

# **BUILDing Diverse Teams for CSU-UC Transformation**

*SF BUILD Team*

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## Diverse, Mission-Driven SF BUILD Team



### Principle Investigators

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### SFSU Core Team

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### UCSF Core Team

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## 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

## 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
- MA<sup>2</sup> app
  - Microaggressions
  - Microaffirmations

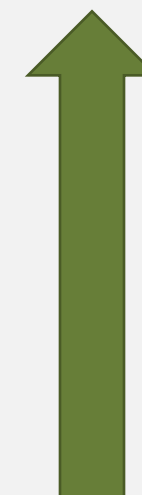
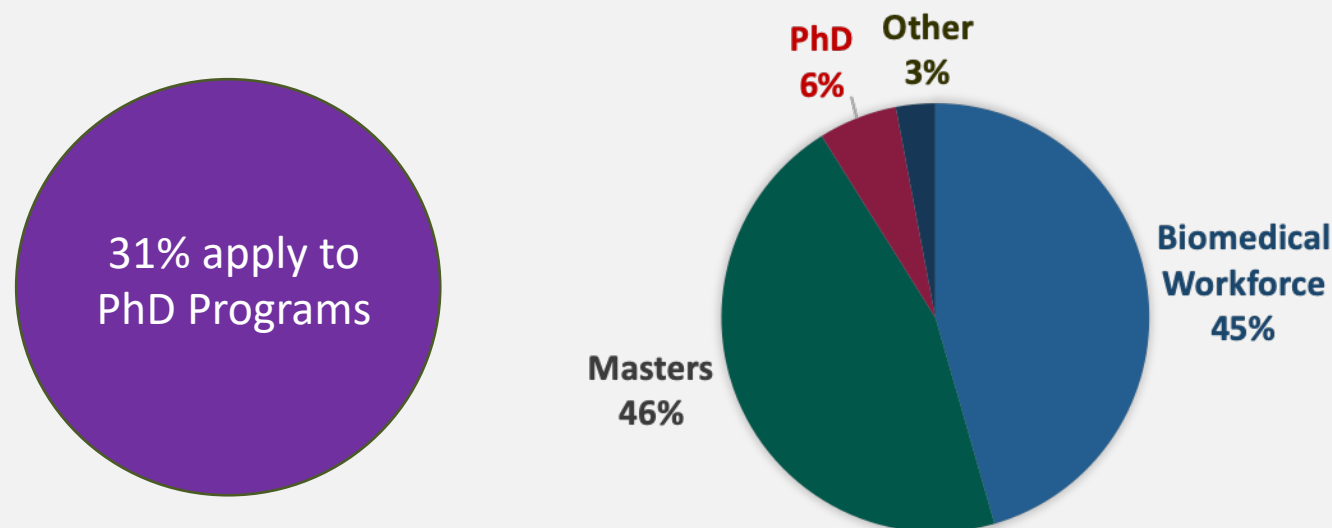




<https://magazine.sfsu.edu/fall-2019/lab-partners>

## Student-Centered Results through Institutional Lens:

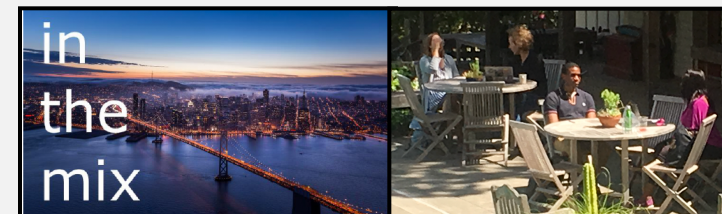
### SF BUILD Scholar Outcomes



SF State Science students with high participation in BUILD activities report greater:

- Science Identity
- Sense of Belonging
- Science Community Values

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



## 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

47

15%  
>\$0.5M

7/47 Awarded to  
SF State Graduates

### Tackle Negative Thinking Head-On To Boost Diversity In Biomedicine



September 16, 2017 · 5:09 AM ET

## Results through Institutional Lens: Catalyzing Change

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

## 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



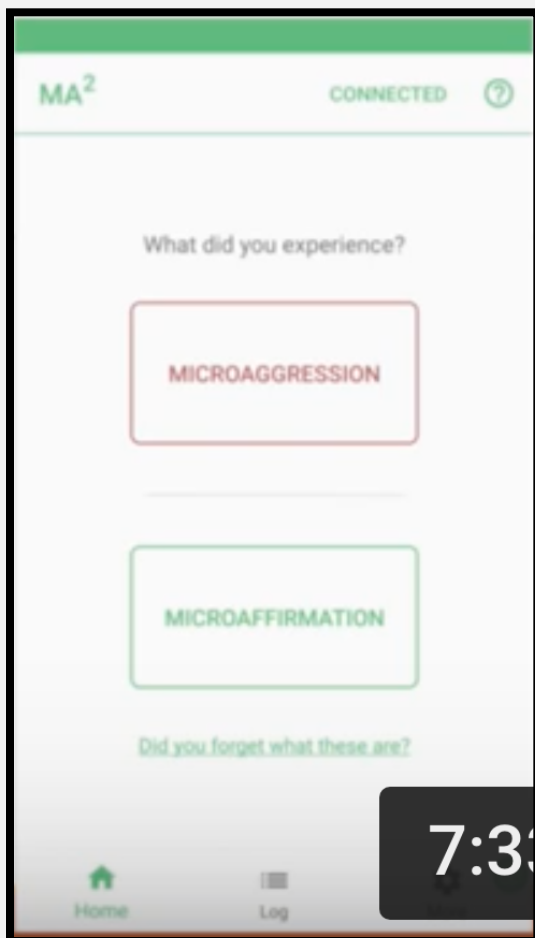
<https://ethnicstudies.sfsu.edu/home2>



<https://www.ucsf.edu/news/2015/08/131226/ucsf-medical-students-win-human-rights-award-white-coats-black-lives-movement>

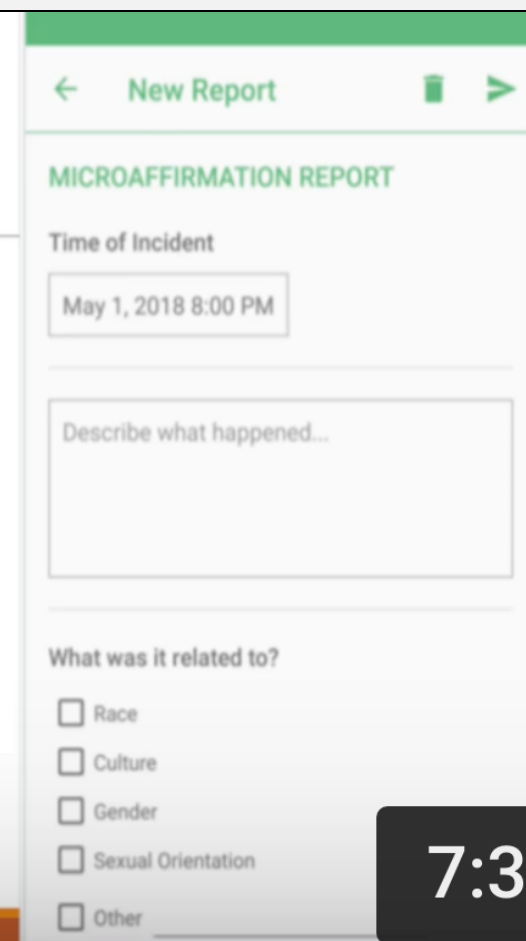


## Next Steps



### Microaffirmation: Description

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



## 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
- MA<sup>2</sup> app will be available in fall 2020

## References and Funding

### Publications and Book on Theories of Change

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