BUILDing Diverse Teams for CSU-UC Transformation

SF BUILD Team

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Diverse, Mission-Driven SF BUILD Team

**Principle Investigators**
- Leticia Márquez-Magaña, PhD Biochemistry
- Kirsten Bibbins-Domingo, PhD, MD, MAS
- Tung Nguyen, MD

**SFSU Core Team**
- Teaster Baird Jr., PhD Biochem
- Audrey Parangan-Smith, PhD Microbiology
- SciEd Post-doc
- Blake Riggs, PhD Cell Biology
- Nichole Coleman, PhD Med Pharma
- Kelechi Uwaezuoke, DrPH
- Kenjus Watson, PhD Race, Ethnic Studies in Education

**UCSF Core Team**
- Esteban Burchard, MD, MPH; Yazmin Carrasco, PhD; Peter Chin-Hong, MD; Alicia Fernandez, MD; Maria Glymour, ScD
- Bob Hiatt, MD, PhD; Kala Mehta, Dsc MPH; Sonny Vernard, MPH, MPP

[Images of team members]
Project Overview

SF State

• Increase number of undergraduates earning advanced degrees for biomedical research careers
• Nearly 70% of science and math majors are students of color desiring opportunities in health-related fields
• Partner with UCSF to serve science and health related needs of San Francisco, especially communities of color, as the City’s University

UCSF

• Become the most diverse, equitable, and inclusive academic medical system in the country
• Faculty and research labs want to train/hire diversity, but pool size and high cost of living are barriers
• Partner with SF State to better serve role as anchor institution tasked with improving long-term health and welfare of communities in its hometown

Convergent Interests
Needs & Mutual Benefits

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Activities

Goal 1: Affirm values and lived experiences of students for improved Biomedical Research

- Systemically affirm “giving back” values & community cultural wealth as valuable assets for research that improves community health
  - Increase awareness of faculty
  - Provide classroom modules, community service learning, and health equity research experiences
- Provide critical research training to increase student persistence and enable resistance (agents of change)

Goal 2: Broaden student research experiences & faculty professional development

- Deliver Diversity Supplement informational/matchmaking sessions, and resources for applying
- Implement “Research with Communities Course” at SF State, and follow-on training for Clinical Research Coordinators at UCSF
- Organize quarterly “in the Mix” networking event, and semi-annual mentored Writing Retreats that are cross-institutional

Goal 3: Disseminate to Sister Institutions

- Publications, presentations, workshops, Webcast
- Consultations, technical assistance, sharing of evidence-based tools
- MA² app
  - Microaggressions
  - Microaffirmations
Student-Centered Results through Institutional Lens:

Need for training of SF State students as Clinical Research Coordinators
Identified as a mechanism to improve clinical trial inclusion at UCSF

31% apply to PhD Programs

SF BUILD Scholar Outcomes

- PhD 6%
- Other 3%
- Biomedical Workforce 45%
- Masters 46%

SF State Science students with high participation in BUILD activities report greater:
- Science Identity
- Sense of Belonging
- Science Community Values

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Towards Transformation

https://magazine.sfsu.edu/fall-2019/lab-partners
Faculty-Centered Results through Institutional Lens:

**Pedagogy**
SF State faculty created Social Justice Pedagogy (Kindle book) and Faculty Agents of Change Approach

**Research Development**
Networking events and writing retreats for faculty from both campuses have been Institutionalized

**Diversity Supplements**
UCSF faculty made aware of diversity supplement mechanism and 396 eligible NIH grants

Diversity Supplements awarded to UCSF in 2018 & 2019

15% >$0.5M

7/47 Awarded to SF State Graduates

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SF BUILD team members engage in site-specific & cross-institutional leadership roles.

Sharing Theories of Change
- 5 Papers
- 1 Book
- 68 Presentations

Workshops at National Conferences
- “Addressing the Threat in the Air
- Coping through Reflective Journaling

Broadcasting Successes through Media
- In the last 2 years, 17 local & 4 regional pieces in media outlets

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Lessons Learned

- Working across institutions, disciplines, and organizations is challenging
  - Logistical barriers due to silos
  - Cultural divides and hidden rules require relational trust, flexibility, and compassion

- Focus on the problem to lift mission-driven, transdisciplinary teams over obstacles
  - Transdisciplinary research is transformational
  - Results are useful, meaningful, and impactful

- “One size does not fit all”
  - Institutional transformation efforts usually fail
  - Success anchored in institutional history/culture
    - SF State 1968-69 Student-led Strike
    - UCSF 2014 Protest - White coats for Black Lives

Institutional Transformation
Mult-pronged Approach

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Microaggressions:
Subtle, verbal and non-verbal assaults that render folks invalid or invisible.
(e.g., professor says, “I don’t see color,” and pictures of successful scientists fail to include diversity).

Microaffirmations:
Subtle, verbal and non-verbal acts that render folks valid and visible, and that occur when people wish others to succeed.
(e.g., professor says, “We all bring different experiences to this class and I am grateful to include all of them,” and pictures of successful scientists include diversity).

Next Steps

Microaffirmation: Description

- Example: “In my STEM class the instructor made eye contact.”
- Current Time
- Related to “Race”

Disseminate MA² App

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Summary

• Leveraged existing SF State UCSF partnership to improve the transition from undergraduate to advance degrees to enhance diversity of the biomedical research workforce

• SF BUILD links all 3 public universities in San Francisco and is expected to improve health and welfare of local communities

• Partnership is based on relational trust and convergent interests for mutual benefit

• Activities are anchored in history/culture of institutions and grounded in theories of change that are based on scholarly and empirical evidence

• Our Ambassador Agents of Change are available for consultation, technical assistance, presentations, and workshops

• MA² app will be available in fall 2020
References and Funding

Publications and Book on Theories of Change


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