

September 4, 2020

Diversity, Equity, and Inclusion (DEI) Plan of Action

Summary

In light of the recent events that shook our Nation and the world, we, the ImmunoDiverse trainees, leading the ImmunoX leadership, propose a bold approach to ensure that our doors are *truly* open to our society's most marginalized members. The program below outlines a proposal to support a cross-generational program for the recruiting, mentoring, and sponsoring of marginalized trainees, while Celebrating and Highlighting diversity in science and complementing and collaborating with existing aligned programs here at the University of California, San Francisco.

Introduction

ImmunoX, as a research program and community, is committed to initiating structural transformations to tackle the effects of structural racism that persist in our society and have affected our academic institutions. Our goal is to create an anti-racist and welcoming environment for people from underrepresented minorities (URM) recognizing that these barriers primarily disenfranchise individuals of Black, Latinx, and Native American descent.

Efforts to advance DEI will benefit all URM scientists that are/will become affiliated with ImmunoX, however, we recognize that Black individuals face a unique and historical set of barriers. Within our community, we have less than a handful of black trainees and zero black faculty.

We cannot overlook or dismiss that momentum to improve DEI was spurred by the murders of George Floyd, Ahmaud Arbery, Breonna Taylor, and countless other Black lives. We would not have initiated these conversations across our community without the resistance of generations of Black leaders, followed by the impetus of the Black Lives Matter movement that began after the murder of Treyvon Martin. This movement has reinvigorated our society during a pandemic that disproportionately affects Black lives and paves the way for difficult conversations on systemic racism within academia.

With that in mind, any DEI efforts/actions that result from this initiative must explicitly state ImmunoX's commitment to highlighting and uplifting Black individuals. We cannot talk about recruitment without first ensuring that ImmunoX is visible at historically black colleges and universities (HBCUs). We cannot talk about outreach without first prioritizing said outreach to predominantly Black high schools and community colleges in the Bay Area. We cannot talk about retention without ensuring that once Black individuals are at UCSF, there are mechanisms in place that support and uplift their voices. We also acknowledge the additional barriers at the intersectionality of gender and race. Therefore, we will make sure that our Plan of Action amplifies the voices of women URMs in our community.

The following represent action plans, proposed by the nascent ImmunoDiverse collective (students, fellows, and faculty) describing commitments from ImmunoX leadership. In Part I and II we describe programs that

are complementary to our own existing programmatic and institutional commitments to DEI, that will radically synergize with those to create this cross-generational shift in access and mentorship.

I. Proposed Activities for Cultivating Diversity and Inclusion

We would like to support an outreach and support program for the URM community. This first starts with an ImmunoDiverse Allies group that has been initiated with good-will and sweat equity (see item V, which our program is already supporting, including for fellows to attend URM meetings, spend time mentoring while pursuing their science goals). To facilitate its perpetuation, including meetings and participation, we will first propose an **ImmunoDiverse Nucleating Activities program. This is modest, but provides important budget for food and other expenses** related to internal meetings, networking events, socializing for faculty, postdocs, grads, and staff. We will aim to make all purchases from local community BIPOC businesses, an extension of UCSF's Anchor Institution Initiative.

II. Public Celebration and Highlighting of Diversity in Science

We will provide support (and additional fundraising) for a late spring **ImmunoDiverse Colloquia** highlighting URM work in Immunology-related disciplines. The ImmunoDiverse Allies program members will organize the event. In the four-year startup period, we will help solicit further support, both university and philanthropic, to provide a longer-term endowment for the full event expense). The design will center around celebrating URM scientists, and fostering mentorship and sponsorship across career stages.

- Phase 1: One-day colloquia, including 2 keynote speakers (1 internal and 1 external), talks from local ImmunoX researchers, an afternoon poster session with URM summer trainees (high school and undergraduate, see below), and an evening networking mixer.
- Phase 2: Expanded two-day colloquia, including 2 keynote speakers, talks from local and invited national graduate students, postdocs, and new faculty, and a variety of programming for high school, undergraduate, graduate, and late-stage postdoctoral researcher / early career assistant professor URM.

For our weekly seminar series, will instruct our seminar coordinator to seek a minimum of 6 URM speakers per year, including at least 3 Black speakers, along with a minimum of 6 women per year (including at least 2 Black and 2 Latina women). To do this, we will challenge our faculty to propose one URM and one woman speaker for each non-URM speaker that they request. Furthermore, we will instruct our faculty to propose young investigators over established ones, including promising late-stage postdoctoral researchers. With the advent of [Global ImmunoTalks](#), we will remind them that there are lots of venues to see older established speakers. Moving forward, our program will also have a trainee (graduate student or postdoc) co-host speakers, to field questions and seed discourse with their own questions. Hosts will also be encouraged to call on trainee questions first.

To increase specific URM interaction and mentorship/training opportunities we propose:

- **URM F2F time** with visiting speakers. We will provide funds for allies to invite a URM speaker to spend one additional mealtime and segment (day before or after visit) dedicated with URM ImmunoX trainees. The same dollar values apply if the speaker opts for a virtual Eco-Seminar. If the event is in person and for up to 3 speakers per year, we will allocate an additional sum for food/drinks for the event.

III. Proposed Activities for Cross-Generational Mentoring

- Summer High School Training:** We will strengthen relationships with SF Bay Area underserved high-schools for summer internships to be set up (for example, this year we've begun to do so via <https://www.youandresearch.net>). We will work with allies (along parallel efforts with IgEquity (Women in Immunology, formerly ImmunoXX+) to strengthen those ties and specifically solicit and support URM. To facilitate URM students from the Bay Area to participate in these or other programs, we will provide at least 10 slots towards a modest summer stipend for URMs applying for internships and showing need. This can include for funds to permit transport to UCSF or offset other disparities in summer funds. We will additionally provide supplies and support for activities in collaboration with Science & Health Education Partnership (SEP) and HDFCCC CURE program, including an annual UCSF trainee run immunology series in predominantly Black/Latinx high schools.
- We will support the **Summer Research Training Program for Undergraduate Students:** We would like to commit to supporting at least three slots towards the Summer Research Training Program at UCSF (SRTTP: <https://graduate.ucsf.edu/srtp>), and make the specific request that our dollars not only go towards those with immunology interest but also to URM students. We will coordinate with our allies (notably those in the Special Fellows Collaboratory Program) to provide at least two mentor encounters per summer. We will also continue to partner with the Emerson Collective <https://www.emersoncollective.com/2020-first-gen-intern-program/> to sponsor up to five (5) first-to-graduate student internships and will ask allies to likewise meet with those candidates through the summer. We will ask the DEI allies to feature both of these opportunities on the ImmunoX DEI website.
- ImmunoX URM/SRA Fellowship.** We will fund 5 slots per year in allocation to support the salary of an URM SRA to join our community for a year to gain research experience. We hope this will encourage faculty to give a URM an opportunity to gain research experience needed to transition to graduate school and beyond. In addition, we will ask every supervisor that benefits from this program to encourage their URM SRA to participate in ImmunoDiverse professional development initiatives. Provided additional philanthropic fundraising, we will develop a postbaccalaureate program to train promising URM talent, modeling the success of similar programs through the NIH.
- Trainee Professional Development Program.** We will complement hands-on research training with professional development workshops, covering various topics ranging from career development to scientific ethical and critical thinking. This will be open to all Summer High school students, undergraduates students, and SRAs within our community (see Appendix II).
- NIH Diversity supplement grants: we will strongly encourage ImmunoX faculty with eligible grants to submit diversity supplements that will provide funding to hire long term undergraduate URM trainees. We will organize administrative grant-writing support to facilitate the supplement application process and connect URM trainees with eligible labs.

IV. ImmunoX Community and Institutional Commitment to URM Hiring

As a prelude to this program, in June, we asked all faculty to do [DEI Champion Training](#) or equivalent training as part of the yearly membership requirement for all faculty. Currently, 14/92 have done so. With administrative support (see below), we will seek 75% participation this year and 90% by next year (participation may be limited by the number of available slots in the program). To incentivize the process, we

will generate ImmunoX swag for faculty and their staff, to be awarded to those who complete this program. New faculty applicant to ImmunoX will be required to have taken DEI Champion Training.

ImmunoX only has hiring incentives to supplement those of departments. We do not directly control the HR behind faculty positions. Nevertheless, our faculty collectively sit on hiring committees for multiple departments. We will ask all ImmunoX faculty and department chairs to commit to endorsing and advocating for the implementation of a set of policies that increase the recruitment of URM faculty. These policies will:

- Ensure that every job application is written with inclusive language that encourages URM candidates
- Engage the department in specific URM talent identification and acquisition (using ImmunoDiverse admin), particularly the least represented, including Black and Native Americans
- Bolster URM visibility by aiming for at least 50% URM representation in each pool of interviewed candidates.

ImmunoX will make at least **half of its current hiring dollars (4x 10-year endowments) dedicated to URM faculty (similarly 50% to women), with at least half specifically dedicated to Black individuals.**

In addition, we as a community in an R1 institution will strive to see our collective faculty profile look like the US population. **Our goal will be to reach these values by 2050**, a period reflecting the turnover of the current generation. We understand that this means tremendous increases in the number of qualified applicants and that nearly every other faculty hire will need to be URM in the next 30 years to reach this goal. We imagine this as being exponential, involving work (see below and above) to nurture high-quality scientists who also return to UCSF for faculty appointments. We appreciate that the ImmunoDiverse program may help significantly with this and we will strive to support that program, to that end.

We are currently work-shopping a phase II for this program for which we would seek to fundraise for an endowment specifically intended for enslaved-descended African American students. This endowment will ensure financial support (e.g., scholarships and grants) for EDAA graduate and postdoctoral students in perpetuity. Financial support is commensurate with use of University resources to help people who believe themselves to be descendants of enslaved Africans trace and identify any potential familial roots.

V. ImmunoX Community Commitment to Organize and Administer this Program

We conceived of a vision for the founding of **ImmunoDiverse and a core leadership structure**, comprising a representative group of 12-20 students, postdocs, staff, and faculty. This group will nucleate our community behind the goals put forth in this proposal. Through the energy and commitment of our existing members and administrative support provided by ImmunoX, we will continue to recruit ImmunoDiverse allies throughout the years and, importantly, to bridge new generations and make the next one a better and more equitable one.

To ensure the sustainability and success of the above programs, ImmunoX has committed **50% FTE of administrative support**, shared between ImmunoDiverse and IgEquity (previously ImmunoXX+ for tackling gender inequity) over at least the next 4 years, with the primary responsibility for operational management of ImmunoDiverse and IgEquity, and support for programmatic activities as outlined in this proposal. The position would be responsible for working with ImmunoDiverse leadership to develop and implement an effective strategy to build a vibrant culture that upholds the values of DEI and belonging for all members of ImmunoX (see Appendix III for full details).

We will make **Allies Community and Research Enhancing Fellowship** awards available to cover costs associated with:

1. Attendance at a national URM meeting or submeeting to help spread the word about our DEI goals

2. Participation as a summer mentor with monthly follow-up the following school year with a high-school student(s) or SRTP (see below)
3. Initiation or enhancement of a diversity-enhancing program within our community
4. Other outreach to historically URM colleges and institutions and initiate an outreach program to identify and recruit college students for internships

The nature of the award may be to provide needed funds for the DEI activity (e.g. travel to a meeting) or to provide research funds for technician time for personnel and reagents/equipment time within an ImmunoX-sponsored CoLab to assist in prosecuting experiments. This may entail a data scientist who helps with large datasets, an imaging expert whose time is allocated to your project for microscope optimization or image acquisition or a genomic credit for getting your samples run in the genomics core. The award will be given to the student/fellow with additional oversight from your research mentor (to help keep your science moving) plus from a URM Allies faculty member (to help reach meaningful goals with the URM work while keeping your own progress in science moving).

VI. Alignment with Other UCSF DEI Programming

These programs will leverage and complement existing UCSF DEI programming, strengthening successful programs, and filling unmet needs. Our program will coordinate with the highly effective [SEP](#) program for high school students, which is limited by administrative and financial resources, despite being rich in faculty and PhD student mentor volunteers. Extending opportunities beyond the SF Unified School District will deepen UCSF's reach into underserved Bay Area communities. Similarly, our greater UCSF community will increase paid summer research opportunities for BIPOC and first-generation to college undergraduate students through multiple mechanisms, including the Emerson Collective summer internships and enhanced support for and coordination with the UCSF SRTP, which provides a community structure and established professional development programming. Providing the opportunity for full immersion in research as an SRA or post-bac intern will complement existing UCSF programs, while providing both technical support and mentorship opportunities to enhance the professional development of URM pre- and post-doctoral trainees and DEI allies. Specific details of these ongoing and partnered efforts include:

- We are working as an entire UCSF community to further develop a high school training program, such as adding on to the effective [SEP](#) program, and ideally pulling in students from throughout the US. This may be proposed to the EC as part of a larger program.
- College summer program (recommend bootstrapping with [SRTP](#) programs for summer training activities, housing, etc., but remaking the program with financial support instead of the annual passing of the hat which does not provide ongoing and stable support.
- Post-bac program is being built for all trainees at UCSF. The EC/ImmunoDiverse program would provide a backbone for this and also provide some support for URM individuals in a venue together with non-URM post-bac.

VII. Web Presence

We have allocated administrative support to this effort and ask that the ImmunoDiverse group work with ImmunoX admin to broadcast our commitments, programs and plan and also orient URM and the world to our efforts and to the Allies and other outreach programs. We believe it is important to lead by example and let others know what we are doing. Similarly, we will pay attention to other efforts and seek to assimilate and improve on our ideas. We agree that by creating a safe and welcoming community while also helping to train

and mentor the next generation, we may reach the DEI goals we seek. We will ask the Allies group to provide information about the group and its/our mission on a website under its own section in the “Community” tab of the ImmunoX website.

The ImmunoX website will be updated to include a DEI Resources, including:

- ImmunoX DEI Strategic Plan
- Annual ImmunoX DEI Progress Reports
- Annual ImmunoX DEI statistics (e.g. demographics)
- ImmunoDiverse programs and events
- Links to DEI resources, including other programs’ efforts
- Links to UCSF DEI organizations
- Calendar of upcoming ImmunoDiverse events

Thank you for considering this proposal. Please reach out if there are items that you’d like to discuss further.

Sincerely,



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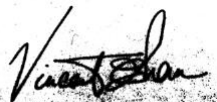
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Appendix II: Yearly Mentoring Programs Supported by This Combined Program

The programs outlined below will be initiated by the ImmunoX collective and will involve faculty, current and former trainees (post-docs and graduate students) who will serve as mentors and advocates. These initiatives will target HS, College and SRA trainees and will be conducted in an annual basis.

Recruitment Strategies

High School

- Connect with local high school science teachers (via UCSF SEP & CSEO) asking for nominations of potential trainees
- Top nominated students will be interviewed and selected

College & SRA (Synergize with UCSF Graduate Program Recruitment Efforts)

- Connect with existing URM STEM organizations/fellowships nationwide calling for applications
- Send representatives to recruit from undergraduate focused conferences (ABRCMS, SACNAS, LSAMP etc.)

Professional Development

- CV & Personal Statement Workshop (HS, UG, SRA) [1 time, early summer]
 - Trainees will learn how to craft effective and successful CVs and personal statements
 - Trainees will be paired with a mentor to develop strong application materials for college/grad school
- Demystify the Graduate School Application Process (UG, SRA) [1 time, late summer]
 - Presentation and panel discussion with PIs that have served on graduate school admissions committees
- Career Exploration for PhD scientists (HS, UG, SRA) [1 time, late summer]
 - Presentation and panel discussion with PhD scientists working in multiple sectors (academia, industry, policy, nonprofit, etc.)

Scientific Development

- Guest speaker scientific stories (HS, UG, SRA) [weekly during summer]
 - PhD students/Postdocs/PIs present their own journey's in science as well important questions in their area of expertise and their own research
- Journal Club - Critical Reading of Scientific Papers (UG, SRA) [monthly during summer]
 - Trainees will participate in round table discussions of scientific papers led by a volunteer mentor
- Scientific Poster/Talk Workshop (HS, UG, SRA) [1 time, late summer]
 - Trainees will learn critical components of an effective scientific presentation
- Scientific Poster/Podium Presentations (HS, UG, SRA) [1 time, late summer]

Long Term Support

- Annual follow up survey to track and maintain connections with previous trainees
- Access to team of volunteer mentors for simple questions or in-depth personalized support for pivotal stages of career
 - We will establish a large team of volunteer mentors (grad students/postdocs/PIs) that can sustainably provide long term support to previous trainees
 - Trainees can submit (anonymous or not) questions about career/science to a team of mentors that can answer and share in a living document of helpful FAQs

- Trainees can request to be matched with a member of a team of volunteer mentors for personalized short-term guidance (i.e. graduate school interviews, selecting a PhD thesis laboratory, etc.)
- Access to database of exemplary de-identified CVs, personal statements, grant applications etc.
 - We will collect, de-identify, and share materials from successful application to college, graduate school, and grants

Appendix III: ImmunoX Administrative Support

ImmunoX is committing **50% FTE of administrative support**, shared between ImmunoDiverse and IgEquity over at least the next 4 years with the primary responsibility for operational management of ImmunoDiverse and IgEquity, and support for programmatic activities as outlined in this proposal. The administrator will report to the ImmunoX Chief Strategist and act as the bridge between ImmunoX Leadership and ImmunoDiverse/IgEquity. The admin will work with the ImmunoX Chief Strategist to review and monitor the ImmunoDiverse/IgEquity budgets, and, as needed, participate in the financial planning process. Overall, the position would be responsible for supporting the ImmunoDiverse leadership in developing and implementing an effective strategy in order to build a vibrant culture that upholds the values of DEI and belonging for all members of ImmunoX.

More specifically, the duties of this position will include the following:

- To support the overall mission, and plans and oversees programmatic activities
- To manage program communications, including outreach potential, and to promote philanthropic and collaborative support of the program
- To develop a database for URM candidates, current mentees, and previous mentees and to correspond with them at least quarterly from HS through to graduate school.
- To work closely with ImmunoDiverse/IgEquity leadership, ImmunoX leadership, and external organizations and communities (by identifying, soliciting, and cultivating partnerships and collaborations) to further develop and implement strategic plans
- To triage mentee needs and maintain a database of mentors to whom to match mentees.
- To develop important and timely content for events and programs, such as development of the high school and postbac program requests for applications (RFAs).
- To manage ImmunoDiverse and IgEquity initiatives, including the colloquia, special events, meetings, and trainee-led initiatives
- To track all program activities and regularly informs leadership of progress on new and existing initiatives, including to develop metrics identifying and measuring success and areas of improvement of the ImmunoDiverse program
- To administer and collaborate with ImmunoX, reporting to the Chief Strategist, in use of data tools, such as climate survey, demographic data, and student completion and employment data to compile annual DEI reports that create benchmarks and assess institutional progress regarding DEI efforts
- To administer ImmunoDiverse and IgEquity administrative infrastructure of the program, including overseeing and managing webpages as part of the ImmunoX website
- To maintain relationships with external HBCUs and MSIs
- To perform other duties as assigned

Appendix IV: ImmunoDiverse Allyship program

Context:

Many academic institutions have developed DEI initiatives. Traditionally, these initiatives have been relying on a few URM faculty or trainees, isolated in these institutions, that would face the challenge of changing their department on behalf of the leadership they would operate on, to open the door to more diversity, while unfortunately impacting the productivity of their scientific work and limiting opportunities of advancement and promotion in their career. These experiences have been described as the “URM tax”.

The recent grass roots movements in America and throughout different countries in the world have shown a different picture. The engagement of non-Black individuals in active anti-racist learning and activism has been critical to grow the Black Lives Matter movement into an unprecedented global voice.

Similarly, an awakening has spread in academic institutions. The understanding that structural racism denies access and success of URM individuals in academia, and that active work from people who benefit from the current system to dismantling it has spread. Many scientific communities have engaged into discussions on ways to rapidly improve diversity and inclusion in their institutions.

ImmunoDiverse Allyship program

At ImmunoX, these community discussions have brought a clear diagnostic: non-URM individuals have to start to do the work of learning their privileges and actively engage in transformative actions to change the system in ways that reduces barriers for URM individuals within the institution. Conversely, URM individuals should be leading initiatives that their experiences lead to design in ways that are pertinent and impactful, but be shielded from having to do all this work alone.

ImmunoDiverse and ImmunoX leaderships have made a community wide Call for Action in parallel of the present Plan of Action. Asking individuals interested in signing up to take part in an Allyship program that would give them the opportunity to take action in DEI efforts to come forward. A total of 121 members of the community have signed up, including more than 40 faculty members, many graduate students and postdocs, as well as research assistants and staff members.

ImmunoDiverse Allyship program has two branches:

1. Allyship Learning: a program of voluntary group discussion, learning and personal development through allyship learning material that aims to help non-URMs to initiate personal work toward a higher level of awareness of privileges, biases and behaviors that contribute to maintain inequities in academic institutions, as well as methods to actively mentor, sponsor and support individuals from URM background facing discriminations.
2. Allyship in Action: a program that give non URM individuals the opportunity to engage in the initiatives proposed in this Plan of Action.

We expect that engaging the ImmunoX community through ImmunoDiverse Allyship program will have a deep transformative impact. It will guarantee the sustainability of our effort by alleviating the URM tax, and it will create a better environment for URM researchers to thrive and contribute to science in remarkable ways by fully harnessing the excellent scientific environment we have created.