confronting other populations and communities. The work of the Task Force is only the beginning of a long process to address hundreds of years of racism and inequities that affect all racial and ethnic minoritized groups.

The Task Force was further directed to develop strategic recommendations to carry out necessary structural change toward racial equity for the research enterprise at UCSF. The Task Force, composed of faculty, staff, trainees, and community leaders, worked continuously from December 2020 through June 2021 to develop these recommendations and then collected feedback to produce this final report.

This report reflects the complete recommendations of the Task Force as well as more detailed information specific to the Task Force composition, methods, and suggestions for moving the work forward. This approach should provide sufficient information for the next and permanent entity that will operationalize the work and serve as an archive such that the work need not begin from scratch. This approach builds explicitly on the work of the School of Medicine Differences Matter Initiative and its working group on research, the Research Action Group for Equity (RAGE), and the efforts of the UCSF Clinical and Translational Sciences Institute (CTSI) Community Engagement and Health Policy Program (CEHP), the UCSF Office of Diversity and Outreach (ODO), and other efforts on campus. Our aim was to align and amplify past work without having to repeat it.

The Task Force was a serendipity of people from all walks of life at UCSF. We were the outcome of all the previous work before us and the benefactors of all the current work from so many UCSF groups. While we did the work at hand, George Floyd, the injustice of COVID-19, Asian Hate were whispering, *Keep Your Eyes on the Prize.*

Ilene Oba - Task Force Member





BACKGROUND

In 2020, the many fatal shootings of unarmed Black Americans spawned what has been deemed a “racial reckoning” in the United States. These events, combined with the COVID-19 pandemic and a contentious presidential election led to collective trauma, internal reflection, and a sense of urgency for concrete action at UCSF.

Concurrently, the School of Medicine’s Differences Matter Initiative was sunset after five years, and multiple discussions were ongoing to determine the next phase of work to address racism in science, diversity, equity, inclusion, and belonging at UCSF. Prior to the Task Force beginning our work, it was necessary to appreciate that the proposed charter (Appendix 1) was meant to capture the anti-racism efforts of other UCSF teams: the Clinical and Translational Science Institute (CTSI), the Office of Research and its Research Development Office (RDO)/Resource Allocation Program (RAP), Precision Medicine Platform Committee, the Reparation and Anti-Institutional Racism (REPAIR) project, the Anchor Institution Initiative, the School of Medicine’s

Differences Matter Initiative, the Accelerating Systematic Stakeholder, Patient, and Institution Research Engagement (ASPIRE) project, the Special Populations and Health Equity in Research and Education (SPHERE) program, and related activities of the Graduate Division. In particular, the Office of Diversity and Outreach (ODO) and Vice Chancellor Dr. Renée Navarro have done and continue to do great work to address equity and anti-racism in research, including co-leading the Differences Matter Initiative, creating a matching process for NIH diversity supplements, developing and leading the Faculty Equity Advisor program, and including contributions to diversity as a measure for academic advancement (Figure 1).

UCSF Office of Research

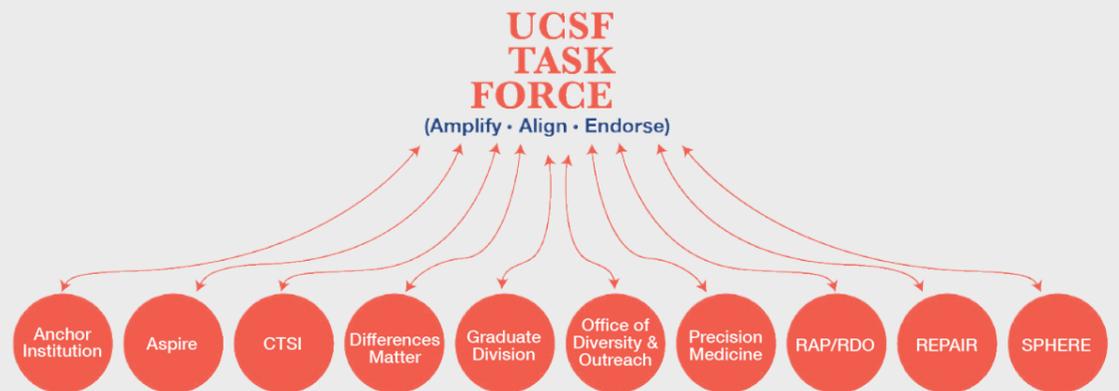


Figure 1. Anti-racism organizations & activities on the UCSF campus

It was in this context that EVCP Lowenstein rapidly convened a committed team of faculty from all four Schools, dubbed the “Group of 5” - Dr. Monica McLemore (School of Nursing), Dr. Tung Nguyen (School of Medicine), Dr. Jason Sello (School of Pharmacy and ODO), Dr. Malcolm John (School of Medicine and UCSF Health), and Dr. George Taylor (School of Dentistry), who joined a team from the Office of Research - former Vice Chancellor for Research, Dr. Lindsey Criswell, Associate Vice Chancellor for Clinical Research and CTSI Director Dr. Hal Collard, CTSI Community Engagement & Health Policy leader Dr. Kevin Grumbach, and Research Development Office (RDO) Director Dr. Gretchen Kiser, to discuss equity and anti-racism efforts in research on the UCSF campus. From these discussions, the UCSF Office of Research’s Task Force

A “RACIAL RECKONING” IN THE UNITED STATES

on Equity and Anti-Racism in Research was chartered (Appendix 1). A budget of approximately \$45,000 was allocated to: 1) establish the Task Force; 2) develop a process for funding research; 3) generate, rank, and prioritize a set of institutional recommendations; and 4) report recommendations to leadership. Support for Task Force activities, including staffing and payment for time devoted by community leaders, came from the Office of the EVCP and the Office of Research.

APPROACH TO TASK FORCE ACTIVITIES AND ACCOMPLISHMENTS

The Task Force leaders focused on the research enterprise, as there are other offices, specifically the ODO, working on diversity, equity, inclusion, and anti-racism at UCSF. Several principles informed this work, including transparent community engagement and involvement; diverse Task Force composition with faculty, trainees, staff, and community member participation; building on prior individual, programmatic, and institutional work; and addressing anti-Black racism as a priority.

ESTABLISHING THE TASK FORCE

A call for Task Force participants was widely disseminated by the Group of 5 and Dr. Criswell, Vice Chancellor of Research, yielding 13 completed applications from across all categories of faculty, trainees, and staff. After close review of these strong applications, all applicants were invited to join the Task Force. Community members were also identified and invited to join the Task Force through networks of the Group of 5. The complete Task Force roster, organized into seven working subgroups (Appendices 2-3) was composed of 24 members (Drs. Collard, Grumbach, Kiser, 13 faculty/trainee/staff, Group of 5, three community representatives, and one administrative support staff). The Task Force co-chairs were Dr. McLemore, Dr. Nguyen, and Ms. Sun Yu Cotter (Deputy Director, UC Global Health Institute [UCGHI]). Ms. Ilene Oba served as administrative support. The Task Force began work December 15, 2020, completed the recommendations and draft executive summary on June 10, 2021, and presented the final report in May 2022 (Figure 2).

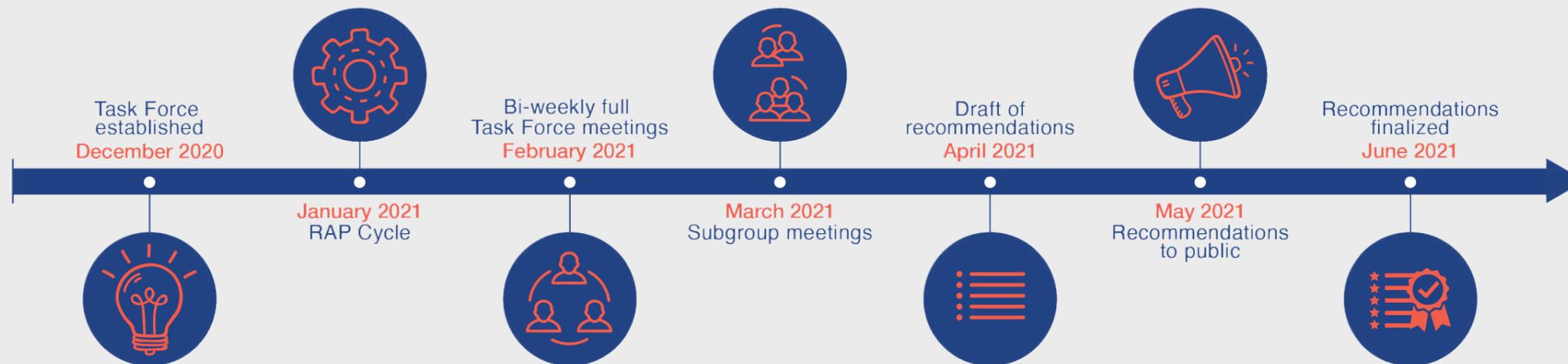


Figure 2. Timeline of Task Force Activities



DEVELOPING A PROCESS FOR FUNDING ANTI-RACISM RESEARCH

Prior to the charter of the Task Force, in the fall of 2020, the RDO and CTSI had begun development of an intramural anti-racism grant mechanism leveraging RDO's RAP mechanism to manage the funding competition. Several RAP funders, including CTSI, SOM's Research Evaluation and Allocation Committee (REAC), the Academic Senate (represented by Dr. Christine Glastonbury, SOM, Task Force member), and the RDO itself committed funds to this "pilot" cycle, totaling \$250,000.

Once established, the Task Force concurred with the option to leverage the existing anti-racism grant mechanism within RAP, and the RDO sought input for the RAP RFA from Task Force members McLemore, Nguyen, and Grumbach. The RFA drafting team, led by RDO Director Dr. Kiser, finalized the initial Anti-Black Racism Pilot grant for RAP's spring 2021 Funding Cycle (Appendix 4). Eight proposals were received and reviewed via RAP's customary scientific review process. A subgroup of the Task Force then reviewed and discussed the scored applications and provided a rank-ordered list of funding recommendations to the RAP funders. Four outstanding proposals were funded. Development and implementation of this grant mechanism generated lessons and concerns that led to some of the recommendations made by the Task Force.

GENERATING, RANKING, AND PRIORITIZING INSTITUTIONAL RECOMMENDATIONS

The Task Force organized into working subgroups to generate, rank, and prioritize a set of institutional recommendations specific to addressing Anti-Black racism in research across UCSF.

The seven working subgroups were created by themes:

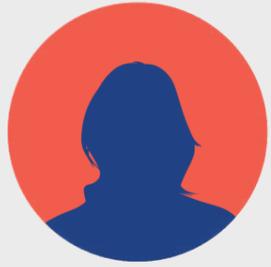
- Anti-racism in Research (AR)
- Development of Resources and Capacity (DRC)
- Diversified Research Teams (DRT)
- Office of Research (OR)
- Partnerships & Community Engagement (PCE)
- Precision Medicine (PM)
- RAP grant review process (Appendix 4)

Each Task Force member ranked their top four choices for subgroup assignment via Qualtrics and indicated their interest in serving as a subgroup chair. From the Qualtrics responses, Ms. Cotter and Ms. Linda Shin (UCGHI Program Coordinator) assigned subgroups and subgroup chairs.

The Task Force as a whole met virtually by Zoom every other week for 1.5 hours to complete its work; meeting notes and agendas were disseminated and retained in UCSF Box, in Microsoft Teams, and via email. All meetings opened with announcements and affirmations, then utilized breakout rooms for brainstorming and idea sharing. In between the biweekly Task Force meetings, each working subgroup met virtually to create their respective recommendations, which considered short-term, medium-term, and long-term goals.

The Task Force ultimately drafted 164 recommendations. A key strength of these recommendations is their purpose-built design to either align with, endorse, or amplify other campus efforts (Figure 1).

For example, the ASPIRE project collected recommendations from 250 faculty, staff, and community participants from two symposia in 2019 and 2020 for UCSF research institutional changes needed to address patient and community engagement, racism, and the COVID-19 pandemic. The top ASPIRE recommendations were included in the list of draft recommendations.



"I respectfully think this is a waste of resources. In my experience working at UCSF for nearly 40 years, I have never witnessed or even heard of racism on my campus."

UCSF Community Member Open Comment



"Anti-racism should not be a recognized field of study except in the political science and anthropology departments."

UCSF Community Member Open Comment

Using Qualtrics, the Task Force members voted on the 164 recommendations using a 5-point Likert scale: Most Important, More Important, Important, Less Important, Least Important. At a Task Force meeting, the voting results were presented for comments. After discussion, a team consisting of Drs. Grumbach, Kiser, McLemore, Nguyen, and Dr. Janet Shim (SON) separated out the top-scoring recommendations, grouped and reorganized similar recommendations, categorized the top recommendations into four urgent topline categories (Appendix 5), and presented in the following section. Finally, Co-chairs McLemore, Nguyen, and Yu Cotter categorized a series of other recommendations that were not included in the urgent topline recommendations but should be considered for implementation at later stages (Appendix 6).

Consistent with tenets of community engagement, the Task Force disseminated the 164 recommendations to UCSF research faculty, staff, trainees, and community

partners for comments during a 10-day comment period. A Task Force working subgroup led by Dr. Shim analyzed, categorized, and presented over 600 community comments to the Task Force (Appendix 7). Additional written feedback was provided by the Graduate Division and the Precision Medicine leadership teams (Appendix 7). The feedback from these comments were reviewed and considered to further clarify and refine the final set of recommendations. Task Force leaders presented the recommendations at various campus venues from June 2021 to December 2021. Based upon feedback from participants at these presentations, Task Force leaders made the decision to keep the commenting process open, and it remains so. It is anticipated that this will generate additional community input for the ongoing work that should follow from the efforts of this Task Force.



"As a Latina, mixed race and with a lot of knowledge of the community I know that my input [is needed] but many times I feel underappreciated."

UCSF Community Member Open Comment



"BIPOC and URM staff and trainees are ... behind much anti-racism work and organizing. It would be wonderful to be compensated for these efforts that go above and beyond our daily work tasks because we have a passion and need to do these DEI efforts for our well-being and professional training in leadership/community-building."

UCSF Community Member Open Comment

IT IS IMPORTANT TO NOTE THAT WHILE MANY OF THE COMMENTS RECEIVED WERE CONSTRUCTIVE AND HELPFUL, TASK FORCE MEMBERS WERE TRAUMATIZED BY A STRIKING NUMBER OF COMMENTS THAT DENIED THE EXISTENCE OF INEQUITIES AND RACISM, AND OTHERS THAT MINIMIZED THE BURDEN THAT RACISM HAS IMPOSED, PARTICULARLY ON BLACK AMERICANS AT UCSF

It must also be acknowledged that the original intent was for Task Force members to be compensated for their efforts. When this was deemed infeasible due to existing standard operating procedures at UCSF (except in the case of the community representatives), every member determined to continue to volunteer their time because of their commitment and dedication to make critical changes for UCSF research to be anti-racist. Additionally, for the Task Force members who identify as Black, Indigenous, and People of Color, there was and remains an additional cost to the emotional labor and psychic exhaustion of this effort, as many of them work, live, navigate, and struggle to survive in this system rooted in white supremacy.





As with many academic medical centers, UCSF has likely experienced significant financial costs in lost productivity, unachieved potential, and wasted resources due to structural inequities. Of course, this doesn't account for the emotional and health costs to the UCSF community of an inequitable system... a recent Brookings Institution report estimated that inequality cost the U.S. economy nearly 22.9 trillion over the past 30 years.

Elaine Khoong, Task Force member

URGENT TOPLINE RECOMMENDATIONS

STRUCTURAL CHANGES TO ADDRESS EQUITY AND ANTI-RACISM FOR THE UCSF RESEARCH ENTERPRISE

The key recommendations (Appendix 5) of the Task Force are organized according to four urgent topline categories:

- I. Establish a system of accountability on anti-racism and equity for the UCSF research enterprise**
 - II. Promote and support UCSF anti-racism scholarship**
 - III. Create and support a more diverse UCSF research workforce**
 - IV. Promote and support community engaged research**
-



The Task Force's work cannot be completed without institutional commitment of resources to carry out the recommendations. Indeed, insufficient resources would merely entrench the Task Force's work within the structural racism that has led us to the here and now. In concomitant discussions of budgeting to operationalize structural change to address equity and anti-racism, there are unknowns. What is the cost of having a research system that is not equitable? What are the costs to UCSF faculty, staff, trainees, and communities to be a part of an inequitable research system or one that is not anti-racist?

What is known, however, is that our statements and recommendations alone will not bring about the structural changes needed to address inequity and racism in research at UCSF. Detailed rationale and operational steps for our recommendations follow:

I. Establish a system of accountability for ongoing implementation and sustained progress on anti-racism and equity strategic goals for the UCSF research enterprise

To achieve long-term sustained change at UCSF and work towards dismantling white supremacist roots in academia, it is imperative to create a structure of transparent accountability starting with establishing permanent leadership and committee structures as well

as establishing an evaluation component. These actions will demonstrate that anti-racism in research at UCSF is essential and centered in all aspects of the way we work and function as a research enterprise. These are not simply one-off activities.



1. Create a permanent leadership and committee structure

a. Appoint and fully support an office of the Associate Vice Chancellor of Research Inclusion, Diversity, Equity, and Anti-Racism (IDEA), with joint appointment in the Office of Research and Office of Diversity and Outreach.

b. Convert the Task Force on Equity and Anti-Racism in Research into a standing committee within the Office of Research, reporting to the Associate Vice Chancellor of Research Inclusion, Diversity, Equity, and Anti-Racism (IDEA).

c. Develop an Office of Research Advisory Board that engages diverse stakeholders to set Office of Research priorities, review grants, and hold the Office of Research accountable for addressing equity and anti-racism.

d. Support a Black Health Center of Excellence with visible leadership of Black faculty and staff to address the absence of a campus-wide program focused on Black health and research partnering with Black communities; this recommendation comes with the understanding that centers of excellence for other minority groups should also be supported over time.

2. Establish a system for measuring and tracking key metrics to assess progress on anti-racism goals in the research enterprise

- a. **Create** a dashboard on the race-ethnicity and other demographic characteristics of participants enrolled in UCSF clinical research studies.
 - b. **Create** a dashboard on the race-ethnicity and other demographic characteristics of UCSF research faculty, research trainees, and research staff at each level (using databases such as the OSR annual count of PIs, IRB data on researchers with active protocols that can be linked to demographic data on faculty and staff).
 - c. **Create** metrics for assessing the equity of salary, research space, research support, and other support received by faculty of color, similar to the annual faculty salary equity reviews of UCSF departments.
 - d. **Explore** the feasibility of creating a tracking system measuring the diversity of research that is funded/awarded (both in terms of research questions and research methodologies) with the hopes of increasing research that centers on racism and uses community engaged research.
 - e. **Evaluate** and provide continual feedback for UCSF leadership (Division Chiefs, Department Chairs, Deans, Associate/Assistant/Vice Deans, Directors, Program leaders, C-suite roles, etc.) on their record and demonstrated commitment to diversity, equity, and inclusion (e.g., record of hiring women and members of historically excluded populations) and address performance on diversity, equity, and inclusion in stewardship reviews.
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For decades, scholars have been told that research focused explicitly on racism would not be funded. For UCSF to invest in this work, and thus allow researchers to collect early data to facilitate larger grants, is a critical intervention towards advancing more anti-racist science on this campus.

Jennifer James - Task Force Member



“Most researchers have been steeped in the Cartesian scientific paradigm and even those doing qualitative research feel the need to speak to that dominant paradigm, which foregrounds notions of individual agency, particular forms of rational thought, etc. that do not necessarily capture social phenomena as experienced within communities and by individuals based on their social positions. It is not necessary to “throw out science” to have a better understanding of the way racism has shaped what we regard as “normal” in doing science.”

UCSF Community Member Open Comment

II. Promote and support UCSF anti-racism scholarship that contributes to the understanding and uprooting of racial hierarchies and their consequences

In addition to integrating anti-racist principles in the way in which we work, we acknowledge the importance of supporting anti-racism research, reevaluating and refining existing research procedures, increasing recognition of anti-racism scholarship, and creating opportunities for continuing education in anti-racism and anti-racism in research for all UCSF researchers.

To truly rectify the entrenched, structural harms from racism in research, we must start from its foundations in the way that we privilege knowledge, methods, and people. The overarching changes required to mitigate racism in research is a philosophical shift in the mindset of those in power and those who produce research. There is an intrinsically embodied perception of who and what knowledge and skills are privileged over others - that particular (e.g., Western) knowledge is privileged over others, that certain methodologies (e.g., quantitative) are privileged over others (e.g., less “traditional” methodologies such as qualitative, design-focused, community-oriented), that certain people (e.g., doctors) hold more knowledge than others (e.g., the community). A de-colonialist perspective informs these recommendations.



1. Sustain and grow the RAP anti-racism research program piloted in spring 2021

- a. Secure** ongoing commitment of funding from partners in the inaugural RAP anti-racism research pilot awards (CTSI, Academic Senate, others) to offer continuing funding cycles.
- b. Establish** and sustain an oversight committee for the RAP anti-racism research program.
- c. Engage** additional institutional partners (HDFCC, Preterm Birth Initiative (PTBi), Precision Medicine, etc.) to collaborate in future award cycles.
- d. Engage** UCSF-operated and affiliated health systems (UCSF Health, ZSFG, SFVAHCS, others) as partners in anti-racism research, including sponsoring RFPs using a “learning health system” framework for studies addressing health system equity and anti-racism priorities.
- e. Advocate** for the national network of Clinical and Translational Science Award (CTSA) programs and the NIH’s National Center for Advancing Translational Sciences (NCATS) to make anti-racism research pilot awards an essential function of all CTSA programs, with prioritization of CTSA funding to support this activity (e.g., CTSA supplement awards).

2. Strengthen and enhance the conceptual framework and RFP language and review procedures for anti-racism research awards managed by RAP and other internal funding entities

- a. **Charge** the RAP anti-racism research committee with overseeing refinements of the RFP and scoring processes and procedures for the anti-racism grant program.
 - b. **Continue** to iterate the definition and essential criteria of anti-racism research to be communicated in RAP RFPs on anti-racism.
 - c. **Develop** more formal guidelines for scoring proposals on criteria of anti-racism research.
 - d. **Include** community members in proposal review study sections for anti-racism research and provide training and orientation for the review process and compensation for their time; consider including community reviewers in other RAP programs.
 - e. **Include** plain language summaries in RAP grants to facilitate community-level review and improve IRB study materials.
 - f. **Codify** guidelines for definition and use of racial categorizations and constructs in research proposals for all RAP grants.
 - g. **Add** scoring criteria on equity and anti-racism to all RAP-managed award programs.
-



3. Highlight and increase the recognition, implementation, and dissemination of anti-racism scholarship and the UCSF research teams who lead this work

- a. **Assign** a dedicated staff person in the UCSF Office of Communications to cover anti-racism and health equity research, working with UCSF researchers to disseminate their work to internal and external audiences and highlight profiles of researchers and their teams.
- b. **Establish** Chancellor's awards that honor leaders in anti-racism scholarship.
- c. **Actively** recruit more researchers skilled in critical race theory and social scientists skilled in partnering with health sciences.

4. Strengthen the capacity and competence of all UCSF researchers to conduct research using an anti-racism framework

a. Create a CTSI consult service focused on embedding anti-racist constructs (e.g., intentional approaches to racial categorization) and methodologies into research.

b. Expand the CTSI Study Design and Implementation consultation program to include greater focus on qualitative human-centered research methodology (e.g., qualitative and sociological research, human-centered design), with support for UCSF faculty members with expertise in these methods to serve as consultants.

c. Create an interactive “Racism in Research and Science” course, analogous to the “Responsible Conduct of Research” course required of all federally funded researchers (including research staff), and implement incentives and/or requirements for all UCSF researchers to complete the course.

d. Create a structured program within the Human Research Protection Program to educate staff and IRB committee members on anti-racist research principles and methods.

e. Create and enforce equity and diversity standards for all human participant research, such as a requirement for study recruitment materials translated in multiple languages.





III. Create and support a more diverse UCSF workforce of academic and non-academic faculty researchers, research trainees, and research staff.

Diversity in the research workforce improves quality of science, provides role models for future scientists from underrepresented populations, and opens access to well-paid jobs for members of diverse communities that can address the economic inequality that is a fundamental feature of structural racism. The Task Force recognizes that this is necessary but not sufficient to lead to diversity and inclusion within the populations of our research participants (Mindlis et.al., 2020). Rather, this is a deliberate mechanism to address the centuries of inequities that have led to the overrepresentation of non-Latinx white Americans within our medical research system, and in particular within our research faculty and leadership positions. Figure 3A-C shows the distribution of race and ethnicity among UCSF faculty, staff, and learners. (Similar data for UCSF’s research enterprise only are not available.)

While there has been some improvement in diversity from 2015 to 2020, UCSF is still a long way from reflecting the diversity of the surrounding counties (Figure 4).

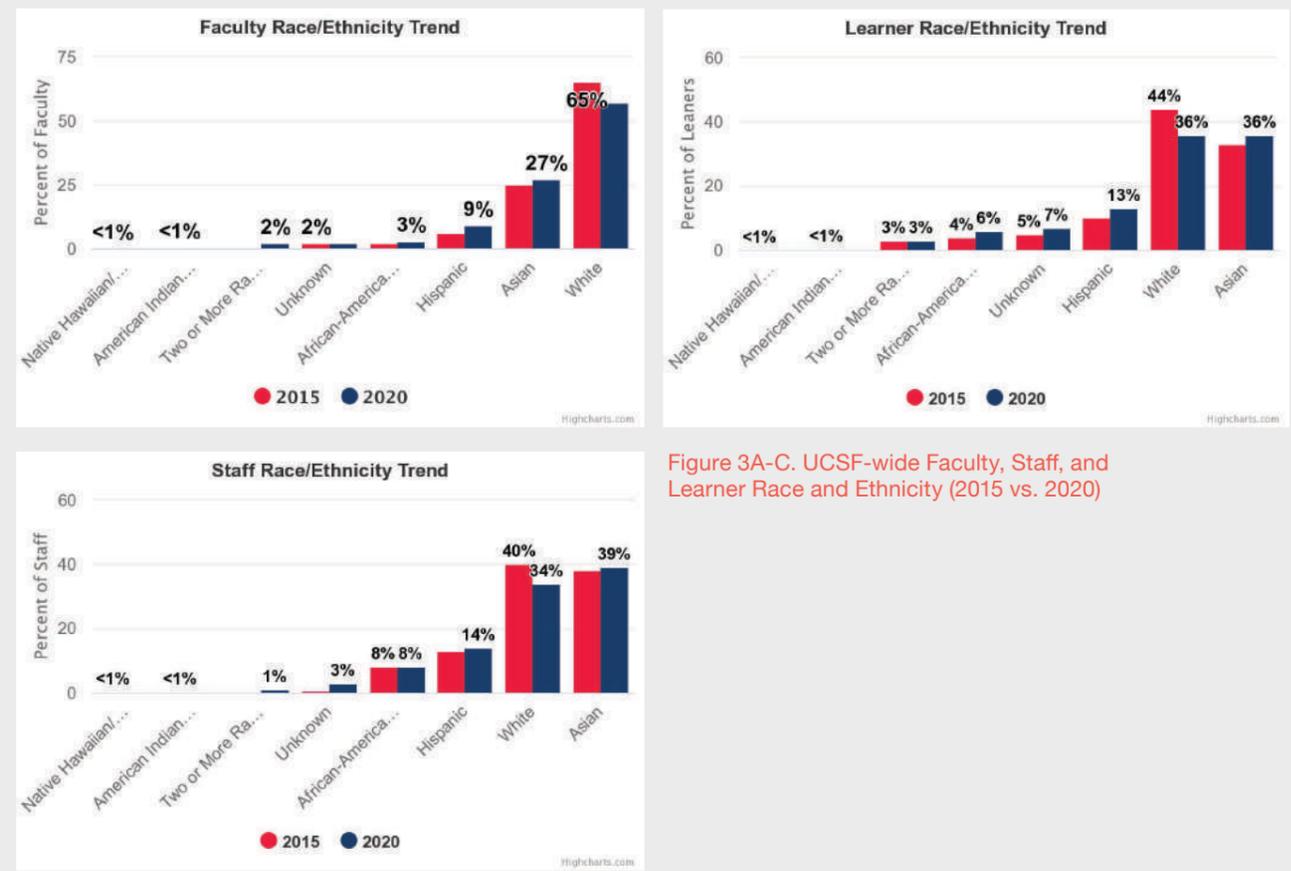


Figure 3A-C. UCSF-wide Faculty, Staff, and Learner Race and Ethnicity (2015 vs. 2020)

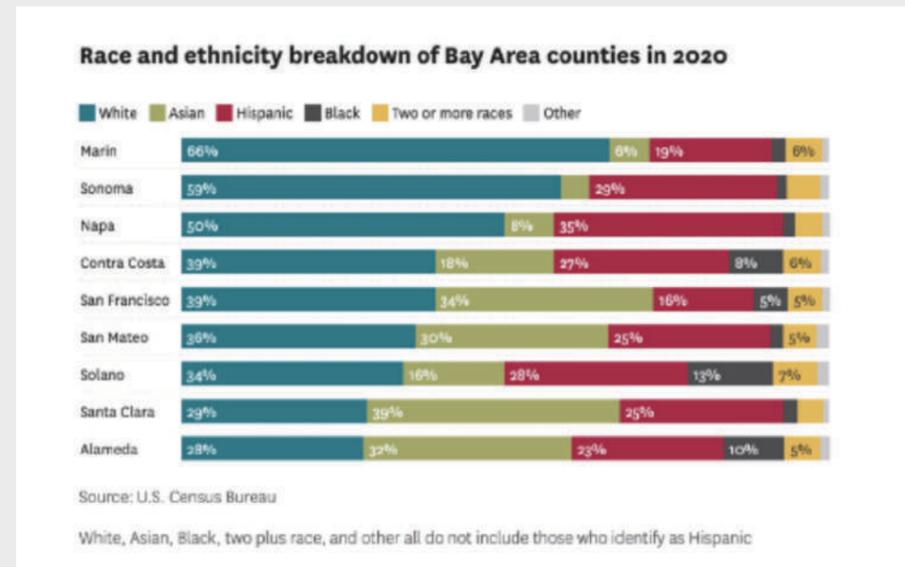


Figure 4. Race and ethnicity breakdown of Bay Area counties in 2020

Demographic figure courtesy of: <https://www.sfchronicle.com/bayarea/article/Census-2020-Bay-Area-population-grew-at-faster-16383491.php>

The following recommendations will have an immediate impact that will change not only the research landscape at UCSF but will have a ripple effect that will translate well beyond our campus and the communities that we serve.

1. Recruit, support, and retain faculty from Black and other underrepresented minorities, as defined by UCSF

- a. Strengthen** and expand pipeline and pathway programs that recruit students, postdocs, and fellows and support them to become faculty.
 - b. Provide** candidates for postdoctoral positions with travel, lodging, and per diem allowance for in-person interviews at UCSF.
 - c. Prioritize** funding of research packages and other mechanisms for retention of underrepresented in biomedical research (URM) faculty, including housing assistance and financial advising services.
 - d. Prioritize** recruitment of candidates with educational experiences in Historically Black Colleges and Universities (HBCUs), Hispanic-Serving Institutions (HSIs), and state and community colleges.
 - e. Sustain** the program to facilitate NIH Diversity Supplements for UCSF researchers and research trainees created by the SOM's Differences Matter Initiative and SF BUILD, an NIH-funded partnership between San Francisco State University and UCSF.
 - f. Prioritize** recruitment of diverse mid- to senior-level multidisciplinary faculty researchers and departmental leaders to develop research programs, institutional programs, and mentor trainees in disparities research.
 - g. Create** and fund positions in the offices of deans and department chairs that will provide key training opportunities for members of underrepresented groups to create a pipeline for leadership positions.
-



2. Revise and expand existing criteria for advancement and promotion of faculty and staff to support community engagement, anti-racism, and equity-focused work

- a. Bolster** the importance and impact of the Statement of Diversity section of Advance CVs: require this section; disseminate criteria for its evaluation.
- b. Recognize** papers co-authored with community partners in academic advancement.
- c. Include** a statement of community engagement or partnership in merit and promotion packets.
- d. Weight** community engagement comparable to teaching, research, service, and professional competence.

3. Establish and fund programs to recruit students of color for PhD training

- a. Expand** summer research programs for undergraduates to prioritize BIPOC students and students from HBCU, HSI, and state/community colleges.
- b. Include** funds to address the costs of moving to San Francisco.
- c. Expand** relationships with HBCUs, HSIs, colleges and universities with diverse student populations, including local colleges such as SF State and City College of San Francisco (CCSF).



4. Diversify research teams, including project managers, research coordinators, and research assistants/associates

- a. **Sustain** and expand the SF BUILD Clinical Research Coordinators: Learners for Equity (CIRCLE) Program to train HBCU, HSI, and state and community college students and graduates for research-related jobs at UCSF.
- b. **Develop** a hiring pipeline and program to train community members for research-related jobs (for careers in research and science at all levels).
- c. **Hire** bi/multilingual and bicultural research coordinators/staff to prevent the exclusion of non-English speaking participants.
- d. **Empower** research coordinators and research assistants or associates as leaders in research projects.
- e. **Track** advancement and develop advancement opportunities for non-faculty research team members.

5. Eliminate the “minority tax,” the burden of extra responsibilities placed on minority faculty, staff, and trainees to achieve diversity, equity, and inclusion for the institution

- a. **Compensate** BIPOC faculty, staff, trainees for anti-racism work, including work in anti-racism/DEI committees.
- b. **Compensate** mentors through internal K24-like mechanisms to give mentors protected time to mentor URM trainees, and/or trainees in health disparities, health equity, and/or anti-racism research.
- c. **Compensate** and include in criteria for advancement participation on committees, task forces, working groups, and DEI efforts, across all titles, from trainees to senior leadership.

IV. Promote and support community-engaged research as a foundational operating principle for an anti-racist and equity research enterprise.

1. Invest more resources in the community-engaged research infrastructure

- a. **Create** a dedicated, sufficient, and sustained core funding base for community engagement activities at UCSF (like PCORI engagement awards) to allow for longer term, non-transactional relationships that are not solely dependent on grant funding or ongoing research.
- b. **Include** line-item funding for community engagement costs in Chancellor’s funds, Academic Senate funds, and other intramural funding opportunities to allow faculty and staff access to low stakes, rapid-turnaround mechanisms to support community-led or community-engaged research.
- c. **Require** UCSF-funded researchers to consider if and how to engage community members in their research projects, in consultation with CTSI. When appropriate, strongly encourage community representation (as research study team members, member of Data Safety Monitoring Committees, Community Advisory Boards, etc.) with adequate compensation on research projects, and provide the required infrastructure support, including training for both community members and researchers, matchmaking between researchers and community partners, and funding support, so that this is available for researchers.
- d. **Create** ongoing campus-wide mechanisms for bridge funding of community-engaged work to ensure ongoing support of community partnerships.
- e. **Provide** fair and equitable compensation and establish a university-wide “minimum wage” for all community members who participate in community engagement activities at UCSF, including speakers and educators.



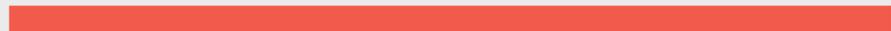


2. Support and recognize community research partners

a. Create a Community Faculty designation or equivalent for community research partner leaders to recognize their scholarship and allow for access to UCSF resources (including library, IRB, and other resources).

b. Create a Watson Scholar-equivalent (multi-year funding support for URM early-stage faculty) position for community partners, which will include both financial support and training and professional development opportunities.

c. Provide funding to community research partners to present jointly with UCSF partners at academic conferences.



3. Strengthen the UCSF Center for Community Engagement and CTSI Community Engagement infrastructure to facilitate community partnerships

a. Systematically elicit community input on research priorities and facilitate navigation to UCSF researchers and resources to address these priorities and other community needs.

b. Create a UCSF Partnership Program course for researchers and community partners (bi-directional training on how to develop equitable partnerships, budgeting, IRB, grant writing, manuscript writing, presentations at conferences, and professional development) led by both academic and community experts.

c. Scale up dissemination and use of community-engaged research resources and toolkits that exist or are under development at UCSF across schools, programs, and research units.



APPENDICES

1. Task Force Charter
2. Task Force Composition (Team Members, Affiliations)
3. Task Force Working Subgroup Member Roster
4. RAP Funded Proposals
5. Complete List of Task Force Recommendations (n=164)
6. Emerging Recommendations
7. Public and Community Comments: Public Comments, Precision Medicine Response, Grad Division Response





**UCSF
TASK
FORCE**

**ON EQUITY &
ANTI-RACISM IN
RESEARCH**

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