

APPENDIX 7 - THE PUBLIC SURVEY OF TASK FORCE RECOMMENDATIONS

The UCSF Office of Research's Task Force on Equity and Anti-Racism is requesting your feedback on our draft recommendations to implement change at UCSF. In December 2020, UCSF Executive Vice Chancellor Dan Lowenstein appointed and charged the Task Force with assessing existing equity and anti-racist work relevant to research at UCSF and creating strategic recommendations to carry out structural change. The Task Force, comprising faculty, staff, trainees, and community leaders, has been working in the last 6 months to develop these recommendations. The recommendations are categorized as follows:

Promote and support UCSF anti-racism scholarship

Create and support a more diverse UCSF research workforce

Promote and support community engaged research

Establish a system of accountability on anti-racism and equity for the UCSF research enterprise

Please read through the recommendations and provide your comments/feedback to us via the comment boxes. Your comments will be incorporated as appropriate into the final recommendations or as priorities for ongoing work.

Thank you in advance for your time,

Dr. Monica McLemore

Dr. Tung Nguyen

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Task Force Chairs

UCSF Anti-Racism Research Taskforce Recommendations

Version 6/1/2021

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

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. Engage additional institutional partners (Cancer Center, PTBi, Precision Medicine, etc.) to collaborate in future award cycles

- c. Engage UCSF-operated and affiliated health systems (UCSF Health, SFGH, SFVA, others) as partners in anti-racism research, including sponsoring RFPs using a “learning health system” framework for studies addressing health system equity priorities
 - d. Advocate for the national network of CTSA programs and 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)
 - e. Establish and sustain an oversight committee for the RAP anti-racism research program
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. Codify guidelines for definition and use of racial categorizations and constructs in research proposals
 - b. Continue to iterate the definition and essential criteria of anti-racism research to be communicated in RAP RFPs
 - c. Develop more formal guidelines for scoring proposals on criteria of anti-racism research
 - d. Include community members in proposal review study sections, with provision of training and orientation to the review process and compensation for their time; consider including community reviewers in other RAP programs
 - e. Add scoring criteria on equity and anti-racism to all RAP-managed award programs
 - f. Charge the RAP anti-racism research committee with overseeing refinements of the RFP and scoring processes and procedures for the anti-racism grant program
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, 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 in multiple languages
- f. Hire bi/multilingual and bicultural research coordinators/staff to prevent the exclusion of non-English speaking participants.

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

1. Recruit, support, and retain faculty from Black and other URM populations.
 - a. Strengthen and expand pipeline and pathway programs that recruit postdocs and fellows and support them to become faculty.
 - b. Provide candidates for postdoctoral positions travel, lodging and per diem for in-person interviews.
 - c. Prioritize funding of research packages and other mechanisms for retention of URM research faculty, including housing assistance, financial advising services.
 - d. Prioritize recruitment of candidates with educational experiences in HBCUs, HSIs, and state and community colleges.
 - e. Sustain the CTSI program to facilitate NIH Diversity Supplements for UCSF researchers and research trainees
 - 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 under-represented groups, to create a pipeline

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 Statement of Diversity section of Advance CV: 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 similarly 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
 - b. Include funds to address the costs of moving to San Francisco
 - c. Expand relationships with HBCUs, colleges and universities with diverse student populations, including local colleges such as SF State and CCSF
4. Diversify research teams, including project managers, research coordinators, and research assistants/associates.
 - a. Sustain and expand the SFBUILD 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. Empower research coordinators, and research assistants or associates as leaders in research projects
 - d. Track advancement and develop advancement opportunities for non-faculty research team members
5. Eliminate the “minority tax.”
 - a. Compensate BIPOC faculty, staff, students for anti-racism work.
 - b. Compensate mentors through internal K24-like mechanisms to give mentors protected time to mentor URM trainees, and/or trainees in disparities 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.

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

1. Invest more resources in the community engaged research infrastructure

- a. Create a dedicated, sufficient, and sustained 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 funding of community engagement costs in Chancellor’s funds, Academic Senate funds, and other intramural funding opportunities to allow faculty and staff access to low stakes, fast turnaround mechanisms to support community-led or community-engaged research.
 - c. Require community representation with adequate compensation on research projects, and provide the infrastructure support required so that this is available for researchers.
 - d. Create ongoing campus-wide mechanisms for bridge funding of community engaged work.
 - e. Provide fair 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 for community research partner leaders.
 - b. Create a Watson Scholar (currently, multi-year funding support for URM junior faculty) equivalent for community partners.
 - 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 Program 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 partnerships, budgeting, IRB, grant writing, professional development, led by researchers and community leaders, etc...)
 - c. Scale up dissemination and use of community engaged research resources and toolkits that exist or are under development at UCSF

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

- 1. Create a permanent leadership and committee structure
 - a. Appoint and support fully an office of the Associate Vice Chancellor for Research Equity, Diversity, and Inclusion, with joint appointment in the Office of Research and Office of Diversity and Outreach
 - b. Convert the Anti-Racism in Research Task Force into a standing committee within the Office of Research, reporting to the Associate Vice Chancellor for Research Equity, Diversity, and Inclusion Q42 –

- c. Develop an advisory board that engages diverse communities to set Office of Research priorities, review grants, and hold Office of Research accountable
 - d. Support a Black Health Center of Excellence with visible leadership of Black faculty and staff to address lack of a campus-wide program focused on Black health and research partnering with community
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 by levels (using data bases 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. Include Lay Summaries in RAP grants to facilitate Community Level Review and IRB connection
 - e. Explore the feasibility of creating a tracking system measuring the diversity of type of research that is funded / awarded (both in terms of research questions and research methodologies)
 - f. 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.

LAUDATORY COMMENTS ON TF RECOMMENDATIONS

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

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. Engage additional institutional partners (Cancer Center, PTBi, Precision Medicine, etc.) to collaborate in future award cycles
 - c. Engage UCSF-operated and affiliated health systems (UCSF Health, SFGH, SFVA, others) as partners in anti-racism research, including sponsoring RFPs using a “learning health system” framework for studies addressing health system equity priorities
 - d. Advocate for the national network of CTSAs programs and NCATS to make anti-racism research pilot awards an essential function of all CTSAs programs, with prioritization of CTSAs funding to support this activity (e.g., CTSAs supplement awards)
 - e. Establish and sustain an oversight committee for the RAP anti-racism research program

Q5 comments:

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
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 - b. Continue to iterate the definition and essential criteria of anti-racism research to be communicated in RAP RFPs
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 - f. Charge the RAP anti-racism research committee with overseeing refinements of the RFP and scoring processes and procedures for the anti-racism grant program

Q7 comments:

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.

Q9 comments:

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, 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 in multiple languages
 - f. Hire bi/multilingual and bicultural research coordinators/staff to prevent the exclusion of non-English speaking participants.

Q11 comments:

- excellent. "b" is a great enrichment in general, as UCSF needs more consulting and advising on these topics/skills already. We will need this even more with this important push for more equity-centered research. all of these are fantastic ideas
- Love this - wish it already existed!!!
- This is critical and should be the foundational training for all UCSF researchers.
- I find this one especially action-oriented and clear for how it can impact more broadly beyond the faculty/scholar/PhD level to us research staff leadership types. Adding HCD aspects is a great innovation too! Thank you!
- a. would be a game-changer.
- This is very much needed. 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.
- This is both vital and should be recommended for all entities moving forward.

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

1. Recruit, support, and retain faculty from Black and other URM populations.
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 - 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 under-represented groups, to create a pipeline for leadership positions.

Q14 comments:

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 Statement of Diversity section of Advance CV: 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 similarly to teaching, research, service and professional competence.

Q16 comments:

3. Establish and fund programs to recruit students of color for PhD training.
 - a. Expand summer research programs for undergraduates
 - b. Include funds to address the costs of moving to San Francisco
 - c. Expand relationships with HBCUs, colleges and universities with diverse student populations, including local colleges such as SF State and CCSF

Q18 comments:

- ✓ Yes! Educating current staff on issues of diversity might be akin to planting seeds within the grounds of the institution. But by recruiting students towards careers at UCSF, they'll be young diversity trees already by the time they arrive for their first days at work.

- ✓ Great
- ✓ BIPOC students report that they do not want to pursue advanced training far from home. Therefore, I suggest recruiting students from HBCUs who left their Bay Area families to attend them, and who can come home for grad school. Similarly, recruiting from SF State and CCSF who enroll students who have stayed close to home will improve recruitment and retention.
- ✓ great. Maybe also outreach at a wider variety of public-facing events.
- ✓ Awesome
- ✓ Yes!
- ✓ Needed
- ✓ a system should be in place for UCSF workers to go to school at UCSF so they can grow
- ✓ Yes!!!! Exchange of ideas, students' programs. HBCU's and other colleges of diversity are important to our society. HBCU's promote and inspire a commitment to positive social change through service. We all could use some of this ideology.
- ✓ Yes to all of this.
- ✓ Yes to all of the points on this section, including what I mentioned about establishing funding to sustain these programs in terms of operation.
- ✓ Very important, the relationship and proximity to SF State is currently very underutilized. Over 40% of their students are from URM populations. It is an excellent school that promotes rigorous research experience in its students.
- ✓ UCSF should consider establishing long-term partnerships or pipelines with HBCUS, HSIs, and state/community colleges to work hand-in-hand in developing opportunities for these populations. That is to say, we shouldn't wait until they're ready to come to UCSF. We should figure out how to help partners put their faculty and scholars on track to come to UCSF in the future.
- ✓ This would be wonderful!
- ✓ PHD students and faculty with different cultural backgrounds and perspectives that includes other educational partners appears to potentially be a win-win.
- ✓ Love this!
- ✓ Include funds to support the costs of commuting. Establish that all summer research programs will provide financial compensation to the students. Expand relationships with local community colleges and public high schools in the San Francisco Bay Area.
- ✓ I would like to highlight bullet "a." - expanding summer research programs to undergraduates. Even expanding these types of programs to high school students who'd like to start young.
- ✓ I LOVE THIS
- ✓ Great.
- ✓ Fantastic
- ✓ Excellent recommendations. Continuing to support and expand programs like SF BUILD.
- ✓ Excellent ideas.
- ✓ great ideas, suggest making it easier to do independent study for units for undergrads, they can't all afford to do summer internships even with some funding for them, so can also get units
- ✓ great ideas
- ✓ funds to address costs is good.
- ✓ Yes- especially building relationships with HBCUs, colleges and universities with diverse student populations, including local colleges such as SF State and CCSF
- ✓ Yes!
- ✓ Yes great.

- ✓ YES! It would be important to provide additional funds for housing/living expenses given the cost of living in the SF Bay Area. The high cost of living makes attending UCSF an unattainable goal for many.
- ✓ We have talked about partnering with HBCUs for a long time. We need to do it!
- ✓ Vital, the success of this element (ie, funding for people of color) may be the biggest barrier to the success of this program and I hope this gets the focus it needs. Without this, many other elements described here will struggle!
- ✓ These efforts are ongoing for basic scientists in collaboration with grad division and should be expanded
- ✓ Sounds great. We will need the money and help to engage here. As a faculty, I am happy to do more recruiting in this area, take on more summer students, etc. Give recruitment talks at schools with high URM and specifically Black student bodies.
- ✓ I agree, no comment
- ✓ I agree with all of these and have no additional comments.
- ✓ Hugely important
- ✓ Hiring and RETAINING faculty of color is crucial to recruitment of students of color
- ✓ Good idea.
- ✓ Agree
- ✓ Agree
- ✓ Agree strongly
- ✓ ZSFG agrees that the recruitment of students of color must be a priority.
- ✓ This will open up so many doors for diverse students.
- ✓ Needed and clear statements on the need to create the faculty/researcher pipeline.
- ✓ Living/moving costs are key.
- ✓ Given the cost of living in SF, this is very important.
- ✓ Bravo!

4. Diversify research teams, including project managers, research coordinators, and research assistants/associates.
 - a. Sustain and expand the SFBUILD 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. Empower research coordinators, and research assistants or associates as leaders in research projects
 - d. Track advancement and develop advancement opportunities for non-faculty research team members

Q20 comments:

- ✓ 4b: bold move! Love it
- ✓ Changing the face of who human subject participants see as part of the research team will increase recruitment and retention. Furthermore, having insider researchers on the clinical study teams will improve rigor of the studies.
- ✓ These are excellent ideas. Please think about the underlying culture and how it can adjust to welcome and support these people. Be prepared for tensions. How will the dominant culture shift to support these staff?

- ✓ Well covered
- ✓ sounds good.
- ✓ Great – would then be important to specifically address management and mentorship of diverse research teams with PI's, particularly cultural humility, and how to connect trainees with resources on campus as needed.
- ✓ Amazing
- ✓ Training project leaders and teams that are thoughtfully diversified is already evident in the working teams at UCSF. Kudos for outlining systems that will increase the effort of these listed objectives.
- ✓ YES, PLEASE!
- ✓ As a Project Manager who has worked on UCSF research teams for over 20 years, I am very happy to see 4c and 4d and hope these aspirations can be given real teeth. I appreciate this immensely! I'd like for us to also see a strengthening of these groups' capacity for engaging in community engaged research and community based participatory research. I think it is both pioneering, and an acknowledgement of existing staff work, to propose the empowerment of research staff as leaders in research projects.
- ✓ Great. Should include making it easier to promote and give raises, pay equity and pay transparency.
- ✓ Excellent.
- ✓ Yes!
- ✓ Love this too
- ✓ d. is important and should be more concrete. I hear across the board that supervisors aren't given any training on research staff job classifications and advancement. HR doesn't do any proactive outreach to say "hey, this person has been at the same classification for 3 years" and I think that would help supervisors.
- ✓ More training and support are needed for staff of color to advance in research careers.
- ✓ Yes to all of this. I will reiterate that you should pay staff higher salaries or at the minimum, consider making salaries even more transparent. Almost all leaders/managers are white, but I don't buy that there isn't enough talent to fill these roles.
- ✓ Excellent recommendations
- ✓ Yes, especially in the Institute for Global Health Sciences, there are way too many white people there. There needs to be accountability at a leadership level to reduce the homogeneity here.
- ✓ Promotion track is definitely needed.
- ✓ Great
- ✓ Agree
- ✓ Agreed
- ✓ Yes yes
- ✓ Yes, but don't leave out Latinos as a major population in CA
- ✓ Agree
- ✓ Good ideas
- ✓ Like this
- ✓ This is a crucial endeavor and I commend the creators of this part of the initiative for recognizing its importance. I know at least one biostatistician (master's level, BIPOC) and one Specialist who are very frustrated in their efforts to advance here at UCSF. Anything we can do to break down institutional barriers to promote our own "home-grown" talent and their career trajectories (including offering PhD training to those individuals who are qualified and want it) would be terrific.
- ✓ Sounds great.

- ✓ I agree with all of these and have no additional comments.
- ✓ All good ideas
- ✓ Agree
- ✓ If this is the basis for team creation and collaboration, you will flourish.
- ✓ Again, this item is completely on target. Question - would this apply to patient collaborators as well?
- ✓ Barriers being knocked down again

5. Eliminate the “minority tax.”

- a. Compensate BIPOC faculty, staff, students for anti-racism work.
- b. Compensate mentors through internal K24-like mechanisms to give mentors protected time to mentor URM trainees, and/or trainees in disparities 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.

Q22 comments:

- Yes! I would love to see this happening. As a Latina, mixed race and with a lot of knowledge of the community I know that need my input but many times I feel under appreciated.
- again, I think changing the incentive structures is key to seeing everything else change, so I'm glad to see this here!
- Very important point and very much well deserved for people, many times who are BIPOC and URM staff and trainees that are the efforts 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.
- This is critically important!!!!
- Yes, yes and yes. This dovetails well with my comments about lack of and/or dwindling NIH support for these sorts of activities.
- Yes, this should be a high priority because the minority tax really inhibits young trainees from advancing in their field. I feel that academic medicine needs to recognize work in reducing health disparities.
- Yes to protected time for mentoring!
- This is also necessary and opportunity building.
- This is a great one!

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

1. Invest more resources in the community engaged research infrastructure
 - a. Create a dedicated, sufficient, and sustained 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 funding of community engagement costs in Chancellor's funds, Academic Senate funds, and other intramural funding opportunities to allow faculty and staff access to low stakes, fast turnaround mechanisms to support community-led or community-engaged research.
- c. Require community representation with adequate compensation on research projects and provide the infrastructure support required so that this is available for researchers.
- d. Create ongoing campus-wide mechanisms for bridge funding of community engaged work.
- e. Provide fair compensation and establish a University-wide "minimum wage" for all community members who participate in community engagement activities at UCSF, including speakers and educators.

Q25 comments:

- 2. Support and recognize community research partners
 - a. Create a Community Faculty designation for community research partner leaders.
 - b. Create a Watson Scholar (currently, multi-year funding support for URM junior faculty) equivalent for community partners.
 - c. Provide funding to community research partners to present jointly with UCSF partners at academic conferences

Q27 comments:

- ✓ Community Faculty and Watson Scholar sounds major league!
- ✓ Yes!
- ✓ I think "c" is particularly important since most community partners aren't able to travel to conferences outside the area due to funding issues. I think creating additional ways to compensate effective community partners should also be part of this - not just awarding a contract but other "perks" for participating in a partnership with UCSF - maybe being able to audit courses? for those interested: a streamlined admission process for graduate level education - significant perks like that would go a long way toward building those bridges we are striving for
- ✓ I really like these ideas and would add the same comment as above that when community partners are invited to participate and present, that facilitation is helpful so that they don't arrive and feel uncomfortable speaking or asking questions.
- ✓ i like this. great. the CTSI enhancements should include consulting/training on how to respectfully and productively work with community advisors. people need to learn about that.
- ✓ Really like the Community Faculty idea! Benefits (health insurance, office space, etc.)?
- ✓ The efforts on working in community will hopefully ignite and show results with aligning UCSF with its partners and patients in the region.
- ✓ Yay! I love the Watson Scholar program - please continue to highlight / expand on this in campus-wide communications!
- ✓ This is absolutely critical and would finally provide the support and recognition to multiple of our community partners already partnering with us in these ways.
- ✓ Yes!
- ✓ Excellent
- ✓ Sounds good, especially 2c - another way to strengthen the UCSF-SFSU relationship
- ✓ Yes!

- ✓ Yay
- ✓ Yes. So many of our community partners are not treated well by our research projects.
- ✓ Love providing funding to community research partners to present jointly with UCSF partners at academic conferences
- ✓ Agreed.
- ✓ This is great but need support for the community partners to help them apply for these resources. Can't just expect that we open up applications and that they will know how to talk the Ivory Tower talk.
- ✓ Agree
- ✓ I concur with these recommendations.
- ✓ Consider (funded!) awards and honors related to relevant community research work. Steppingstones to help exceptional junior and mid-career faculty with a focus on anti-racism be recognized and advance their careers.
- ✓ Wonderful
- ✓ Agreed
- ✓ Yes, this would be amazing!
- ✓ This is fantastic idea to encourage community involvement.
- ✓ Yes
- ✓ Agree
- ✓ Good ideas
- ✓ Good
- ✓ This is very important
- ✓ This is a good idea
- ✓ This is fabulous
- ✓ I agree with all of these and have no additional comments.
- ✓ Yes
- ✓ Agree
- ✓ More Community involvement and no room to exclude them.
- ✓ I love the idea of a Community Faculty designation and the rest of this section.
- ✓ More community involvement and no room to exclude them
- ✓ This will pay dividends for education in addition to research.

3. Strengthen the UCSF Center for Community Engagement and CTSI Community Engagement Program 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 partnerships, budgeting, IRB, grant writing, professional development, led by researchers and community leaders, etc...)
 - c. Scale up dissemination and use of community engaged research resources and toolkits that exist or are under development at UCSF

Q29 comments:

- ★ I love the partnership idea. I think more education needs to be created for community advisors so that more people can participate and not feel intimidated in their understanding of health

systems and research. Dissemination is of utmost importance to have true community advisors. It will go a long way in creating trust.

- ★ Excellent!!!
- ★ -Yes, to all of the above!
- ★ Great, no comment
- ★ Exactly! It took me a long time to find how to interact with the CCE even though I feel my role is very much intertwined with the work that people of this office do. Love it and would love more dissemination of resources / toolkits, thank you!
- ★ Fully support!
- ★ Sounds good!
- ★ YES!!!!!!!!!!!!!!!
- ★ This will allow for more diverse voices to be heard.

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

1. Create a permanent leadership and committee structure
 - a. Appoint and support fully an office of the Associate Vice Chancellor for Research Equity, Diversity, and Inclusion, with joint appointment in the Office of Research and Office of Diversity and Outreach
 - b. Convert the Anti-Racism in Research Task Force into a standing committee within the Office of Research, reporting to the Associate Vice Chancellor for Research Equity, Diversity, and Inclusion Q42 –
 - c. Develop an advisory board that engages diverse communities to set Office of Research priorities, review grants, and hold Office of Research accountable
 - d. Support a Black Health Center of Excellence with visible leadership of Black faculty and staff to address lack of a campus-wide program focused on Black health and research partnering with community

Q32 comments:

- ★ 100% support these accountability actions. Standing committee members (converted task force) should be compensated and their activities should be acknowledged for merit advancement.
- ★ I support all of this.
- ★ Yes!
- ★ YES to the Black Health CoE with visible Black leadership!!!!
- ★ Good idea to institutionalize leadership on research DEI and to have programs focused on subgroups that have been underrepresented or deserve special attention under this program.
- ★ Yes to all of the above. And I would add that UCSF needs to fully put resources (compensation ones most importantly) to help faculty build the Black COE.
- ★ These are all very important initiatives
- ★ 100% support and agree with this
- ★ This ask is completely on target. I think (d) is the biggest ask of the 4 and the most required.
- ★ This would be a foundational improvement.
- ★ ALL GOOD

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 by levels (using data bases 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. Include Lay Summaries in RAP grants to facilitate Community Level Review and IRB connection
 - e. Explore the feasibility of creating a tracking system measuring the diversity of type of research that is funded / awarded (both in terms of research questions and research methodologies)
 - f. 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.

Q34 comments:

- ★ This is good for accountability.
- ★ Data is good
- ★ well covered
- ★ Sounds ambitious and important
- ★ So very happy to see metrics called out - so, so important! Maybe add something about ensuring transparency of the metrics?
- ★ On point c. this is a majorly mysterious set of data to find and see. Please make this info transparent to all of us so we know where we are in terms of equitable salary, space, and support.
- ★ essential to making a real difference
- ★ Wow, this is great!
- ★ This is incredibly important!
- ★ Yes, to all of this.
- ★ This is aspirational but doable.
- ★ -Excellent idea-- metrics and facts would be very helpful for these discussions.
- ★ This section is completely on target as well. I appreciate the work this group has done on this and how you are moving it forward.

DISAGREEMENTS WITH TF RECOMMENDATIONS

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

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. Engage additional institutional partners (Cancer Center, PTBi, Precision Medicine, etc.) to collaborate in future award cycles
 - c. Engage UCSF-operated and affiliated health systems (UCSF Health, SFGH, SFVA, others) as partners in anti-racism research, including sponsoring RFPs using a “learning health system” framework for studies addressing health system equity priorities
 - d. Advocate for the national network of CTSAs programs and NCATS to make anti-racism research pilot awards an essential function of all CTSAs programs, with prioritization of CTSAs funding to support this activity (e.g., CTSAs supplement awards)
 - e. Establish and sustain an oversight committee for the RAP anti-racism research program

Q5 comments:

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

Q7 comments:

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.

Q9 comments:

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, 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 in multiple languages
 - f. Hire bi/multilingual and bicultural research coordinators/staff to prevent the exclusion of non-English speaking participants.

Q11 comments:

- All of the above sounds to me like trying to fight racism with more racism. Studying and trying to cure diseases that people of a certain race are more prone to than others is the type of research that seems worthwhile to me if we want to talk about race. However, from this language, it seems as though you are trying to do exactly the opposite by ignoring biological racial differences in people.
- b. UCSF is a medical and life science campus. Its strength lies in its objective data-driven experimental approach. Qualitative and sociological research has no place at UCSF and no place in scientific medical research and will undermine UCSF's reputation. c. "Responsible Conduct of Research" should include a module on avoiding racism in research and science. It should also include a module on avoiding sexism and avoiding discrimination in all forms. It is unclear why being anti-racist should consider anything other than everyday responsible conduct of research or why an entire course should be dedicated to it. Devoting so much time and focus to something negative (racism) can have a negative, traumatizing, or even counter-intuitively copycat effect (making people think it is more common and acceptable than it is). And, there are already too many required courses.
- Do not make us embed neo-racism into our regular grant proposals! And don't require basic scientists to pretend to adhere to CRT tenets in order to keep their jobs or get promoted or whatever.
- There is not enough focus on health equity here. What about low SES groups who tend to be racially/ethnically diverse? Or other groups who are discriminated against? Also, where does

ethnicity fit into anti-racism. It's not explicit. Many Latinos do not identify as "white" but there is not currently a racial category that fits them

- So, small research teams may not have capacity to execute study plans in multiple languages. And for how many languages should investigators intended to hire. We have multiple languages in San Francisco and California. Is the aim to require that all studies are capable in 3, 4, 5 languages? Sounds to me like an unfunded mandate, in which UCSF promulgates new requirements and then places those requirements on investigators.
- I fundamentally do not feel or have ever felt that UCSF is a racist place. These are grossly misdirected funds and efforts.
- Required courses for faculty are a waste of time and never taken seriously by participants. Please eliminate this.
- I would push back on the requirement for study recruitment in multiple languages without a concomitant increase in University's support to actually do this; we need easily accessible, inexpensive translation / interpreting services, and access to multilingual research staff. If you simply require people to do this, it will be an insurmountable hurdle for many (and probably disproportionately disadvantage trainees, people without significant research funding, etc. - and who themselves may be less advantaged)
- The anti-racism framework is illogical, manipulative, and decisive to those who want to take a principled and logical approach to reducing injustice in our society.
- E has serious cost implications and my hinder certain lines of research. Monitoring would also be costly. F is a great aspirational goal, but having tried this myself can seriously delay start-up or progress of research and cannot be a requirement.

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

1. Recruit, support, and retain faculty from Black and other URM populations.
 - a. Strengthen and expand pipeline and pathway programs that recruit postdocs and fellows and support them to become faculty.
 - b. Provide candidates for postdoctoral positions travel, lodging and per diem for in-person interviews.
 - c. Prioritize funding of research packages and other mechanisms for retention of URM research faculty, including housing assistance, financial advising services.
 - d. Prioritize recruitment of candidates with educational experiences in HBCUs, HSIs, and state and community colleges.
 - e. Sustain the CTSI program to facilitate NIH Diversity Supplements for UCSF researchers and research trainees
 - 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 under-represented groups, to create a pipeline for leadership positions.

Q14 comments:

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 Statement of Diversity section of Advance CV: 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 similarly to teaching, research, service, and professional competence.

Q16 comments:

3. Establish and fund programs to recruit students of color for PhD training.
 - a. Expand summer research programs for undergraduates
 - b. Include funds to address the costs of moving to San Francisco
 - c. Expand relationships with HBCUs, colleges and universities with diverse student populations, including local colleges such as SF State and CCSF

Q18 comments:

- ✗ Summer research programs for undergraduates are a great way to provide access and recruit students of all backgrounds. b. No funds should ever be apportioned more or less to one group or the other based on race. That is fundamentally racist
- ✗ There are many individuals that do not fall into this category--who are disadvantaged for other reasons--and these individuals should not be excluded from applying to summer research programs and other opportunities.
- ✗ Any program aimed at students of color is racist. You are looking to establish the very thing you say you are fighting against. Such programs should be based on financial need rather than race. Expanding relationships with local colleges such as SF State and CCSF is fine but should include all students there not just students of color. How can you talk about "inclusivity" while actively excluding students who don't fall under the term "students of color"?
- ✗ Disagree
- ✗ I fundamentally do not feel or have ever felt that UCSF is a racist place. These are grossly misdirected funds and efforts.
- ✗ Again, recruitment must be race blind.
- ✗ Scooping up the tiny supply of high performing black students and treating them like charity cases is an unhealthy practice. Superstar role models are overrated in terms of increasing achievement levels of minorities in the underclass. Teachers and parents are much more influential. Please invest your extra time and money in creating early educational opportunities and vocational training to the millions who have ability but not the means and your small piece of the problem will be taken care of.
- ✗ Section b is going to be the limiting factor. Without this it isn't going to happen. Also there needs to be a critical mass so people don't feel isolated.
- ✗ All of this is fine, this seems like one of the least intrusive and biased recommendations on your list; but keep in mind that we do not and cannot discriminate based on race, and that lots of

kinds of diversity are important here.

4. Diversify research teams, including project managers, research coordinators, and research assistants/associates.
 - a. Sustain and expand the SFBUILD 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. Empower research coordinators, and research assistants or associates as leaders in research projects
 - d. Track advancement and develop advancement opportunities for non-faculty research team members

Q20 comments:

- ✘ Diversification should not be based on race, creed, or color. It is unconstitutional to consider such criteria in the workplace. Diversification should be based on an individual's skills, not his or her skin color. Otherwise you are practicing racism, plain and simple.
- ✘ I fundamentally do not feel or have ever felt that UCSF is a racist place. These are grossly misdirected funds and efforts.
- ✘ Kind of like the call to pay for postdoc travel to interviews, I don't get the issue of empowerment and advancement here. Yes, we should be doing these things for all staff. When placed in the context of anti-racism policies or procedures, it suggests we do something different for URM staff. Does this policy mean to advocate that we empower and track advancement for URM staff but not for other staff? That is what it sounds like to me.

5. Eliminate the "minority tax."
 - a. Compensate BIPOC faculty, staff, students for anti-racism work.
 - b. Compensate mentors through internal K24-like mechanisms to give mentors protected time to mentor URM trainees, and/or trainees in disparities 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.

Q22 comments:

- I understand the minority tax, and want it eliminated, but have mixed feelings about monetary compensation--I do believe that these efforts should count for advancement and that time commitment should be equalized by decreasing other commitments.
- It would be much more important for chairs and mentors to provide cover for their BIPOC junior faculty and junior researchers to avoid participation in activities like committee service that take them away from their research. The most important activity for career success of BIPOC faculty is success in their academic research. Encouraging the activities that would constitute a "minority tax", such as by providing extra salary (compensation), is highly destructive to the careers of BIPOC faculty.
- This amount to a reward for one's politics. Is that what faculty and staff are being paid for? What is "anti-racism work"? I had to look up URM. I don't see what a child's status as far as immigration, has anything to do with how that child should be treated by UCSF. I would expect

that all minors, no matter what their immigration status may be, legal or otherwise, would get equal health care treatment. No need for a committee to insure that.

- Everyone at UCSF should be compensated for work they are required to do by their bosses. If the work is already part of their job duties, then they are already being compensated for it. If the work has been added on top of unrelated existing job duties, then when they are asked to perform the new duties, they should also be told how many hours they are expected to spend on them and how much they will be compensated. Then they can either agree to do it or not. That said, we are always told that UCSF's budget is very limited and there are not enough funds for needed resources, employees, and space. I advise leadership to be as careful with its anti-racism budget as it is with all other aspects of UCSF's budget.
- no explanation is provided as to why mentors ought to be paid differently based on who they mentor, and which groups do and do not fall into different pay categories.
- No, this is racial discrimination if you only compensate people of certain races for this.
- Many arguments pro and con but I think A is divisive. Once we start compensating for particular tasks -- i.e. mentoring folks who do disparities research, or who mentor URM students, it devalues other efforts. I think this proposal is a tricky one that may cause a backlash.
- I fundamentally do not feel or have ever felt that UCSF is a racist place. These are grossly misdirected funds and efforts.

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

1. Invest more resources in the community engaged research infrastructure
 - a. Create a dedicated, sufficient, and sustained 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 funding of community engagement costs in Chancellor's funds, Academic Senate funds, and other intramural funding opportunities to allow faculty and staff access to low stakes, fast turnaround mechanisms to support community-led or community-engaged research.
 - c. Require community representation with adequate compensation on research projects and provide the infrastructure support required so that this is available for researchers.
 - d. Create ongoing campus-wide mechanisms for bridge funding of community engaged work.
 - e. Provide fair compensation and establish a University-wide "minimum wage" for all community members who participate in community engagement activities at UCSF, including speakers and educators.

Q25 comments:

2. Support and recognize community research partners
 - a. Create a Community Faculty designation for community research partner leaders.
 - b. Create a Watson Scholar (currently, multi-year funding support for URM junior faculty) equivalent for community partners.

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

Q27 comments:

- ✘ I am against anything that puts excess emphasis on race and other labels on people. We need to stop emphasizing race, not increase the emphasis
- ✘ I fundamentally do not feel or have ever felt that UCSF is a racist place. These are grossly misdirected funds and efforts.

3. Strengthen the UCSF Center for Community Engagement and CTSI Community Engagement Program 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 partnerships, budgeting, IRB, grant writing, professional development, led by researchers and community leaders, etc...)
 - c. Scale up dissemination and use of community engaged research resources and toolkits that exist or are under development at UCSF

Q29 comments:

- ✘ Still unclear on the purpose. Will community members be asked about highly complex research projects? How can community members realistically provide useful comment on research priorities? Who is the "community"?
- ✘ I agree somewhat that this applies to clinical/epidemiology research. However, we need to be careful about basic research and community input. Would the community have funded Jennifer Doudna's early research on defense mechanisms in bacteria that lead to CRISPR? Those stories of the curiosity-driven research giving rise to the most important breakthroughs are teachable moments, but we need to be respectful of the importance of intellectual freedom for researchers.
- ✘ I fundamentally do not feel or have ever felt that UCSF is a racist place. These are grossly misdirected funds and efforts.
- ✘ Again, I don't know if the community has ideas about what kind of science or medical practices should be carried out. In some areas, I am sure that they do, not in mine which is a hard science. I have no comment on this.
- ✘

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

1. Create a permanent leadership and committee structure
 - a. Appoint and support fully an office of the Associate Vice Chancellor for Research Equity, Diversity, and Inclusion, with joint appointment in the Office of Research and Office of Diversity and Outreach

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- d. Support a Black Health Center of Excellence with visible leadership of Black faculty and staff to address lack of a campus-wide program focused on Black health and research partnering with community

Q32 comments:

- ✘ re point "d" - it isn't just Black/ African Americans who need "centers of excellence" - either be inclusive or don't do it! to single out one group & one group only for this level of recognition is not fair to all the others & will raise significant red flags in other diverse communities who are being excluded. Why not create a Center of Excellence for Diversity & Inclusion?????
 - ✘ a. This seems unnecessary and duplicative. We already have an Office of Diversity and Outreach. It has met the challenges of this past year. Having two leaders or two organizations tasked with this role will be confusing wasteful. c. I'm concerned that this will undermine the ability and academic freedom of the Office of Research to review grants and set its own priorities. It will also set up an un-ending committee and review situation that will strangle research efficiency. d. Will this be the only health Center of Excellence? Will there be others for other groups? Historically, women have been poorly treated by medicine and doctors. Their symptoms are often dismissed. Diseases that are more frequent in women are under-studied and under-treated. They are underrepresented in clinical trials. They metabolize drugs differently, and often do better with different dosages but these considerations are often ignored.
 - ✘ Diversity takes many forms, and it would be appropriate to include more than one category -- such a narrow emphasis is ironic given the focus on diversity.
 - ✘ I disagree with this recommendation. It's duplicative of the office of Diversity and Outreach, although ODO has failed to provide leadership in this area. They already have are working on a Center of Excellence.
 - ✘ Disagree with AVC for DEI. Instead, review all policies and procedures and make them more inclusive and equitable, instead of creating a position that will likely be the first to be cut should any additional financial difficulties be faced by the Campus.
 - ✘ Bureaucratizing these activities is probably inappropriate.
 - ✘ Absolutely not. I can't imagine what would be worse for academic freedom than to put a bunch of politicians directly in charge of "holding the office of research accountable".
 - ✘ I prefer less top-heavy leadership on equity. And Committees rarely achieve meaningful goals. Too much bureaucracy. Empower individuals for transformative change. UCSF has too many committees! Change is too slow.
 - ✘ I fundamentally do not feel or have ever felt that UCSF is a racist place. These are grossly misdirected funds and efforts.
2. Establish a system for measuring and tracking key metrics to assess progress on anti-racism goals in the research enterprise
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Q34 comments:

- ✘ "commitment to diversity, quality and inclusion". More racism to fight racism. You want to reward that?
- ✘ This does not seem like a productive way for faculty to spend their time. It is unlikely that community members will be able to productively evaluate a lay summary of a complex research grant. It is unclear why people outside UCSF would be weighing in on how UCSF decides to fund its grants. f. Ideally this feedback would provide evidence of leadership's lack of discrimination or bias in their hiring decisions. The goal should be diversity and hiring that reflects the population (or available pool of candidates) and hiring decisions based on excellence and potential rather than race or gender. If you instead provide performance bonuses just based on hiring women and certain races, then you are encouraging and incentivizing actual, real, systemic sexism and racism in your hiring. This will create resentment and division. The way to correct a historical wrong to one group of people is not to wrong other groups in a different era who happen to carry the wrong skin color or wrong gender.
- ✘ 3-We have a lot of budget holes and a lot of competing priorities. One more level of bureaucracy doesn't seem like it's going to fix our problems.
- ✘ This is a lot of extra reporting structures that may or may not affect change. Someone told me recently that no one ever examines across research projects the data tables on diversity issues in NIH grants. They get reported, but they don't get analyzed.

REVISIONS/ALTERATIONS OF TF RECOMMENDATIONS

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- c. Actively recruit more researchers skilled in critical race theory and social scientists skilled in partnering with health sciences.

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 - 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, 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 in multiple languages
 - f. Hire bi/multilingual and bicultural research coordinators/staff to prevent the exclusion of non-English speaking participants.

Q11 comments:

- These are excellent ideas. I would add that some projects (all?) that have been done successfully in English-speaking settings cannot simply be translated into another language and then expected to be successful in that language setting. Similarly, practices developed for middle income and resourced people usually do not carry over seamlessly to low income or structurally marginalized groups. It is harder to do research on/with structurally marginalized people. It takes longer. If the university continues to celebrate people with high numbers of publications and grants, it serves as a structural barrier to the conduct of anti-racism research.
- This may be part of d) but would like to see anti-racist approaches to the way we pay research participants. Why is the "reasonable upper limit" for studies with residents of the Bay Area \$15-20 per hour? This is no longer the average hourly wage, and does not acknowledge that historically and presently marginalized participants face disproportionate barriers to participate in research
- Native American and Indigenous student and faculty/staff groups at UCSF have been advocating for the University to adopt an official UCSF-wide land acknowledgement for years and yet the University has not chosen to prioritize recognizing the needs of Indigenous community members - this needs to be done if we are to move towards true anti-racism
- Develop and refine a comprehensive anti-racism research agenda to help guide UCSF researchers, through conducting an annual workshop to break out themes within anti-racism research - e.g., from individual / implicit bias to institutional and structural racism within society, to anti-racist policy; and potentially other dimensions - and develop anti-racism research priorities.

- Would it be possible to have all grant applications reviewed with an eye towards diversity? There are many grant areas where an anti-racism element may not be immediately obvious, but which could make the proposal even more competitive.
- Yes! And create research satellites in communities of color. Don't make research participants travel to our unwelcoming and inaccessible campus until we fix this.
-

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

1. Recruit, support, and retain faculty from Black and other URM populations.
 - a. Strengthen and expand pipeline and pathway programs that recruit postdocs and fellows and support them to become faculty.
 - b. Provide candidates for postdoctoral positions travel, lodging and per diem for in-person interviews.
 - c. Prioritize funding of research packages and other mechanisms for retention of URM research faculty, including housing assistance, financial advising services.
 - d. Prioritize recruitment of candidates with educational experiences in HBCUs, HSIs, and state and community colleges.
 - e. Sustain the CTSI program to facilitate NIH Diversity Supplements for UCSF researchers and research trainees
 - 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 under-represented groups, to create a pipeline for leadership positions.

Q14 comments:

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 Statement of Diversity section of Advance CV: 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 similarly to teaching, research, service and professional competence.

Q16 comments:

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

- a. Expand summer research programs for undergraduates
- b. Include funds to address the costs of moving to San Francisco
- c. Expand relationships with HBCUs, colleges and universities with diverse student populations, including local colleges such as SF State and CCSF

Q18 comments:

- Funding for moving stipends need to be guaranteed for all admitted students and should be automatically provided. More staff should be hired for the Grad Div.'s Office of Diversity and Learner Success -- specifically people focused on recruitment and admissions.
 - yes, though here I think a wider lens on URM (trans people, e.g.) and economically disadvantaged communities could be included as well.
 - Not just the costs of moving to SF but the costs of living here
 - I would add "Creating/expanding summer research programs for high school aged students"...we need to start engaging young people BEFORE college. I would also add that summer research/internship programs for young people should be paid, and UCSF should include funds to support this. This is a critical to equitably engaging community and building a pipeline of future leaders.
 - Would expand to MD and MD-PhD training as well.
 - Perhaps similar to the residency programs, provide stipends for housing.
 - Support A and C. B seems a bit unfair given the struggles that many students face in relocating to SF.
4. Diversify research teams, including project managers, research coordinators, and research assistants/associates.
- a. Sustain and expand the SFBUILD 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. Empower research coordinators, and research assistants or associates as leaders in research projects
 - d. Track advancement and develop advancement opportunities for non-faculty research team members

Q20 comments:

- Develop a hiring pipeline and program to train community members for research related jobs (for careers in research and science at all levels: very important to support Peer Health Educators/Promotoras de Salud to develop research skills that increases their income wages.
- Include non-faculty research team members in grant writing training opportunities. It can be a subsection of recommendation D above.
- Expand criteria for higher level positions such as BA to allow for opportunity and growth for community members to advance within the university with adequate experience.
- Great recommendations but I would not limit to clinical research coordinators. Given that much anti-racism research is social science research, I would develop a parallel program to train HBCU, HSI, and state and community college students and graduates for social science research related jobs at UCSF.

- The better way to diversify academic medicine is to make it easier for non-UCSF URM students to have training opportunities at UCSF.
- Include these folks in the first point, above, regarding building anti-racist research programs. Use NIH (MINMET?) funds to fund some of these positions.

5. Eliminate the “minority tax.”

- a. Compensate BIPOC faculty, staff, students for anti-racism work.
- b. Compensate mentors through internal K24-like mechanisms to give mentors protected time to mentor URM trainees, and/or trainees in disparities 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.

Q22 comments:

- Thoughts on requirements of non-BIPOC faculty, staff, and student to engage in anti-racism work (after being trained accordingly) – basically not just to compensate those doing the work but to incentivize broader participation?
- What about including trans here as well? Is it possible to do that without watering down the focus on BIPOC URMs?
- Wouldn't you compensate everyone for work they do in this area? Why only BIPOC folks? Would this be a disincentive for the larger community to participate in this work?
- I like this a lot, great idea. I think maybe thinking about how to eliminate the "minority tax" might be a better way to frame this. Or how to ensure it's not a "tax", but the cost of doing important business: it's not just the responsibility of "minorities" to bear the burden, it's everyone's responsibility. Add a subheading to address how we make this less a "tax" and more an important element of everyone's job (e.g., compensate everyone for anti-racism work, and ensure that everyone participates to the best of their abilities)
- Will compensation be limited to anti-racism work or DEI work more broadly? I can imagine a situation where one's work can be categorized as anti-racism and, say, disability justice. I wonder what happens in a situation where the work is not explicitly focused on anti-racism but still improves the conditions at UCSF for all marginalized people.
- If considering compensation for supporting these efforts, similar considerations should be made for those working to promote gender equity as well as those from low- and middle-income countries.

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

1. Invest more resources in the community engaged research infrastructure
 - a. Create a dedicated, sufficient, and sustained 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 funding of community engagement costs in Chancellor’s funds, Academic Senate funds, and other intramural funding opportunities to allow faculty and staff access to low stakes, fast turnaround mechanisms to support community-led or community-engaged research.

- c. Require community representation with adequate compensation on research projects and provide the infrastructure support required so that this is available for researchers.
- d. Create ongoing campus-wide mechanisms for bridge funding of community engaged work.
- e. Provide fair compensation and establish a University-wide “minimum wage” for all community members who participate in community engagement activities at UCSF, including speakers and educators.

Q25 comments:

- 2. Support and recognize community research partners
 - a. Create a Community Faculty designation for community research partner leaders.
 - b. Create a Watson Scholar (currently, multi-year funding support for URM junior faculty) equivalent for community partners.
 - c. Provide funding to community research partners to present jointly with UCSF partners at academic conferences

Q27 comments:

- Create a Community Faculty designation for community research partner leaders: yes, Latinx, Maya, and Spanish speaking communities
 - This commitment overcomes local barriers to including community researchers on grants, because there are no codified categories for their inclusion. The next step is to change NIH guidelines. For example, a Community Researcher cannot be included as a Co-I because they don't have an eRA Commons ID. Why is this necessary?? Actually, if Community Faculty can gain PI status at UCSF, then they can be included as Co-Is on NIH grants.
 - Also, add community members names to publications! Not everyone has the opportunity to go to an academic institution or pursue an advanced degree, but it is still important to build someone's reputation.
 - These are great. My concern is that a lot of these recommendations have a funding component, and in the end, there needs to be a really strong commitment to fund suggestions that may not immediately be perceived as providing a ROI. Or just picking the no cost recommendations, which is not terrible, but no sufficient.
 - Expand the Watson Scholar program to make it a 5 year, not a 3-year commitment.
 - Create Watson Scholar for UCSF STAFF
- 3. Strengthen the UCSF Center for Community Engagement and CTSI Community Engagement Program 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 partnerships, budgeting, IRB, grant writing, professional development, led by researches and community leaders, etc...)
 - c. Scale up dissemination and use of community engaged research resources and toolkits that exist or are under development at UCSF

Q29 comments:

✓

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

1. Create a permanent leadership and committee structure
 - a. Appoint and support fully an office of the Associate Vice Chancellor for Research Equity, Diversity, and Inclusion, with joint appointment in the Office of Research and Office of Diversity and Outreach
 - b. Convert the Anti-Racism in Research Task Force into a standing committee within the Office of Research, reporting to the Associate Vice Chancellor for Research Equity, Diversity, and Inclusion Q42 –
 - c. Develop an advisory board that engages diverse communities to set Office of Research priorities, review grants, and hold Office of Research accountable
 - d. Support a Black Health Center of Excellence with visible leadership of Black faculty and staff to address lack of a campus-wide program focused on Black health and research partnering with community

Q32 comments:

- ✓ Shouldn't there also be a Hispanic and Asian Health Center for excellence?
- ✓ An important piece of any work related to social justice is to have input from "youth." In this case, I believe having membership include students is essential in ensuring that multiple perspectives are shared. Also, while we are on the topic of anti-racism work, there is no mention here of Indigenous (AI/AN) recruitment/retention. It is too often the case, that this identity is erased from the conversation, even though they were the original caretakers for the land and underwent mass genocide due to historical colonialism/racism.
- ✓ -I think the terminology of 'permanent' is problematic for a campus like UCSF, where things are perpetually shifting to accommodate new funding and political priorities. I would remove that word.

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 by levels (using data bases 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. Include Lay Summaries in RAP grants to facilitate Community Level Review and IRB connection

- e. Explore the feasibility of creating a tracking system measuring the diversity of type of research that is funded / awarded (both in terms of research questions and research methodologies)
- f. 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.

Q34 comments:

- ✓ seems not to fit here, shouldn't it be under the RAP grants question?
- ✓ Do not use the word "lay" in referencing non-academic persons. Even if this is standard vocabulary, it creates a sense that the academics are "better" than others.
- ✓ It isn't clear to me how lay summaries fits into this section. It seems to belong to the section on community involvement in research.
- ✓ -The focus on qualitative research and community engagement throughout the rest of the recommendations seems to get lost here with a lot of focus on numbers and tracking. It would be nice to include and recognize the validity of multiple forms of evidence that can be used when it comes to accountability.

CLARIFICATIONS NEEDED ON TF RECOMMENDATIONS

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

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. Engage additional institutional partners (Cancer Center, PTBi, Precision Medicine, etc.) to collaborate in future award cycles
 - c. Engage UCSF-operated and affiliated health systems (UCSF Health, SFGH, SFVA, others) as partners in anti-racism research, including sponsoring RFPs using a “learning health system” framework for studies addressing health system equity priorities
 - d. Advocate for the national network of CTSA programs and 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)
 - e. Establish and sustain an oversight committee for the RAP anti-racism research program

Q5 comments:

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

Q7 comments:

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.

Q9 comments:

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, 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 in multiple languages
 - f. Hire bi/multilingual and bicultural research coordinators/staff to prevent the exclusion of non-English speaking participants.

Q11 comments:

- 4. b. Consider changing human centered design methodology to a slightly more specific "focus on qualitative participatory and co-design methodologies." To that end I'd also suggest that 4.b. include UCSF faculty and staff members with expertise... Finally, and most importantly --- is there an opportunity. to expand the study design & implementation consult program to include the community partners as part of the consultation service?
- I don't know what human-centered design is and how it fits into this framework.

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

1. Recruit, support, and retain faculty from Black and other URM populations.
 - a. Strengthen and expand pipeline and pathway programs that recruit postdocs and fellows and support them to become faculty.
 - b. Provide candidates for postdoctoral positions travel, lodging and per diem for in-person interviews.
 - c. Prioritize funding of research packages and other mechanisms for retention of URM research faculty, including housing assistance, financial advising services.
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- g. Create and fund positions in the offices of deans and department chairs that will provide key training opportunities for members of under-represented groups, to create a pipeline for leadership positions.

Q14 comments:

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 - a. Bolster the importance and impact of Statement of Diversity section of Advance CV: 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 similarly to teaching, research, service and professional competence.

Q16 comments:

- 3. Establish and fund programs to recruit students of color for PhD training.
 - a. Expand summer research programs for undergraduates
 - b. Include funds to address the costs of moving to San Francisco
 - c. Expand relationships with HBCUs, colleges and universities with diverse student populations, including local colleges such as SF State and CCSF

Q18 comments:

- I would include to better understand what it means to be a PWI promoting anti-racist research.
- Would there be funding for tuition? How would the recruitment of undergraduates occur? Would the undergraduates have to apply for scholarships? It is way more than the cost of moving to SF that should be considered.
- 4. Diversify research teams, including project managers, research coordinators, and research assistants/associates.
 - a. Sustain and expand the SFBUILD 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. Empower research coordinators, and research assistants or associates as leaders in research projects
 - d. Track advancement and develop advancement opportunities for non-faculty research team members

Q20 comments:

- I am not sure what "community members" means. If you mean people with random educational backgrounds and random intellectual gifts, this doesn't seem like it's going to be in the best interests of anyone. The PIs are the ones who are legally responsible for the research in their labs. I don't know what "empower" means in this case - but the person who can get sued or fired if the research is done wrong is the person who gets to call the shots.
- I have to admit that I had to look up the programs on "a" - so a little more outreach on those to the current UCSF community would be good. I have no idea if there is a way to make applying for jobs a little easier or a little more responsive. Right now, it takes so long to get back to applicants, that I wonder how many wait or what talent we are not recruiting because of our processes.
- What is HSI? What or how would you "empower..."?
- How can research coordinators and RAs become research leaders? I don't understand c.
- For bullet b, you might also consider explicitly including faculty spouses. It may be helpful for recruitment and retention.
- Please define diversity in terms of real, measurable skills, knowledge, talents and other salient attributes that matter to performance on the job at hand
- monitoring of this by HR???

5. Eliminate the "minority tax."

- a. Compensate BIPOC faculty, staff, students for anti-racism work.
- b. Compensate mentors through internal K24-like mechanisms to give mentors protected time to mentor URM trainees, and/or trainees in disparities 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.

Q22 comments:

- I would add a definition of what the "minority tax" is
- I had to look up URM
- I don't know what BIPOC means
- Should only be for employees whose responsibilities don't include DEI support responsibilities. How do we make sure we avoid selecting the same people over and over again to do this work?

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

1. Invest more resources in the community engaged research infrastructure
 - a. Create a dedicated, sufficient, and sustained 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 funding of community engagement costs in Chancellor's funds, Academic Senate funds, and other intramural funding opportunities to allow faculty and staff access to low stakes, fast turnaround mechanisms to support community-led or community-engaged research.
 - c. Require community representation with adequate compensation on research projects and provide the infrastructure support required so that this is available for researchers.

- d. Create ongoing campus-wide mechanisms for bridge funding of community engaged work.
- e. Provide fair compensation and establish a University-wide “minimum wage” for all community members who participate in community engagement activities at UCSF, including speakers and educators.

Q25 comments:

- 2. Support and recognize community research partners
 - a. Create a Community Faculty designation for community research partner leaders.
 - b. Create a Watson Scholar (currently, multi-year funding support for URM junior faculty) equivalent for community partners.
 - c. Provide funding to community research partners to present jointly with UCSF partners at academic conferences

Q27 comments:

- How do community members get recognized or included when scholarly papers are written? Do the findings ever get shared with the community where research occurred?
 - will there be star/ spot awards for this as well?
 - Acknowledge that the distinction between community and staff/providers is arbitrary for many of us. We're simultaneously both
 - I have no idea of what research our "Community Research Partners" would do, and it seems unlikely that they would be appropriate members of our "faculty". Those who participate in community health programs, such as the COVID testing and vaccination programs, should surely be compensated, but the participants are not the same as faculty.
 - What is this community you are talking about? This all seems like it could be interpreted in some very damaging ways.
 - Watson Scholar needs to more clarification. Where does the name, Watson, come from?
 - These are good ideas. Who provides the funding for my community partners to travel and present at a conference? Will I pay for it from my grant funds?
 - Again, don't understand the context, so I can't comment.
 - I am WOS (With Out Salary) faculty practicing at a non-affiliated institution interested in conducting anti-racism research. Since I do not practice at an affiliated hospital, I cannot conduct research as UCSF faculty member. Is there a way for me to plug into UCSF as both faculty and a community member practitioner?
- 3. Strengthen the UCSF Center for Community Engagement and CTSI Community Engagement Program 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 partnerships, budgeting, IRB, grant writing, professional development, led by researchers and community leaders, etc...)
 - c. Scale up dissemination and use of community engaged research resources and toolkits that exist or are under development at UCSF

Q29 comments:

- ✓ Would love to figure out how to be coordinated in our creation of community partnerships to avoid overloading specific community organizations with multiple asks.
- ✓ yes -- though would be good to define the full breadth of what is defined as community and make sure that each dimension of community is sufficiently valued and attended to -- including policy makers, healthcare organizations, community based organizations, health equity coalitions, disease advocacy organizations, and patients - etc., etc.
- ✓ This will take time and effort to build up the community. How will we keep everyone on track and encourage people to seek development? I believe that people WANT to develop these skills and learn, but there is difficulty when there are many other deadlines and an overwhelming workload.
- ✓ Still unclear on the purpose. Will community members be asked about highly complex research projects? How can community members realistically provide useful comment on research priorities? Who is the "community"?
- ✓ What is this community you are talking about? This all seems like it could be interpreted in some very damaging ways.

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1. Create a permanent leadership and committee structure
 - a. Appoint and support fully an office of the Associate Vice Chancellor for Research Equity, Diversity, and Inclusion, with joint appointment in the Office of Research and Office of Diversity and Outreach
 - b. Convert the Anti-Racism in Research Task Force into a standing committee within the Office of Research, reporting to the Associate Vice Chancellor for Research Equity, Diversity, and Inclusion Q42 –
 - c. Develop an advisory board that engages diverse communities to set Office of Research priorities, review grants, and hold Office of Research accountable
 - d. Support a Black Health Center of Excellence with visible leadership of Black faculty and staff to address lack of a campus-wide program focused on Black health and research partnering with community

Q32 comments:

- ✓ How do we ensure that the person in this role does not serve to appease white leadership while stalling progress championed by learners?
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 by levels (using data bases 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. Include Lay Summaries in RAP grants to facilitate Community Level Review and IRB connection
- e. Explore the feasibility of creating a tracking system measuring the diversity of type of research that is funded / awarded (both in terms of research questions and research methodologies)
- f. 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.

Q34 comments:

- ✓ For A could be helpful to look at which clinical sites are doing recruitment, how these study populations do (or don't) reflect the communities we serve
- ✓ What is a lay summary? Evaluate promotions of the “new” diverse faculty.

IMPLEMENTATION SUGGESTIONS FOR TF RECOMMENDATIONS

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1. Sustain and grow the RAP anti-racism research program piloted in Spring, 2021
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 - e. Establish and sustain an oversight committee for the RAP anti-racism research program

Q5 comments:

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 - b. Continue to iterate the definition and essential criteria of anti-racism research to be communicated in RAP RFPs
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 - f. Charge the RAP anti-racism research committee with overseeing refinements of the RFP and scoring processes and procedures for the anti-racism grant program

Q7 comments:

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 - 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.

Q9 comments:

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, 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 in multiple languages
 - f. Hire bi/multilingual and bicultural research coordinators/staff to prevent the exclusion of non-English speaking participants.

Q11 comments:

- at this stage of our collective history, a course like this needs to be a requirement for all research projects, just as the "Responsible Conduct of Research" is
- The systemic education and training that is described is highly appropriate. The trick will be to have folks really participate, learn, and act on the lessons learned. I can imagine folks participating because it's a requirement, but not really doing anything with what they learn. Perhaps folks should have to write a self-reflection on how they have used the anti-racism framework in their research.
- point "f" needs expansion! it's not just a matter of hiring diverse staff but also providing them with deep training in "cultural humility" so that they do not exclude/ promote racism & inequalities - among diverse groups other than the one they identify with
- Regarding 4.c, the Graduate Division developed and implemented GRAD 202: Racism in Science and made it a required course for new Basic Sciences PhD students beginning in Fall 2020. They worked with Dr. Amiee Medeiros (faculty in the History of Medicine program) to develop the course. There might be an opportunity for collaboration rather than duplicating effort on this point.
- I think it would be important to expand this training to anyone using data derived from human subjects (e.g., including de-identified genetic data from different ancestral groups or geographic populations), even if IRB approval is not required for that work.

- For bullet point C, I'm not sure why you would create something separate from "responsible conduct of research" module. It seems like you should modify that module to include and expand on the topic of "racism in research and science".
- Provide access to discounted, expert translation services so that research study materials can be translated into the languages needed for participants without increasing burden for multilingual staff.
- Embed the course in CTSI's TCR and ATCR programs. Invite graduates of these programs still working at UCSF to take the course, ideally without charging for it.
- I would like to see more accountability of the process so that we can track and measure the progress on all of these action items.
- As part of the training, I would love to have specific recommendations on anti-racist research principles and methods to incorporate into research studies
- a. Right now everyone is trying to do it by themselves. I would suggest creating a learning community of those who've gotten a consultation. As part of d, the IRB needs training around how fair compensation of community members participating in research doesn't mean undue influence.
- These are all excellent. The question is, how to make all of this available to UCSF researchers so that they know about it? For D & E, you could provide links in the IRB application itself.
- Part of the inherent difficulty of hiring bi/multilingual and bi/multicultural staff is HR itself. UCSF needs to work with HR in helping them to understand that for some communities, they need flexible work arrangements such as a preference to work PT due to other family responsibilities. However, when faculty is told you can only advertise one effort (i.e., 100%), then a potential pool of candidates is excluded.
- These all seem like good ideas. I would like to point out that sometimes study populations only have a very few non-English speakers who want survey materials in a language other than English. I am concerned about the requirement to make materials available in languages other than English if the study population by a vast majority is English-speaking - if the requirement is maintained, it could place a significant burden on investigators and study teams who would be required to translate and program non-English versions of their instruments for very few participants. If this requirement will still be enforced in such circumstances, then it is not unreasonable, in my opinion, for UCSF as an institution to support those costs.
- The CTSI consult service described in 4a would be very valuable, and whoever is staffing it could perhaps be involved in creating one or more toolkits to share best practices and learnings. For 4c, what distinguishes "Research" and "Science", and what is the course content that would be relevant to basic, clinical and population scientists? 4e could be strengthened by creating linkages to refer human participant researchers to relevant resources that they may not have considered, such as services and funding sources for culturally sensitive recruitment material development, language translation, and support for participants with transportation needs. Consider adding a new recommendation, high on this list, to enhance RDO capabilities, both staffing and expertise, to consult and advise RDO-supported research teams on positioning both proposals and research teams in an anti-racism framework.

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

1. Recruit, support, and retain faculty from Black and other URM populations.

- a. Strengthen and expand pipeline and pathway programs that recruit postdocs and fellows and support them to become faculty.
- b. Provide candidates for postdoctoral positions travel, lodging and per diem for in-person interviews.
- c. Prioritize funding of research packages and other mechanisms for retention of URM research faculty, including housing assistance, financial advising services.
- d. Prioritize recruitment of candidates with educational experiences in HBCUs, HSIs, and state and community colleges.
- e. Sustain the CTSI program to facilitate NIH Diversity Supplements for UCSF researchers and research trainees
- 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 under-represented groups, to create a pipeline for leadership positions.

Q14 comments:

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 Statement of Diversity section of Advance CV: 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 similarly to teaching, research, service and professional competence.

Q16 comments:

3. Establish and fund programs to recruit students of color for PhD training.
 - a. Expand summer research programs for undergraduates
 - b. Include funds to address the costs of moving to San Francisco
 - c. Expand relationships with HBCUs, colleges and universities with diverse student populations, including local colleges such as SF State and CCSF

Q18 comments:

- I would also include the Native American councils to include funds and relationships to secure future students many of whom go back to their communities and work. Such an important component that gets overlooked.
- Anti-racism research does require stronger grasp of social sciences. Training programs have to accommodate accordingly. SFSU undergrad students coming to campus had an easier time to get training in lab science methods in a short time frame. Learning social theory or statistics to the level of being able to apply it requires a longer time frame.

- Another option is to connect this recruitment with the teaching opportunities for PhD and postdoctoral trainees at USF and SFSU. I think we should prioritize a two-way model of training/knowledge sharing.
- Again, I know the Graduate Division is discussing similar work, particularly for the Basic Sciences programs. I think the SocPop programs would also benefit from this sort of work, and it would be nice to tie in a funding mechanism for SocPop students (who are chronically underfunded) who are interested in pursuing health equity and anti-racism research.
- This should be discreetly. People of color will still need to meet the same requirements and standards - otherwise some may say they "only got in because of their race" rather, it should be obvious that they earned this spot
- See comments for Point 3, plus: - Partner with undergrad programs in other UCs to help develop and recruit a more diverse student body for PhD and MD training
- Opportunity to align with Anchor Institution Initiative
- Fund an undergraduate/post-baccalaureate student center at UCSF that can focus on developing and implementing the points highlighted in this section
- Expand summer programs for high school, middle school, and elementary school students as well. A majority of Black and URM populations self-select out of college.
- Expand relationships with tribal nations
- would need to start in HS and College if you are serious about creating PhD candidates that can compete to get into programs and successfully deliver peer reviewed research.
- would be good for many of these programs to evaluate what the current status is at UCSF Here, it would be helpful to know what the current pipeline looks like and set some metrics for where we want to be -- this would be important to do before making investments, and for deciding which investments should be prioritized.
- also: plan recruitment strategies. The Osher Center is launching a new T35 summer research training program on integrative health equity and applied research - and advertising the eight fellow positions was not straightforward or systematic in terms of a coordinated dissemination plan for anti-racism research training opportunities.
- We really need to work more with SFSU and undergraduates. The UCSF Inquiry Program that tries to match mentors with potential diversity supplement applicants that are undergraduates needs to give more hands-on support for undergraduates. They are so young and the matching needs to prove more handholding in teaching them how to develop and communicate their research interests and email etiquette! I tried to work with undergraduates through the program, but they don't respond to my emails and I don't have time to chase them! I think this is where things break down for lots of UCSF folks who want to work with URM undergrads but the approach with undergrads needs to be different.
- We need to create a Summer Research Training Program (SRTTP) specific to the SON. The current SRTTP is not inclusive to nursing students. Prioritize funding to support and expand SON relationships with HBCUs.
- Tuition and stipend support
- These are good suggestions - considering some part time offers, and ability to work might also be good. There is an assumption that pursuing a PhD is all that an individual is doing, and that may place additional burden on students that work and or have a family to support.
- Maybe UCSF wants to take inventory of the existing diversity undergraduate, graduate, and postdoc training programs. And offer some support to those. I work with Carmen Masson who leads a training program for URM minority faculty from around the country. I am sure that no chair or dean ever asked her "how can we help you with this program?" And the same is

probably true for the CAPS VP program, or other programs I don't know about. Has anyone made an effort to support or grow the programs already in place?

- I would add that this should be weighed just as heavily as mentoring/teaching medical students when considering faculty advancement.
- I suggest expanding this to include clinical programs such as visiting student electives, and to create a centralized application for this.
- I hope some of the East Bay local colleges will be targeted for expanded relationships as their local populations have a greater proportion of diversity.
- Great recommendations. I would add a recommendation for identifying research staff of color who may be good candidates for PhD programs and encouraging them to apply.
- Consider strengthening 3c to “Develop philanthropic support for creation of formal, targeted partnerships with HBCUs and/or institutions with a substantial proportion of URM faculty and/or trainees, analogous with the recently-announced JHU program (<https://www.jhunewsletter.com/article/2021/05/university-announces-vivien-thomas-scholars-initiative>)

4. Diversify research teams, including project managers, research coordinators, and research assistants/associates.
 - a. Sustain and expand the SFBUILD 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. Empower research coordinators, and research assistants or associates as leaders in research projects
 - d. Track advancement and develop advancement opportunities for non-faculty research team members

Q20 comments:

- everyone should be given opportunities to grow and there should be more incentive for this- since time will be taken
- Develop a training program for hiring managers to ensure people from these pipelines are hired - i.e. recognize/reduce bias toward candidates from elite universities.
- Recommend connecting with the UCSF Excel Program, very similar framework.
- This type of recruiting and its benefits need to be better communicated to all PIs; furthermore, there should be more opportunities for SF State students to be successful UCSF PhD applicants
- Provide in-work safe spaces for POC to feel supported in the office, a place where they can share the microaggressions they face and have a safe place to share it and address it where they do not fear repercussions of leadership.

- In relation to "d" consider adding something about professional development or formal/informal interaction with different career tracks
- Align with Anchor Institution Initiative
- Would love to connect these pipelines to current recruitment efforts
- Having worked in research here for a long time, I see many PIs who tend to hire people for research roles (especially research coordinators) who are similar to the PI. They look for staff who will be excellent medical school candidates, have a great academic record, went to top colleges, etc. While many of these coordinators do an excellent job, there are also many other qualified people who would do the job well. Perhaps they don't look as competitive on paper, but they may have worked their way through school or been cared for family members instead of doing extracurricular activities or getting the highest GPA. When PIs hire people like themselves, it perpetuates the status quo. It might overlook people who have other amazing skills, like the ability to relate to patients, recruit participants, or speak other languages. I think it would be helpful for us to recognize this as a problem and help PIs make better, more inclusive hiring decisions. For example, I see PIs send around CVs to their colleagues or divisions when they hear of a "great" candidate (i.e. a pre-med student from an Ivy League school), and then someone creates an RC position for this person. That's great, but that person was going to get into med school anyway. Maybe this PI missed the opportunity to fill the position with someone from a more diverse background who could have truly used the experience to get to a graduate program or support their family. We obviously have open recruitment policies, so it's not that HR policy is the problem. But it would be helpful to make PIs aware of this issue - perhaps in the training that's developed.
- The Office of Sponsored Research and Office of Clinical Trial Activation are also good potential partners for expanding programs like CIRCLE and SFBUILD. Research administration teams should also be diverse and are excellent career paths for URM individuals.
- As in my prior comment, consider supporting the cost of advertising for recruiting. List from HR: For additional Diversity outreach we also recommend one or more of the following to your campaign. These are listed in order of best potential value for this specific job:
WomenInsideSTEM.com = \$100 / 60 Days JOFDAV.com = \$50 / 30 Days
NativeAmericansinHigherEd.com = \$175 / 60 Days MilitaryJob.com = \$125 / 120 Days
- I don't know how well SFBUILD is working -- though I hear it's a good program. Important first to document and share what it would bring to UCSF and the community to sustain and/or expand the program.
- The CRC initiative indicates that UCSF can do this. Moreover it sync's with recent national efforts (e.g. IBM apprenticeship program to train IT and tech people from diverse populations, some without a college degree: <https://www.nytimes.com/2021/06/05/upshot/jobs-rising-wages.html?action=click&module=Top%20Stories&pgtype=Homepage>)
- I am also interested in recruiting, supporting, and retaining staff members around gathering a diverse pool of applicants insufficient. We often have to pay extra to advertise on sites that recruit black and other URM which creates barriers. We'd benefit from investment in best practices, removal of systemic barriers such as charges and a proactive approach.
- For 4b, consider citing a potential for a relationship with the CCSF Biotechnology Program <https://www.ccsf.edu/degrees-certificates/biotechnology>

5. Eliminate the “minority tax.”

- a. Compensate BIPOC faculty, staff, students for anti-racism work.

- b. Compensate mentors through internal K24-like mechanisms to give mentors protected time to mentor URM trainees, and/or trainees in disparities 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.

Q22 comments:

- Compensate mentors through internal K24-like mechanisms to give mentors protected time to mentor URM trainees, and/or trainees in disparities research
- This sounds excellent in theory. In practice, how will this funding or compensation occur? Health system buying out a percentage of time for those doing this work? Much of it is informal, so how will this work?
- This is a good idea, but the question will be "who pays." Try telling department chairs that they must now pay for the time that faculty and staff spend on anti-racism work. At least from the perspective of a research faculty, UCSF requires teaching, research, and university service. Who actually pays for these required activities is often the grant funders, and not the home department. We are told that research is costly and the indirects do not cover the cost of research, we receive none of the indirects, the dean taxes anything we place plan unrestricted account. Second, how does one distinguish a minority tax type of activity from any other service activity? Would URM faculty receive the "minority tax" reimbursement only for select activities and not for others? Some clear guidelines (as well as agreement from dept. chairs) seem needed to implement this idea.
- Look at the UCSF Tetrad program. It's been highly successful.
- I and several others at DPS/CAPS received an internal fund from our chief to develop metrics for documenting and measuring DEIB and antiracist work that is accountable and transparent to both mentors and mentees.
- Completely agree, but need metrics here: although oft discussed, how much more time is spent by BIPOC on these activities, and effectively how much \$ is the tax?
- [For 5c, consider splitting into two recommendations to make distinct the goal of creating incentives and rewarding participation in DEI activities.](#)
- [See also first 3 bullets for this question, in Revisions-Alterations document]

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

1. Invest more resources in the community engaged research infrastructure
 - a. Create a dedicated, sufficient, and sustained 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 funding of community engagement costs in Chancellor's funds, Academic Senate funds, and other intramural funding opportunities to allow faculty and staff access to low stakes, fast turnaround mechanisms to support community-led or community-engaged research.
 - c. Require community representation with adequate compensation on research projects and provide the infrastructure support required so that this is available for researchers.
 - d. Create ongoing campus-wide mechanisms for bridge funding of community engaged work.

- e. Provide fair compensation and establish a University-wide “minimum wage” for all community members who participate in community engagement activities at UCSF, including speakers and educators.

Q25 comments:

2. Support and recognize community research partners
 - a. Create a Community Faculty designation for community research partner leaders.
 - b. Create a Watson Scholar (currently, multi-year funding support for URM junior faculty) equivalent for community partners.
 - c. Provide funding to community research partners to present jointly with UCSF partners at academic conferences

Q27 comments:

- Compensation is more important than recognition for community partner!
 - Build on best practices from PTBi and FCM/CTSI Community Engagement & Health Policy
 - Create a UCSF community research partner association or affinity group that allows community research partners to meet and organize.
 - Support to assist community members with IRB applications; and an onboarding orientation to learn the ins and outs about UCSF.
 - Mount Zion Health Fund has a campus-community partnership funding mechanism that would benefit from joint strategizing
 - Include specific actions to collaborate/support UCSF-affiliated GME programs to extend anti-racism research questions to surrounding rural communities, and build their research programs to be able to do so
 - Again, providing the funding is going to be needed. Community partners do not even always have a credit card to get reimbursed for expenses.
 - Community Consortium of private providers in the City/Bay Area who could contribute to the clinical pool of participants in any given study. This would require a secretariat that allowed for the Human Resources needed to include patients in clinical trials that are based in the community health care system (Sutter Health, Kaiser, UNITED, etc.)
 - Provide community partners with library access at UCSF
 - Allow non-university BIPOC scholar collaboration in research, in addition to community partners.
3. Strengthen the UCSF Center for Community Engagement and CTSI Community Engagement Program 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 partnerships, budgeting, IRB, grant writing, professional development, led by researchers and community leaders, etc...)

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

Q29 comments:

- ✓ Create a UCSF Partnership Program course for researchers and community partners (bi-directional training on how to develop partnerships, budgeting, IRB, grant writing, professional development, led by researchers and community leaders, etc...): how to develop respectful, and practical partnerships.
- ✓ I think UCSF already does a wonderful job of soliciting community input. However, the diversity of the community advisory boards needs to be strengthened. Perhaps a way to increase diversity of advisory boards is to engage students from SF State who are from the local community. In fact, this could be a part of a community service-learning requirement in appropriate biomedical majors.
- ✓ You need personnel who can help maintain these relationships. People with deep relations to UCSF and its vast network of academics, as well as strong abilities to follow up and connect with community organization leaders.
- ✓ -Related to point 3.c.: consider mechanisms to make community engagement a requirement for conducting defined types of clinical research, eg requirement for community input on clinical research protocols, training in XYZ for study team, use of other community research resources/toolkits
- ✓ yes -- though would be good to define the full breadth of what is defined as community and make sure that each dimension of community is sufficiently valued and attended to -- including policy makers, healthcare organizations, community based organizations, health equity coalitions, disease advocacy organizations, and patients - etc, etc.
- ✓ include training in best practices for community advisory boards
- ✓ You might take a look at how the Atlantic Fellows are already doing this
- ✓ Pay community members / leaders for their time as if they were consultants!
- ✓ no argument but needs to be a real role for community and not just for community relation purposes

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

1. Create a permanent leadership and committee structure
 - a. Appoint and support fully an office of the Associate Vice Chancellor for Research Equity, Diversity, and Inclusion, with joint appointment in the Office of Research and Office of Diversity and Outreach
 - b. Convert the Anti-Racism in Research Task Force into a standing committee within the Office of Research, reporting to the Associate Vice Chancellor for Research Equity, Diversity, and Inclusion Q42 –
 - c. Develop an advisory board that engages diverse communities to set Office of Research priorities, review grants, and hold Office of Research accountable

- d. Support a Black Health Center of Excellence with visible leadership of Black faculty and staff to address lack of a campus-wide program focused on Black health and research partnering with community

Q32 comments:

- ✓ 100% support these accountability actions. Standing committee members (converted task force) should be compensated and their activities should be acknowledged for merit advancement.
 - ✓ An important piece of any work related to social justice is to have input from "youth." In this case, I believe having membership include students is essential in ensuring that multiple perspectives are shared. Also, while we are on the topic of anti-racism work, there is no mention here of Indigenous (AI/AN) recruitment/retention. It is too often the case, that this identity is erased from the conversation, even though they were the original caretakers for the land and underwent mass genocide due to historical colonialism/racism.
 - ✓ Would be great if this VC's office offered (required) coursework for graduate students, postdoctoral fellows across disciplines
 - ✓ Task forces are one thing, but we need administrative / policy action after research to make change. Visible leadership and transparent actions are key!
 - ✓ We need a standing committee within the Office of Research and Office of Diversity and Outreach focused on Environmental Justice, as this specifically addresses the intersection of systemic racism and the many environmental factors (chemicals, pollution, climate change, built environment, transportation, etc.) that create health and social disparities. While there are currently some environmental justice efforts underway across UCSF, they are disparate and not well coordinated. Having a standing committee in the office of the Associate Vice Chancellor for Research, Equity, and Inclusion would bring together a cross-disciplinary group of researchers, clinicians, staff, and students to collaboratively create a vision and strategic plan focused on environmental justice.
 - ✓ A black health center for excellence is a good idea. I would love to see UCSF lead the way in a new vision of family care based in the Bayview that includes pre-natal to adult care and incorporates social support resources and a community center
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 by levels (using data bases 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. Include Lay Summaries in RAP grants to facilitate Community Level Review and IRB connection
 - e. Explore the feasibility of creating a tracking system measuring the diversity of type of research that is funded / awarded (both in terms of research questions and research methodologies)
 - f. 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.

Q34 comments:

- ✓ 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: equity salary reflecting the stress caused by oppressive structures to BPOC faculty.
- ✓ How is technology being incorporated into these systems? I would like to ask to be included in some of these initiatives.
- ✓ Related to point 2.a.: Create “satisfaction surveys” for UCSF clinical research participants that include questions related to diversity, equity and anti-racism - Create transparent mechanisms to facilitate the translation of findings from metrics and other tracking systems into actions that will correct inequities - Create mechanisms to document and address inequities and other racism issues specifically affecting non-faculty research staff - Related to point 2.d.: Provide grant lay summaries in multiple languages, and also provide lay summaries of results from these grants
- ✓ Please also add SOGI (sexual orientation and gender identity) metrics. ALL of our research should be asking about current gender identity, sex assigned at birth and sexual orientation, in addition to race/ethnicity and other demographic characteristics.
- ✓ Yes - and for demographics, disaggregate data on Asians.

PRECISION MEDICINE RESPONSE

UCSF Office of Research Anti-Racism Task Force: Recommendations

The UCSF Office of Research's Task Force on Equity and Anti-Racism is requesting your feedback on our draft recommendations to implement change at UCSF. In December 2020, UCSF Executive Vice Chancellor Dan Lowenstein appointed and charged the Task Force with assessing existing equity and anti-racist work relevant to research at UCSF and creating strategic recommendations to carry out structural change. The Task Force, comprising faculty, staff, trainees, and community leaders, has been working in the last 6 months to develop these recommendations. The recommendations are categorized as follows:

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

Please read through the recommendations and provide your comments/feedback to us via the comment boxes. Your comments will be incorporated as appropriate into the final recommendations or as priorities for ongoing work.

Thank you in advance for your time,

Dr. Monica McLemore
Dr. Tung Nguyen
Sun Yu Cotter
Task Force Chairs

PROMOTE AND SUPPORT UCSF ANTI - RACISM SCHOLARSHIP THAT CONTRIBUTES TO THE UNDERSTANDING AND UPROOTING OF RACIAL HIERARCHIES AND THEIR CONSEQUENCES

1. Sustain and grow the Research Allocation Program (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. Engage additional institutional partners (Cancer Center, PTBi, Precision Medicine, etc.) to collaborate in future award cycles
- c. Engage UCSF-operated and affiliated health systems (UCSF Health, SFGH, SFVA, others) as partners in anti-racism research, including sponsoring RFPs using a "learning health system" framework for studies addressing health system equity priorities
- d. Advocate for the national network of CTSA programs and 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)
- e. Establish and sustain an oversight committee for the RAP anti-racism research program

The San Francisco Bay Area Collaborative Research Network may be a good partner for 1b. The Office of Science Policy and Strategy (SPS), which runs the Precision Medicine program, has an outstanding budget request that includes funds that, if granted, could potentially contribute to the RAP anti-racism research program. In addition, we're exploring options for funding research projects that address structural racism in precision medicine through the Marcus Program in Precision Medicine Innovation. It

would be great to coordinate so any new award mechanism is complementary to and aligned with the RAP program. The composition of the RAP oversight committee will of course be key, so 1e could be elaborated to specify some of the required stakeholders (e.g., member(s) of communities most directly impacted by racism).

Expanding on the 1d advocacy goal, and in light of the need for considerable funding to advance many of the recommendations, consider adding a new category or overarching goal to support all of the listed recommendations through targeted policy advocacy opportunities (e.g., federal and state legislation and regulations shaping funding agency budgets and priorities); dialogue with, training for, and perhaps a new staff position to support those with efforts at least partly dedicated to external advocacy (e.g., Community & Government Relations) by helping to identify and capitalize on relevant advocacy opportunities; recruitment, training opportunities, and compensation for UCSF faculty, staff, and trainees, particularly members of URM communities, to engage in external advocacy opportunities focused on improving health equity and health system equity. Similar recommendations may be targeted to offices and positions dedicated to fundraising (e.g., Office of University Development and Alumni Relations).

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

SPS proposes to coordinate to consider how any new anti-racism research funding mechanism may align with the RAP program on common definitions, constructs, and guidelines. The Structural Racism in Precision Medicine Advisory Group, a subcommittee of the Precision Medicine Platform Committee, has identified a need for one or more toolkits, and seeks to coordinate with other anti-racism efforts to align needs assessments and efforts. Perhaps a toolkit, which could be updated regularly and that is specifically intended for research grant sponsors, would be a good way to capture the considerations and decisions described by this set of goals and help socialize the thinking and learnings that contribute to defining the RAP program and its definitions, constructs, and guidelines.

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.

One task of the dedicated staff person described in 3a could be to educate communications staff distributed across UCSF schools, departments, and units in best practices for covering anti-racism and health equity research. For 3b, consider separate awards for faculty, staff, and learners.

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, 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 in multiple languages
- f. Hire bi/multilingual and bicultural research coordinators/staff to prevent the exclusion of non-English speaking participants

The CTSI consult service described in 4a would be very valuable, and whoever is staffing it could perhaps be involved in creating one or more toolkits to share best practices and learnings. For 4c, what distinguishes "Research" and "Science", and what is the course content that would be relevant to basic, clinical and population scientists? 4e could be strengthened by creating linkages to refer human participant researchers to relevant resources that they may not have considered, such as services and funding sources for culturally sensitive recruitment material development, language translation, and support for participants with transportation needs. Consider adding a new recommendation, high on this list, to enhance RDO capabilities, both staffing and expertise, to consult and advise RDO-supported research teams on positioning both proposals and research teams in an anti-racism framework.

CREATE AND SUPPORT A MORE DIVERSE UCSF WORKFORCE OF ACADEMIC AND NON-ACADEMIC FACULTY RESEARCHERS, RESEARCH TRAINEES, AND RESEARCH STAFF

1. Recruit, support, and retain faculty from Black and other URM populations

- a. Strengthen and expand pipeline and pathway programs that recruit postdocs and fellows and support them to become faculty
- b. Provide candidates for postdoctoral positions travel, lodging and per diem for in-person interviews
- c. Prioritize funding of research packages and other mechanisms for retention of URM research faculty, including housing assistance, financial advising services
- d. Prioritize recruitment of candidates with educational experiences in HBCUs, HSIs, and state and community colleges
- e. Sustain the CTSI program to facilitate NIH Diversity Supplements for UCSF researchers and research trainees

- 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 under-represented groups, to create a pipeline to leadership positions

Consider adding a new recommendation, high on this list, to adopt and expand substantially our successful program to recruit URM faculty, currently limited to basic sciences, and so far at a rate of only one per year. The strategy is to invite basic scientists with "a commitment to DEI" and a commitment to "mentoring students from diverse backgrounds" to apply to UCSF without the usual disciplinary or departmental constraints (<https://aprecruit.ucsf.edu/JPF02275>). An extensive diversity statement is required and used as a first cut by a standing search committee, which identifies exceptional candidates and hand them off to an appropriate department. Startup funding is almost completely provided by the Biohub and contributions from Dan and Sam. So far, three faculty have been hired under this program, all of them outstanding, all of them URM. If the designated basic science department is from SOM and lacks an open FTE, SOM releases one of its banked FTEs. This fabulous program, initially proposed by Carol Gross, has completely changed the perspective for URM faculty recruiting in the basic sciences.

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 Statement of Diversity section of Advance CV: 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 similarly to teaching, research, service and professional competence

Consider adding a new recommendation introducing a new section to the Advance CV on DEI Activities; the Statement of Diversity would be included in this section. Revise 2d: community engagement should be viewed as a component of Service, so candidates for promotion should describe engagement activities within the Service section.

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

- a. Expand summer research programs for undergraduates
- b. Include funds to address the costs of moving to San Francisco
- c. Expand relationships with HBCUs, colleges and universities with diverse student populations, including local colleges such as SF State and CCSF

Consider strengthening 3c to "Develop philanthropic support for creation of formal, targeted partnerships with HBCUs and/or institutions with a substantial proportion of URM faculty and/or trainees, analogous with the recently-announced JHU program (<https://www.jhunewsletter.com/article/2021/05/university-announces-vivien-thomas-scholars-initiative>)

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

- a. Sustain and expand the SFBUILD 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. Empower research coordinators, and research assistants or associates as leaders in research projects
- d. Track advancement and develop advancement opportunities for non-faculty research team members

For 4b, consider citing a potential for a relationship with the CCSF Biotechnology Program <https://www.ccsf.edu/degrees-certificates/biotechnology>

5. Eliminate the “minority tax”

- a. Compensate BIPOC faculty, staff, students for anti-racism work
- b. Compensate mentors through internal K24-like mechanisms to give mentors protected time to mentor URM trainees, and/or trainees in disparities 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

For 5c, consider splitting into two recommendations to make distinct the goal of creating incentives and rewarding participation in DEI activities.

PROMOTE AND SUPPORT COMMUNITY ENGAGED RESEARCH AS A FOUNDATIONAL OPERATING PRINCIPLE FOR AN ANTI-RACISM AND EQUITY RESEARCH ENTERPRISE

1. Invest more resources in the community engaged research infrastructure

- a. Create a dedicated, sufficient, and sustained 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 funding of community engagement costs in Chancellor’s funds, Academic Senate funds, and other intramural funding opportunities to allow faculty and staff access to low stakes, fast turnaround mechanisms to support community-led or community-engaged research
- c. Require community representation with adequate compensation on research projects, and provide the infrastructure support required so that this is available for researchers
- d. Create ongoing campus-wide mechanisms for bridge funding of community engaged work
- e. Provide fair 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 for community research partner leaders
- b. Create a Watson Scholar (currently, multi-year funding support for URM junior faculty) equivalent for community partners

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 Program 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 partnerships, budgeting, IRB, grant writing, professional development, led by researchers and community leaders, etc...)

c. Scale up dissemination and use of community engaged research resources and toolkits that exist or are under development at UCSF

Consider providing resources to RDO to incentivize and develop community engagement partnerships in pursuit of relevant grant opportunities. Consider development of long-term relationships/partnerships with Bay Area county DPHs to facilitate community outreach as acute needs arise. Consider linkages with UCSF's Anchor Initiatives, CA FQHCs, other governmental agencies that provide trusted touchpoints with diverse communities in CA.

ESTABLISH A SYSTEM OF ACCOUNTABILITY FOR ONGOING IMPLEMENTATION AND SUSTAINED PROGRESS ON ANTI - RACISM AND EQUITY STRATEGIC GOALS FOR THE UCSF RESEARCH ENTERPRISE

1. Create a permanent leadership and committee structure

a. Appoint and support fully an office of the Associate Vice Chancellor for Research Equity, Diversity, and Inclusion, with joint appointment in the Office of Research and Office of Diversity and Outreach

b. Convert the Anti-Racism in Research Task Force into a standing committee within the Office of Research, reporting to the Associate Vice Chancellor for Research Equity, Diversity, and Inclusion Q42 –

c. Develop an advisory board that engages diverse communities to set Office of Research priorities, review grants, and hold Office of Research accountable

d. Support a Black Health Center of Excellence with visible leadership of Black faculty and staff to address lack of a campus-wide program focused on Black health and research partnering with community

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 by levels (using data bases 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. Include Lay Summaries in RAP grants to facilitate Community Level Review and IRB connection

- e. Explore the feasibility of creating a tracking system measuring the diversity of type of research that is funded / awarded (both in terms of research questions and research methodologies)
- f. 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.

Consider specifying that dashboards should be publicly available to help motivate improvement.