

Diversity, Equity, and Inclusion 5-Year Strategic Plan



2023-2028



AT THE FOREFRONT

UChicago Medicine

Comprehensive Cancer Center

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DIRECTOR'S

WELCOME

I am proud to present the Diversity, Equity, and Inclusion (DEI) Strategic Plan for the University of Chicago Medicine Comprehensive Cancer Center (UCCCC). As a cancer center, our ability to solve the complex challenges in cancer is inextricably linked to our ability to build diverse teams and foster environments where all members of the UCCCC community thrive. Equally important is our trusted partnership and commitments to our diverse patient population and communities. In addition, we must hold steadfast our commitment to build the next generation of diverse cancer researchers. The UCCCC Diversity, Equity, and Inclusion Strategic Plan is a living document that centers on these aforementioned priorities of building diverse teams, fostering inclusive environments, partnering and uplifting our diverse patient populations and communities, and building the next generation of diverse cancer researchers. Through the efforts outlined here, the UCCCC commits to clearly defined goals with measurable impact in the pillars of: Infrastructure, People, Community, and Climate. To actualize these goals the UCCCC will allocate significant resources, including establishing a new program focused on diversity, equity, and inclusion led by Iris Romero, MD, Professor of Ob/Gyn. This program will complement the efforts of Cancer Research Training and Education Coordination (CRTEC) and Education and Community Outreach and Engagement (COE) by focusing internally within the UCCCC to build our capacity for excellence in DEI. This work is fundamental in our mission to be a world-class destination for cancer prevention, research, and care. As the Director of the UCCCC, I am fully committed to achieving the goals outlined in this essential plan.



Kunle Odunsi, MD PhD
Director, University of Chicago Medicine Comprehensive
Cancer Center
Dean for Oncology, Biological Sciences Division
The AbbVie Foundation Distinguished Service Professor of
Obstetrics and Gynecology
January, 2023

Overview of the Comprehensive Cancer Center

The University of Chicago Medicine Comprehensive Cancer Center (UCCCC) is organized into four research programs (Molecular Mechanisms of Cancer, Immunology and Cancer, Clinical and Experimental Therapeutics, and Cancer Prevention and Control). As of January 2023, UCCCC has 193 full members.

- 31% Women
- 5 African American/Black, 3 Hispanic/Latinx
- 60 East/South/Southeast Asian descent

The UCCCC is led by the Director and eight Associate Directors (4 women, 1 African American, 1 Hispanic, 2 Asian). The UCCCC also has 13 Program Leaders (7 women, 1 African American). There are 105 Trainee Associate members (clinical fellows, medical students, postdocs, and graduate students) associated with the UCCCC, among these 45 are women and 12 are underrepresented minorities.

Our patients and community partners are one of our greatest strengths. Figure 1 (data as of January 2023) illustrates our patient demographics.

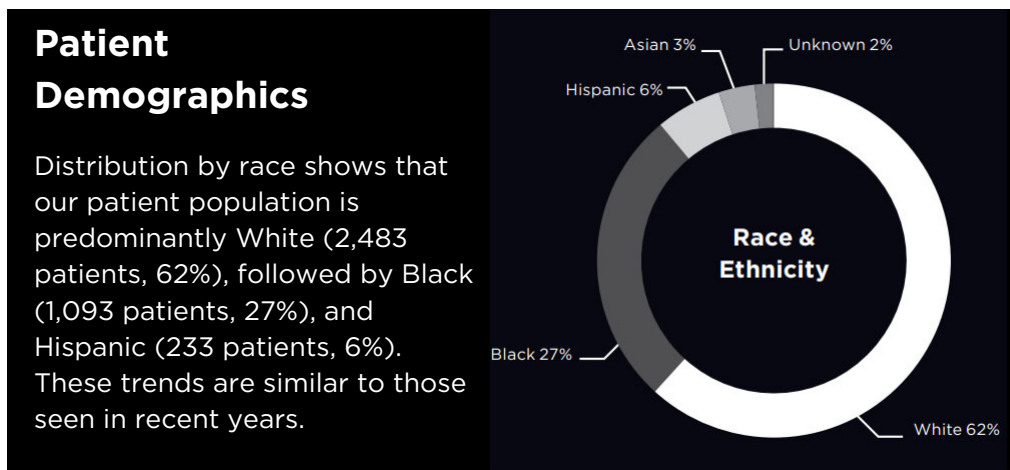


Figure 1. Patient Demographics at UCCCC

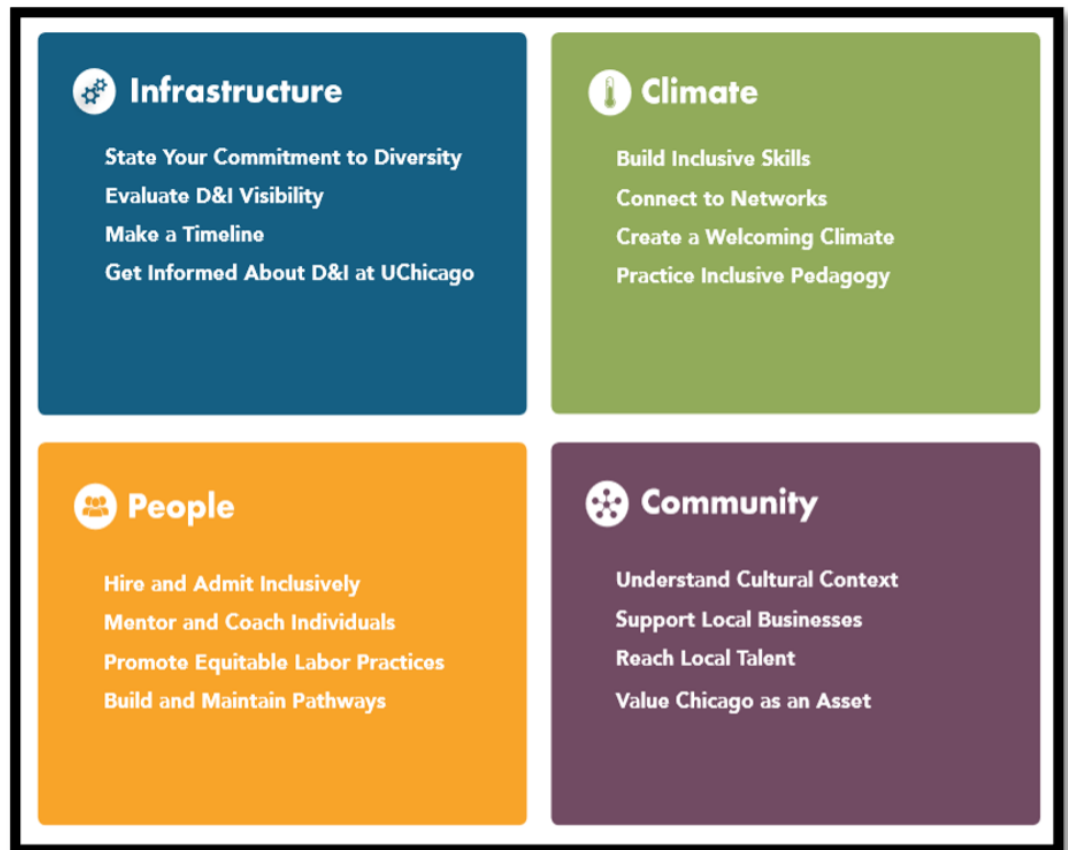
UCCCC Mission Statement

Our mission at the University of Chicago Medicine Comprehensive Cancer Center is to develop innovative and collaborative research to discover the determinants of cancer, to develop cures for cancer, and to prevent cancer.

WHHO WE ARE

GUIDING PILLARS

These four pillars, **Infrastructure, People, Community, and Climate**, outline the rest of the DEI Strategic Plan.



INFRASTRUCTURE TO SUPPORT DIVERSITY, EQUITY, AND INCLUSION

Objective: Create & support mechanisms within the UCCCC to promote diversity, equity, and inclusion

A. OUR DIVERSITY, EQUITY, & INCLUSION (DEI) STATEMENT

The University of Chicago Medicine Comprehensive Cancer Center (UCCCC) is committed to developing innovative ways to prevent and reduce cancer’s devastating effects. We believe that diversity is imperative when tackling complex health problems including cancer. We hold our partnership with our patients and local communities as a central priority because we understand that the diversity of our patient population accelerates our discovery of fundamental cancer biology processes. Likewise, we build diverse research teams because diversity of lived life experiences brings new perspectives to challenging problems and increases innovation. Equally important to the work of today, is preparing for the challenges of tomorrow; therefore, the UCCCC holds as our responsibility launching the next generation of diverse cancer researchers and leaders in the field. The full potential of diversity is only achieved when each person can participate as their full and authentic self. Therefore, the UCCCC actively cultivates an environment where each person has a sense of belonging and community. In all endeavors across the UCCCC we are relentless in our adherence to these principles of diversity, equity and inclusion, just as we are relentless in our commitment to preventing and reducing the burden of cancer.

B. DEI LEADERSHIP

DEI Reporting Structure



Figure 2. DEI Structure of Leadership Team

PILLAR 1

INFRASTRUCTURE TO SUPPORT DIVERSITY, EQUITY, AND INCLUSION

Iris Romero, MD

Associate Director for Diversity, Equity, and Inclusion

Dr. Romero is a Professor in the Department of Obstetrics & Gynecology, a member of the UCCCC since 2012 and the AD for DEI for the UCCCC since 2021. Dr. Romero reports directly to Dr. Odunsi. Dr. Romero is a national expert in diversity, equity and inclusion in science and medicine and has been working in the field since 2016. Dr. Romero serves on the NIH Advisory Committee to the Director's Working Group on Diversity and the AAMC Group on Diversity. She is also an active clinician with a busy practice focused on hereditary breast and ovarian cancer and transgender healthcare. She has also had a translational research program aimed at identifying agents, such as metformin, that can be repurposed to target the ovarian cancer tumor microenvironment. (0.15 FTE)

Camilla Frost-Brewer, M.Ed., MPP

Program Manager for Diversity, Equity, and Inclusion

Camilla is the Program Manager for Diversity, Equity, and Inclusion for the Biological Sciences Division and the UCCCC, specifically working to advance diversity, equity, and inclusion initiatives, training, and resources within the UCCCC. She is leading efforts in UCCCC to operationalize the DEI Strategic Plan with the UCCCC DEI Steering Committee. Camilla has 7 years professional experience leading DEI initiatives, programs, and services for university students, faculty, staff, and alumni. She was recruited by UCCCC to increase capacity for outlining, crafting, and bringing to fruition DEI work. (0.50 FTE)

Budget

\$180,000 has been invested to date by UCCCC to establish and initiate this plan.

INFRASTRUCTURE TO SUPPORT DIVERSITY, EQUITY, AND INCLUSION

DEI Steering Committee

To set and implement the DEI goals the UCCCC DEI steering committee launched in 2022 with liaisons that have DEI experience (from each Cancer Center program) (Table 1).

Name	Program
Megan McNerney, PhD	Molecular Mechanisms of Cancer (MMC)
Yuxuan (Phoenix) Miao, PhD	Immunology and Cancer (IC)
Wendy Stock, MD	Clinical and Experimental Therapeutics (CET)
Tara Henderson, MD Loren Saulsberry, PhD	Cancer Prevention and Control (CPC)
Gina Curry	Community Outreach and Engagement (COE)
Megan Mekinda, PhD	Cancer Research Training and Education Coordination (CRTEC)
Drew Memmott	UCCCC Administration
Wenora Johnson	Community Advisor
Lauren Wall	Clinical Trials Support Office (CTSO)
Natalie Young	Shared Resources

Table 1. UCCCC Steering Committee Members

The roles and responsibilities of the DEI steering committee are to:

- Define the DEI goals of the UCCCC
- Identify metrics of impact for DEI initiatives
- Report DEI progress to UCCCC leadership
- Lead DEI initiatives for their individual programs
- Share opportunities for learning/training with their individual programs
- Facilitate open discussions regarding DEI with their program members
- Serve as “Diversity Champions” on faculty search committees
- Serve as ambassadors to UCCCC trainees underrepresented in science

PILLAR 1

INFRASTRUCTURE TO SUPPORT DIVERSITY, EQUITY, AND INCLUSION

Cancer Center Optics (Website, Portraits, Publications, etc.)

Jane Kollmer, Director of Communications, leads the development of UCCCC marketing material.

- University of Chicago Medicine Comprehensive Cancer Center website (<https://www.uchicagomedicine.org/cancer>)
- University of Chicago Medicine Comprehensive Cancer Center Diversity, Equity, and Inclusion website (<https://voices.uchicago.edu/cancercenterdei/>)
- University of Chicago Medicine Comprehensive Cancer Center Annual Report UCCCC 2022 Annual Report (<https://cancerar.uchicagomedicine.org/2022/>)

We will to conduct ongoing comprehensive reviews of our website and printed material to assess for diversity and inclusivity. The Associate Director of Administration, Drew Memmott, is a member of the DEI Steering Committee and reviews all marketing material for the UCCCC. We have a strong track record of representing our community of diverse patients and highlighting our diverse investigators in our marketing campaigns and we are committed to continuing this practice.

In 2022, UCCCC remodeled our physical space. In the process of this remodel, we identified opportunities to represent diversity and inclusion. Our goal with this approach to decorating our public spaces and conference rooms was to create inclusive physical climates. In addition, we have established a centrally located DEI Lending Library that provides members, staff, and visitors of UCCCC with access to free DEI-focused books.

Integration of DEI, COE, and CRTEC

The DEI Steering Committee has representation from COE (Gina Curry) and CRTEC (Megan Mekinda). Likewise, Iris Romero, MD, the Associate Director of DEI for the UCCCC is a member of the Steering Committee for both COE and CRTEC. These three groups meet monthly to maintain integration. Each group leads efforts in their respective domains focused on answering these questions:

- DEI - What is the UCCCC doing internally to build a diverse, equitable, inclusive, and just organization?
- COE - Who is the UCCCC bringing together to decrease cancer burden in our local communities?
- CRTEC - What is the UCCCC doing to prepare the next generation of cancer researchers?



Figure 3. Community of Cancer Scholars Model

INFRASTRUCTURE TO SUPPORT DIVERSITY, EQUITY, AND INCLUSION

The three groups (DEI, COE, and CRTEC) together will lead the Community of Cancer Scholars (CCS). The goal of CCS is to build community among diverse scholars by bringing together trainees, community champions, and UCCCC investigators for a longitudinal cohort focused on career advancement, research collaborations, and mentorship. **(Plan to Enhance Diversity [PED] Aim 3)**

C. DIVERSITY, EQUITY, AND INCLUSION TIMELINE

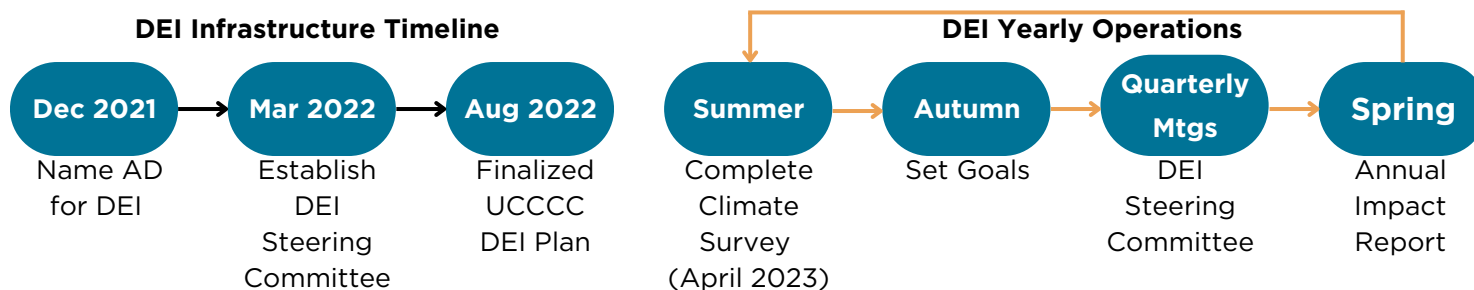


Figure 4. DEI Timelines (DEI Infrastructure Timeline and Yearly Operations)

D. LEVERAGING UNIVERSITY OF CHICAGO RESOURCES BROADLY

The Director of the UCCCC and the AD for DEI will take primary responsibility for the implementation of diversity and inclusion initiatives. UCCCC resources will be used to advance these initiatives and UCCCC leadership will integrate DEI as an essential priority and practice for the UCCCC. The UCCCC also works closely with the senior leadership for diversity, equity, and inclusion for the Biological Sciences Division and the University of Chicago Provost’s Office. Iris Romero also serves as the Dean for Diversity and Inclusion for the Biological Sciences Division (BSD). In this role she reports directly to the Dean of the BSD, Mark Anderson, MD, PhD and is in regular communication with the University of Chicago Vice Provost for DEI, Waldo Johnson Jr. PhD.

University of Chicago and the Biological Sciences Division has longstanding infrastructure and robust resources for the advancement of the UCCCC’s DEI goals.

The UCCCC will leverage these resources as follows (see Appendix A):

- University-level - Faculty recruitment
- Biological Sciences Division - Large scale initiatives to increase belonging
- Pritzker School of Medicine - Next generation diverse cancer clinicians
- Graduate Programs in the Biological Sciences - Next generation diverse cancer scientists

PILLAR 1

INFRASTRUCTURE TO SUPPORT DIVERSITY, EQUITY, AND INCLUSION

Integration of BSD DEI Leadership

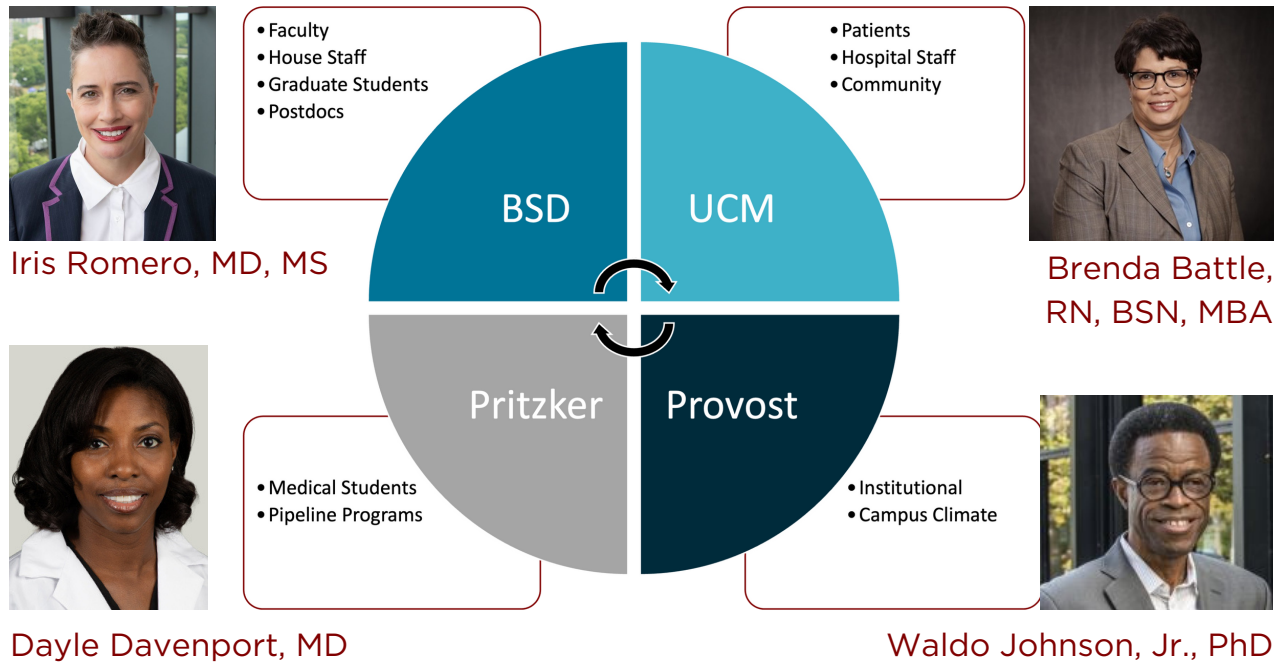


Figure 5. UChicago and BSD Diversity & Inclusion Leadership

UCCCC has taken, and will continue to take, advantage of opportunities to foster diversity and inclusion offered by these long-standing and productive groups at the University of Chicago. We will also seek out opportunities from national and international organizations. This includes participation in AACR-Minorities in Cancer Research, ASCO- Diversity Mentoring Program, Society for Advancing Chicanos/Hispanics and Native Americans in Science (Chapter of the Year, 2019), and Annual Biomedical Research Conference for Minority Students.

E. INFRASTRUCTURE GOALS AND METRICS

Goal	Metric	Timeline
Finalize and disseminate the DEI Strategic Plan	Number of UCCCC members attesting to review the plan	Finalize Jan 2023 Attestations Dec 2023
Increase representation of diversity in printed material	Number of publications reviewed	Ongoing
Integration of DEI, COE, and CRTEC	<ul style="list-style-type: none"> • Number of joint meetings • Number of collaborative projects 	Ongoing
Leverage institutional and national resources	<ul style="list-style-type: none"> • Number of trainee events supported • Number of DEI sessions from Provost Office hosted • Number of UCCCC members participating in national DEI organizations • Attendance at Cancer Consortium monthly meetings and annual workshops 	Ongoing

Table 2. Infrastructure Goals and Metrics

PEOPLE

Objective: Have the membership and leadership of the UCCCC reflect the diversity of the communities that we serve.

A. ADMIT INCLUSIVELY TO INCENTIVIZE DIVERSITY

UCCCC Leadership Diversity

The UCCCC has prioritized diversity in leadership. The UCCCC is led by the Director and eight Associate Directors (leadership demographics: 44% female, 22%URM).

Commitment: To ensure continued diversity in UCCCC leadership, the UCCCC will follow best practices for diverse recruitment, including conducting well-publicized, open searches for associate director and above positions in the UCCCC. In these searches, we will complete targeted outreach to individuals in the diversity categories as defined by the NIH (Appendix B) and the UCCCC will hold applicable search firms accountable for presenting a diverse applicant pool. If the diversity of the applicant pool is not adequate, the AD for DEI has the authority to pause the search until the applicant pool is adequately diverse. These principles and policies were followed during the searches below:

- UCCCC Director, 2021
- AD for Population Science, 2022
- AD for Clinical Sciences, 2022
- AD for Translational Sciences, 2023

UCCCC Staff Diversity

The UCCCC also prioritizes diversity among staff (who are non-faculty). The current demographic make-up of UCCCC staff is depicted in **Figure 6**.

Commitment: Equitable hiring practices will be followed for all new staff recruits to the UCCCC including public posting of the position, targeted outreach to underrepresented minorities and not advancing the search if a diverse applicant pool is not assembled.

Targeted Recruitment of Veterans: The UCCCC has established a partnership with the US Department of Defense through the Office of Military-Affiliated Communities to recruit service members to join the UCCCC after their military services are completed. Through this program, the UCCCC has provided apprenticeships and several of these individuals have accepted full-time staff positions. Lauren Wall and Drew Memmott are members the UCCCC DEI Steering Committee and will assure best practices in DEI are followed.

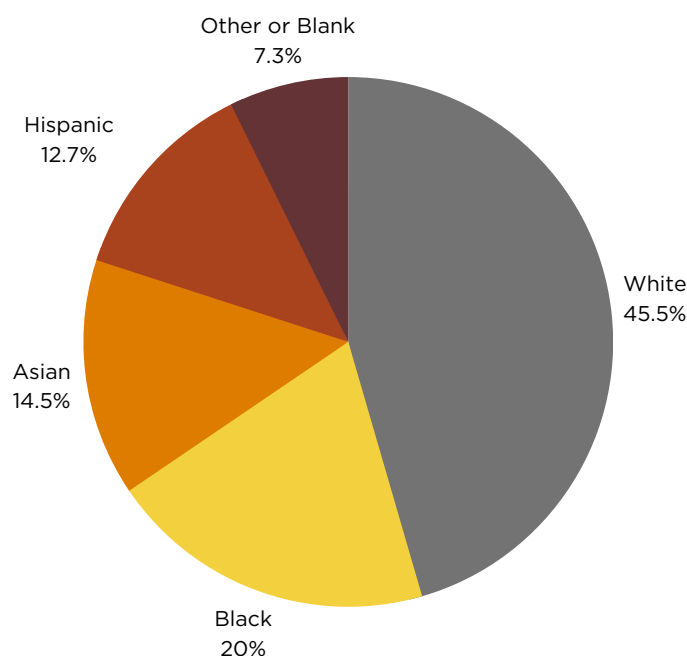


Figure 6. Race/Ethnicity of UCCCC Staff

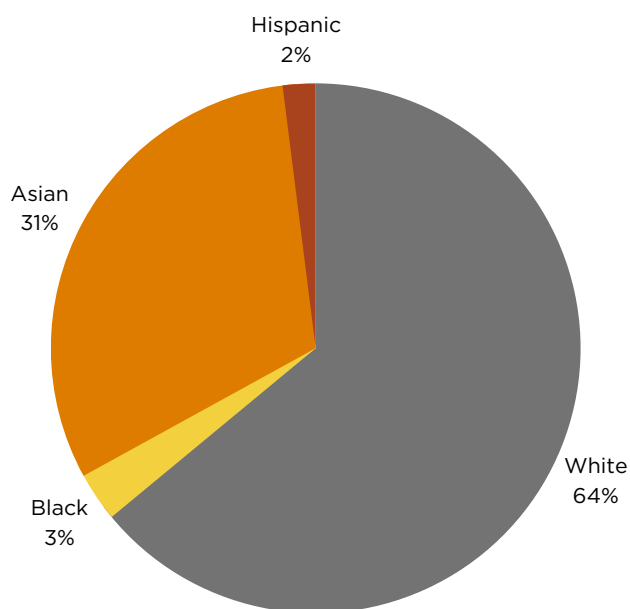


Figure 7. Race/Ethnicity of UCCCC Full Members

Membership Diversity

UCCCC has three membership categories: full member, associate member, and trainee associate member. In all groups, there is concerted efforts to attract UCCCC members from more diverse backgrounds. Currently, 31% of UCCCC members are women. The racial demographic make-up of UCCCC full members are depicted in **Figure 7**.

Commitment: As a matrix center, the UCCCC does not directly hire faculty members. University of Chicago faculty members are hired and appointed in academic departments. Under this model, UCCCC does not directly determine diversity of the faculty and therefore UCCCC members. However, UCCCC is committed to leveraging the UCCCC’s partnership with academic departments to assure recruitment of URM and female faculty members. This will be done in two ways:

1. For planned faculty hires that have a high probability of becoming UCCCC members, the UCCCC DEI Team will partner with the hiring department to identify women and underrepresented minority candidates and encourage them to apply. The UCCCC DEI Team will also complete in-services with the search committee to review best practices for diverse searches.
2. If the UCCCC was not involved in the search and a department proposes a newly hired faculty member for UCCCC membership, the UCCCC will ask that department to describe the efforts made to build a diverse applicant pool and the best practices used in the recruitment that led to the hiring of the faculty member. Academic departments will be informed that UCCCC membership will only be considered for faculty who were hired through a search that met best practices for diversity standards.
3. UCCCC will make academic departments aware of the significant resources the UCCCC has in place for recruitment and advancement of diverse cancer scholars.

Trainee Diversity

Pathway Programs.

UCCCC has a number of Pathway Programs for high school (77%) and undergraduate (23%) students including Chicago EYES on Cancer, researchStart, SHE in Oncology, and Diversity in Cancer Research. The gender and URM makeup of UCCCC pipeline programs is as follows (2018-2022):

PEOPLE

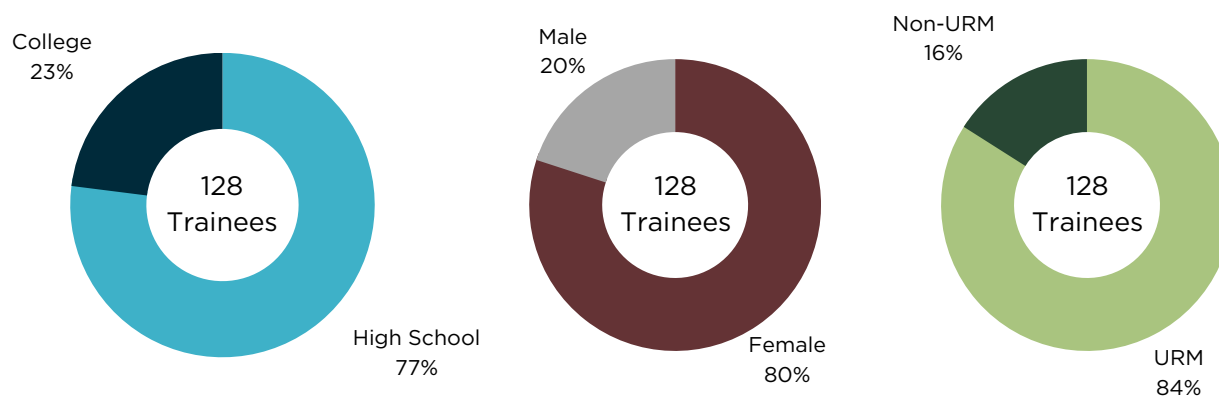


Figure 8. Demographics of High School and Undergraduate Trainees

Graduate Students.

Efforts to increase the diversity of the biological sciences graduate students date back to the 1980s. This has included targeted outreach to undergraduate students underrepresented in science. Nationally, 13% of science graduate students are URM. Current gender and racial demographic makeup of BSD graduate students in UCCCC member laboratories (2018-2022) are:

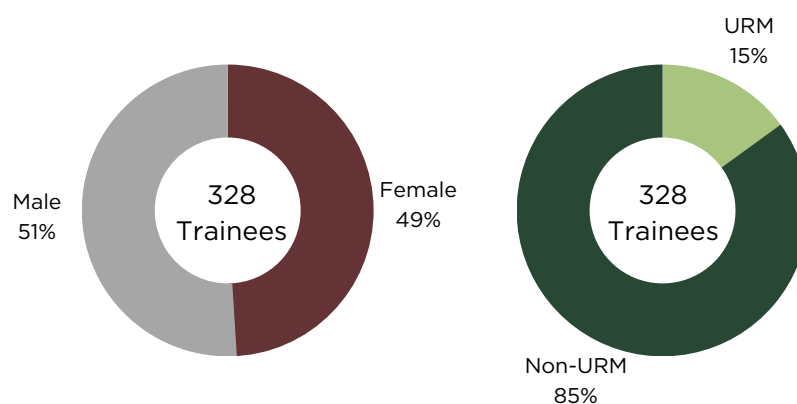


Figure 9. Demographics of UCCCC Graduate Students

Medical Students.

The Pritzker School of Medicine has phenomenal success in recruiting diverse medical students. Nationally, 14% of medical students are URM. Current gender and racial demographic makeup of Pritzker School of Medicine students involved in UCCCC member laboratories or cancer-related care (2018-2022) are:

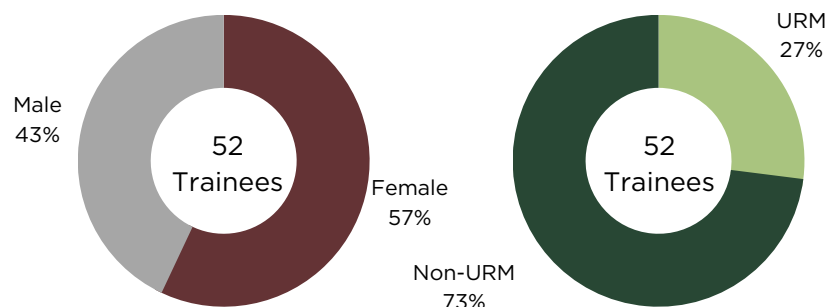


Figure 10. Demographics of UCCCC Medical Students

Clinical Trainees and Postdocs.

The primary clinical fellowship training programs affiliated with UCCCC are: hematology oncology, gynecology oncology, surgical oncology, and radiation oncology. Nationally, 5% of postdocs and 10% of clinical fellows are URM. UCCCC-specific clinical trainees and postdoc demographics (2018-2022) include 330 trainees in cancer-specific training programs and labs with 48% female and 14% are underrepresented minorities. Current gender and racial demographic makeup of these clinical trainees (2018-2022) are:

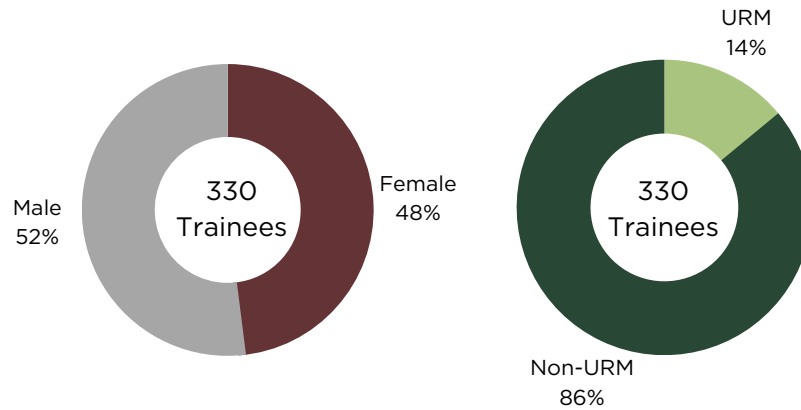


Figure 11. Demographics of UCCCC Clinical Trainees and Postdocs

Commitment: We understand that trainee cohorts are the future members and leaders of the UCCCC and we are committed to supporting the diversity of these pathways. Initiatives for 2023-2024 to advance diversity among UCCCC-affiliated trainees include:

Clinical Fellow Recruitment. UCCCC leadership will meet with fellowship directors twice per year to discuss strategies for encouraging applications from individuals underrepresented in medicine. Members of the DEI Steering Committee will be available to meet with these applicants during the interview process.

Increasing Diversity Among Postdocs. Strategy: **Identify | Track | Court | Fund.** The DEI Team will work closely with AD for Education (Dr. Sam Armato) to identify promising cancer biology students across the country from underrepresented backgrounds and track their progress.

Court: UCCCC members in the graduate student’s area of interest will court the student by inviting them to their lab for a visit and Rising Star talk (funded by the UCCCC) and encourage the student to apply for a postdoc position in the lab. We will also invite postdocs to our annual Cancer Health Disparity Conference to provide them with opportunities to experience UChicago.

FUNDING: UCCCC will provide support through the Davis and Webster Fellowship funds for two postdoc scholars for 2 years who support the DEI goals of UCCCC.

PEOPLE

Training in Cancer Health Disparities. To encourage more medical students and postdoc scholars to pursue careers in cancer health disparities, we will put out an annual call for Cancer Health Disparities Scholars in coordination with our AD for Education and the CRTEC Team. This program, which is led by Dr. Eileen Dolan and funded by a grant from Susan G. Komen, CIBC, and philanthropic support, supports master’s students, PhD students, and postdoc fellows. This training opportunity is intended to enhance and broaden students’ knowledge of cancer health disparities, to enrich their research experience, and better prepare them for research careers focused on eliminating disparities and achieving cancer health equity.

The students/postdocs will be expected to: 1) Gain knowledge of critical issues and the current state of research in health cancer disparities; 2) Engage in monthly discussions with patient advocates and leadership about critical issues in cancer health disparities; 3) Participate in clinical, community, and policy engagement activities related to cancer disparities; and 4) Gain knowledge of, and experience with, career opportunities in cancer health disparities research. The students will take a course entitled: Health Disparities in Breast Cancer and attend the annual American Association for Cancer Research (AACR) Conference on the Science of Cancer Health Disparities and the annual UChicago Cancer Health Disparities Symposium. **FUNDING:** In addition, the UCCCC will fund underrepresented in science/medicine students to attend national cancer meetings at \$20,000/year.

Partnership Spotlight: DEI and CRTEC	
<p><u>CRTEC Team</u> Sam Armato Megan Mekinda Basia Galinski</p>	<p>Joint Initiatives 2023-2024</p> <ul style="list-style-type: none"> • Rising Star Talks • Community of Cancer Scholars
<p><u>DEI Team</u> Iris Romero Camilla Frost-Brewer</p>	

Figure 12. Partnership Spotlight between DEI and CRTEC

B. ADVANCE INCLUSIVELY TO INCENTIVIZE DIVERSITY

UCCCC Leadership

In an effort to increase diversity of the next generation of UCCCC leaders, we have implemented an Assistant Program Director (APD) model. We currently have 3 Assistant Program Directors (3 women, 1 African American).

Commitment: **FUNDING:** UCCCC will provide 5% salary support for Assistant Program Directors (A). The APDs will receive active mentorship and sponsorship from UCCCC leadership with a clear line of sight for advancement to Associate Program Director. To ensure new leadership opportunities for UCCCC members, all Associate Director positions will have 5-year term limit with an opportunity for a 3-year extension if there is not another member in a position to take over

the leadership role. For staff advancement, all leadership opportunities will be made publicly known and open to all. *(A. UCCCC will send Assistant Program Directors to leadership development conferences.)*

Leveraging Academic Privilege

As premier researchers in their fields, UCCCC members are in a unique position to advance the academic careers of others. This can be done by multiple mechanisms including co-authorship, mentorship on grants, inviting individuals underrepresented in science to give talks, and nominating for invited talks. Each senior faculty member in UCCCC will be asked to sponsor opportunities for earlier-stage members.

Commitment: Each UCCCC member will complete a yearly self-assessment reflecting on their individual contribution to mentorship and sponsorship of individuals underrepresented in science.

C. RETENTION

The goal of the UCCCC is to not only compile diverse representation but also for members of UCCCC to stay invested in cancer biology and develop thriving academic careers (**PED Aim 2**). The Cancer Center has a formal junior faculty mentoring program led by Dr. Sue Cohn, Director of Faculty Development. Every year, goals are set in collaboration with the faculty member and needed resources are identified to ensure the junior faculty member's continued professional growth. This approach has led to high levels of retention overall, with zero faculty and UCCCC-affiliated clinical fellows (without completing training if student or fellow) from underrepresented backgrounds leaving the institution in the last 5 years (2017-2022).

Commitment: A key to retention is maintaining engagement and early identification of barriers to success. With this goal in mind, the UCCCC Director will meet with all URM UCCCC members once per year to identify any areas of advocacy or sponsorship that are necessary. The Associate Director for DEI will also meet with each of these faculty members at least once per year to review their individual development plan. Members of the DEI committee will serve as ambassadors to URM UCCCC clinical fellows and postdocs by meeting with them twice per year to identify mentorship and sponsorship needs. **FUNDING:** The Committee on Cancer Biology DEI Committee will host twice per year gatherings of the URM students in cancer biology with funding from the UCCCC. In 2021, the DEI Committee went to the DuSable Black History Museum and Education Center and the National Museum of Mexican Art.

PEOPLE

D. PEOPLE GOALS AND METRICS

Goal	Metric	Timeline
All UCCCC-affiliated faculty and staff searches follow best practices in diversity hiring	Best practices in hiring score cards	Ongoing
Increase diversity of full members	Member demographic	By 2025
Increase diversity of postdocs in UCCCC-affiliated labs	Demographic	By 2025
Mentorship/Sponsorship meetings with URM UCCCC members	Number of meetings	Ongoing
Mentorship/Sponsorship meetings with URM UCCCC-affiliated trainees	Number of meetings	Ongoing

Table 3. People Goals and Metrics

PILLAR 3

COMMUNITY

Objective: Center our neighboring communities as our greatest asset and build sustainable, bi-directional partnerships with individuals and groups in the community.

A. UNDERSTANDING THE HISTORY AND ASSET OF THE UCCCC CATCHMENT AREA

Many of us live in the surrounding neighborhoods and several members of the UCCCC are from the Southside of Chicago. Neighborhoods like Englewood, Hyde Park, and Kenwood are some of the most diverse in the city. Woodlawn, Southshore, Englewood, and Bronzeville are steeped in African American history and culture. As Bryan Stevenson, the founder of the Equal Justice Initiative has stated, “We must get proximate to understand the nuanced experience of those who suffer from and experience inequity.” A primary goal of UCCCC is to stay proximate to our communities.

Description of efforts in the UCCCC to foster appreciation and understanding of neighboring communities:

- Collaboration with DuSable Museum (<https://www.dusablemuseum.org/>), which is one of the nation’s oldest independent African American Museums and is located within steps of the UCCCC. Several of the exhibits focus specifically on the legacy of influential Chicago artist, activists, and institution builders
- Collaboration with National Museum of Mexican Art (<https://nationalmuseumofmexicanart.org/>), which is one of the nation’s most prominent institutions focused on Mexican culture and is located nine miles from the UCCCC
- Visiting local neighborhoods, reading books about adjacent communities and by local authors, and speakers from local organizations
- Read books by local authors - examples include *The Southside: A Portrait of Chicago and American Segregation* by Natalie Y. Moore and *Three Girls from Bronzeville: A Uniquely American Memoir of Race, Fate, and Sisterhood* by Dawn Turner

Commitment: The impact of the UCCCC will be amplified by being proximate to the communities we work with and appreciating the significant assets of each of these communities. **FUNDING:** With these tenants in mind, once per year UCCCC will host a cancer-center wide viewing of the DuSable and National Mexican Museum exhibits. UCCCC will also sponsor speakers with content expertise in Chicago cultural history.

COMMUNITY

B. BUILDING BI-DIRECTIONAL PARTNERSHIPS WITH COMMUNITY MEMBERS

Reaching Local Talent

In the University of Chicago zip code, 77.5% of the population is Black. As a premier center in one of the Southside of Chicago’s largest employers, UCCCC is positioned to provide career opportunities for members in these local communities. Simultaneously, the UCCCC will benefit from these individuals’ knowledge and relationships in their communities.

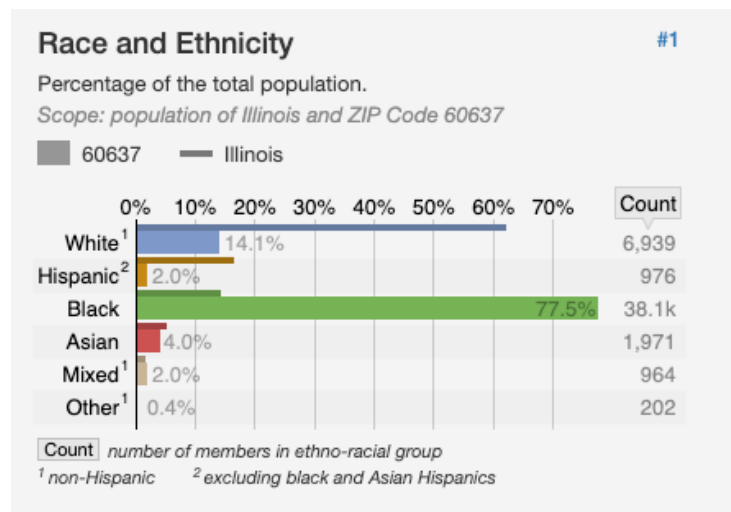


Figure 13. The Demographic Statistical Atlas of the United States - Zip Code 60637

Healthcare Institutions

- Chicago College of Osteopathic Medicine
- Midwestern University
- Rosalind Franklin
- Stritch School of Medicine
- Rush University

Private Universities

- DePaul
- Illinois Institute of Tech
- Roosevelt
- Saint Xavier
- Northwestern

City Colleges of Chicago

- Harold Washington
- Kennedy-King
- Malcom X
- Olive-Harvey

Social Science

- Alder University
- Erikson Institute

Public Universities

- Chicago State
- Northern Illinois
- Northeastern Illinois
- University of Illinois

National Labs

- Argonne
- Fermi

Figure 14. Higher Education Institutions in UCCCC Catchment Area

Institutions of Higher Education

There are 15 institutions of higher education in UCCCC’s catchment area, several with high enrollment of URM students. For example, 75% of Chicago State University students are African American. We will establish partnerships with several of the institutions in **Figure 14** to identify URM students to join UCCCC programs. A current example of an ongoing partnership that the UCCCC DEI Team will build upon between UCCCC and the University of Illinois-Chicago (UIC) example is the program ResarchStart.

Supporting Local, Minority, and Women-Owned Businesses

University of Chicago has a very active Office of Business Diversity (<https://businessdiversity.uchicago.edu/>). This office serves as a strong resource for the UCCCC to identify diverse business partners. UCCCC prioritized using these businesses.

Career Development for Community Partners

The UCCCC Community Outreach and Engagement (COE) team works with community volunteers, cancer survivors, cancer-focused organizations, especially newly formed and/or grassroots, and students from multiple Chicagoland institutions, with special attention to Minority Serving Organizations and longtime partner, Chicago State University. We support career development through the Community of Cancer Scholars (**PED Aim 3**) and the following avenues:

- Cancer education
- Community health Worker and Navigator cancer-focused training
- Cancer, research, and clinical trial expertise
- Community cancer surveillance training
- Technical assistance
- Mentorship
- Coaching
- Exposure to medical and biomedical careers and content experts
- Free educational opportunities
- Event planning and execution
- Leadership opportunities
- Financial support
- Community service hours/ graduation requirement completion
- Letters of recommendation
- Letters of support
- Inclusion on grants and other funding opportunities
- Conference support
- Presentation/facilitation assistance
- Seed grant program
- COE partners with Northwestern Lurie and UICancer within our overlapping catchment areas to further broaden Chicago's quest for cancer health equity by developing a strong inter-institutional alliance that expands our career development of community We also partner on work with middle and high school students to expose them to medical and biomedical research careers through career mentoring, campus lab tours, and paid programs

COMMUNITY

Increasing Capacity of Community Organizations

COE works with community-based organizations to build capacity via:

- a Community Advisory Board participatory
- Genuine supplement grant inclusion and participation such as the NCI Community Health Education Supplement, that provides education on colorectal cancer and FIT testing, Cervical cancer and HPV, as well as Clinical Trials basics
- Opportunities to culturally tailor educational modules
- Build personal cancer, research, and clinical trial knowledge
- Learn and practice session facilitation
- Work with research faculty and exposure to academic culture
- Develop culturally appropriate cancer education modules
- Develop scientific posters
- Coordinate and execute scientific events virtually and in-person
- Conference presentations
- Write scientific manuscripts
- COE also regularly hires community organization partners as contractors on short term projects
- Free monthly educational webinars about cancer and cancer research focused webinars
- Oncology Lifetime Learner Program that provides education and support for Community Health Workers and Community Patient Navigators

C. LEVERAGING THE LONGSTANDING PARTNERSHIPS THROUGH UNIVERSITY OF CHICAGO

Urban Health Initiative

The DEI Team collaborates with the COE Team who are working with the Urban Health Initiative (<https://www.uchicagomedicine.org/about-us/community/urban-health-initiative>) by ensuring full collaboration exists between the two entities within each of the four COE aims:

- COE Aim 1: Catchment area surveillance - COE works closely with Ernestina Perez, UHI Epidemiologist and Manager of Monitoring and Evaluation to ensure they have the most up to date catchment area data. Ernestina also sits on the COE Community Advisory Board and co-leads the AIM 1 Work group
- COE Aim 2: Work with/inform research/researchers - COE works closely with key UHI members such as Doriane Miller, MD, UHI Director of the Center for Community Health and Vitality. Dr. Miller serves on the COE Internal Advisory Committee and meets with COE bi-annually to assist with strategic plan activities that include informing research/researchers

- COE Aim 3: Education & Outreach - COE works closely with Ms. Walidah Tureaud, Manager of UHI Community Relations, and Susana Castillo, UHI Community Relations Coordinator to leverage resources to best serve community events as it pertains to cancer awareness, education, lifestyle, and access to care throughout the common counties. COE works closely with UHI medical students as well who help during community health fairs. COE provides cancer specific education and training to the UHI Community Health Workers. Additionally, Mary Kate Wagner, the Manager of the UHI Community Health Worker Programs, serves on the COE Community Advisory Board, as well as Co-Chairs the CAB Aim 3 Workgroup.
- COE Aim 4: Policy - UHI assists COE with “small p” policy initiatives, especially with their work in the South Suburbs in partnership with UChicago Ingalls. During the onset of the COVID-19 state lock downs, UHI collaboratively addressed food insecurity and access to PPE for our vulnerable immunocompromised cancer patients. PPE was extremely scarce in disparate communities during the early unfolding of the pandemic. DonElla Bradford, UHI Director of Community Affairs & Volunteer Services at Ingalls, is a frequent collaborator and serves on the Community Advisory Board’s Policy Committee.

Office of Civic Engagement

The COE Team is working with the Office of Civic Engagement (OCE) (<https://civicengagement.uchicago.edu/>) on cancer-focused community engagement. The COE team collaborates with the Office of Civic Engagement through their Community Programs and Initiatives, specifically the Buy Local, Hire Local, Live Local, and Partner Local strategies. COE uses local, minority-, and women-owned businesses for their events and much of their engagement and hiring. They also collaborate via their Community Health Outreach Groups, specifically incorporating Pritzker School of Medicine students to support community health fairs. COE provides monthly reports, including pictures and blurbs about community events for inclusion in the monthly OCE newsletter, as well as provide an updated menu of COE services to the OCE annually.

COMMUNITY

D. STRATEGIC PRIORITY AREAS FOR COMMUNITY-ENGAGED RESEARCH

The COE Office integrates the guiding principles of Community-Engaged Research (CEnR) as a foundational approach to their work; mutual respect, acknowledgement and validation of the lived experience, bi-directionality, equitable sharing of resources, including data, and information dissemination. COE’s governance model encourages and rewards authentic community engagement across the full spectrum of the cancer continuum.

Partnership Spotlight: DEI and COE		
<u>COE Team</u> Karen Kim Nita Lee Gina Curry	Joint Initiatives 2023-2024 <ul style="list-style-type: none"> Community of Cancer Scholars 	
<u>DEI Team</u> Iris Romero Camilla Frost-Brewer Wenora Johnson		

Figure 15. Partnership Spotlight between DEI and COE

E. COMMUNITY GOALS AND METRICS

Goal	Metric	Timeline
Host museum visits	Number of participants	Spring and Autumn
Sponsor talks from Chicago cultural history experts	Number of talks	Ongoing
Recruit members from local communities	Number of UCCCC members and staff who live in local communities	Ongoing
Use minority-, women-, and locally-owned vendors	Number of vendors used	Yearly
Increase partnerships with local institutions of higher education	Number of partnership events	Yearly
Increase capacity of community partners	Number of initiatives or events	Yearly

Table 4. Community Goals and Metrics

CLIMATE

Objective: Have every member of the UCCCC understand that they are valued, they belong as part of UCCCC, and as a group we commit to building safe spaces where everyone can be their authentic self.

A. BUILD INCLUSIVE SKILLS AND ENVIRONMENTS

To assure that as an organization the UCCCC has the knowledge base and skills to build inclusive environments, we will take advantage of the numerous resources for in-services available through the BSD's Office of Diversity & Inclusion's Inclusion Menu and the University of Chicago Provost's Office. The local environment plays a critical role in the overall climate and in a person's sense of belonging. For this reason, we will focus efforts at the level of the research labs. We will ask each research lab associated with the UCCCC to hold at least 2 sessions focused on diversity and inclusion throughout the year. The UCCCC Administrative Unit will also hold at least 2 sessions per year for staff. Sessions can be selected from the list below or other resources identified by the research group:

- BSD Inclusion Menu Options
(<https://voices.uchicago.edu/bsddiversity/initiatives/inclusionmenu/>)
Facilitating conversations on Implicit Bias, LGBTQ Safe Space, Examining Privilege, Gender Identity & Expression, and, microaggressions
- Provost's Office Faculty Search Training
(<https://diversityandinclusion.uchicago.edu/resources/faculty-search/>)

One of the core tenets of building an inclusive environment is understanding our innate individual tendencies to use implicit bias in our daily lives and the cumulative impact of this in our local environments and on science. Therefore, we will ask everyone associated with the UCCCC to complete an online implicit bias in-service (**PED Aim 1**):

- <https://voices.uchicago.edu/bsddiversity/digital-learning-modules/>

B. CREATE A WELCOMING CLIMATE

We will create a structured on-boarding plan for all new UCCCC faculty members and staff. The faculty development program leader (S. Cohn) has ensured mentorship teams for every junior faculty that meet every 6 months for 2 years. We will also ensure this occurs for every new member. In large meetings, we will actively practice the take space/make space approach asking individuals who speak less often to provide their opinion and reminding those more generous with their opinions to listen more. To support a center-wide welcoming and collegial climate, the DEI Team will host several affinity/cultural celebrations as initiated by members of the UCCCC (e.g. Juneteenth, Diwali, Chinese New Year, etc.).

CLIMATE

As part of our communications strategy, the DEI Team will send out quarterly newsletters to the entire center announcing events and activities related to DEI. These may include links to diversity themed webinars hosted by various Biological Sciences Division groups, spotlighted visiting professor lectures, or general review of DEI topics. Submissions for topics and announcements will be solicited from UCCCC members.

C. UNDERSTAND OUR CURRENT CLIMATE

To continually move in the direction of a more welcoming climate in UCCCC, the DEI Team will conduct a climate survey and needs assessment of all individuals affiliated with the UCCCC (trainees, faculty, and staff) **(PED Aim 1)**. The survey will include questions aimed at understanding who the people are within UCCCC, how they identify, and what their everyday experiences are in their respective units. The survey is meant to get a better understanding of the current climate, areas that could be improved upon, and solicit suggestions from respondents on how to create a more inclusive environment in UCCCC. The results of this survey will inform future DEI initiatives. The surveys will be conducted annually. Surveys completed: April 2023.

D. PRACTICE CULTURAL HUMILITY

Cultural humility involves an ongoing process of self-exploration and self-critique combined with a willingness to learn from others. This approach is founded in learning about and from others. To continue on the journey of cultural humility, UCCCC will host a yearly center-wide One Book Read. The one book read will focus on texts that expand the group's knowledge of individuals from other lived realities, geographical locations, and/or common lived life experiences.

The inaugural read for Winter 2023 is, *Between the World and Me*, by Ta-Nehisi Coates.

E. CLIMATE GOALS AND METRICS

Goal	Metric	Timeline
UCCCC-wide One Book Read	Number of participants	Winter 2023
DEI-focused sessions	Number of labs completing 1 or 2 sessions	By Spring 2024
Implicit bias in-service	% of UCCCC completing	By Spring 2023
Climate survey and needs assessment	Various	By Spring 2023
DEI newsletter	Number of opens and clicks	Quarterly
DEI infrastructure in each research group	<ul style="list-style-type: none"> Number of groups with written DEI plans Scores on bi-yearly DEI scorecards 	Ongoing

Table 5. Climate Goals and Metrics

UCCCC DEI STRATEGIC PLAN PROCESSES

Task	Date	Notes
Plan drafted by AD for DEI	7/18/2022	
Plan edited by Deputy Director	7/31/2022	
Plan edited by Director	12/2022	
Approved by UCCCC DEI Steering Committee	4/6/2023	
Approved by Executive Committee	4/15/2023	
Presented to Dean for BSD	8/1/2023	
Sent to all members of UCCCC	8/10/2023	

Table 6. UCCCC DEI Strategic Plan Processes

APPENDIX A: LEVERAGING INSTITUTIONAL DEI RESOURCES

University-Level Resources	Provost Postdoctoral Scholars Program	UCCCC has hired 2 faculty through this mechanism	https://provostpostdoc.uchicago.edu/
	Faculty Search Training	All UCCCC-affiliated searches will undergo best practices in faculty searches training through this program	https://diversityandinclusion.uchicago.edu/get-involved/training/
	Inclusive Pedagogy	All UCCCC instructors will be asked to complete training in the practices of inclusive pedagogy	https://diversityandinclusion.uchicago.edu/get-involved/inclusive-pedagogy/
	Neubauer Family Assistant Professors Program	UCCCC will use this funding source and faculty development program for new tenure-track assistant professors	https://neubauerassistantprofessors.uchicago.edu/
	Office of Civic Engagement	UCCCC collaborates with this office to establish community partners on the Southside of Chicago	https://civicengagement.uchicago.edu/
	Center for the Study of Race, Politics, and Culture	UCCCC investigators are members of this interdisciplinary program dedicated to promoting scholarship around the topic of race	https://csrpc.uchicago.edu/
Division-Level Resources	Diversity, Equity, and Inclusion Grants	UCCCC members utilize this funding mechanism to advance DEI in the BSD and UCCCC	https://voices.uchicago.edu/bsddiversity/grant-page/
	The Inclusion Menu	Each UCCCC research labs host in-services provided to local units on topics related to diversity, equity, and inclusion	https://voices.uchicago.edu/bsddiversity/initiatives/inclusionmenu/
	Pathway Programs	UCCCC recruits URM trainees through centralized resource for all pathway programs in the Biological Sciences Division	https://voices.uchicago.edu/bsddiversity/about/pipelinedatabase/
	Rising Stars Symposium	Future UCCCC faculty recruits present at a symposium showcasing leading postdoc scholars in the biological sciences who are from underrepresented backgrounds	
	Tenure-track assistant professor search	New UCCCC faculty are recruited through the division level tenure track assistant professor search	

APPENDIX A: LEVERAGING INSTITUTIONAL DEI RESOURCES

	BSD Diversity Committee	UCCCC is actively involved in this committee dedicated to enhancing diversity in UChicago Biological Sciences	https://biosciences.uchicago.edu/diversity/bdc
Pritzker School of Medicine	Underrepresented in medicine visiting clerkship program	To increase diversity in cancer physicians, UCCCC clinical services sponsor fourth year medical students who are underrepresented in medicine to complete visiting clerkships at University of Chicago	https://pritzker.uchicago.edu/academics/underrepresented-visiting-students
	Summer Research Program	To encourage diverse medical students to consider careers in cancer, UCCCC participates in the 11-week medical research opportunity for first-year medical students	https://pritzker.uchicago.edu/scholarly-opportunities/summer-research-program
	Health Equity, Diversity, and Inclusion Office	UCCCC partners with this office to increase the number of URM medical students interested in careers in cancer	https://pritzker.uchicago.edu/student-life/health-equity-diversity-and-inclusion
Graduate Programs in Biological Sciences	Committee on Cancer Biology	UCCCC partners closely with this group to support URM PhD students studying cancer biology	https://cancerbio.uchicago.edu/

APPENDIX B: NIH DEFINITION

NOT-OD-20-031: Notice of NIH's Interest in Diversity

1. Individuals from racial and ethnic groups that have been shown by the National Science Foundation to be underrepresented in health-related sciences on a national basis including:
 - a. Blacks or African Americans
 - b. Hispanics or Latinos
 - c. American Indians
 - d. Alaska Natives
 - e. Native Hawaiians and other Pacific Islanders
2. Individuals with disabilities, who are defined as those with a physical or mental impairment that substantially limits one or more major life activities, as described in the Americans with Disabilities Act of 1990, as amended.
3. Individuals from disadvantaged backgrounds, defined as those who meet two or more of the following criteria:
 - a. Were or currently are homeless, as defined by the McKinney-Vento Homeless Assistance Act (Definition: <https://nche.ed.gov/mckinney-vento/>);
 - b. Were or currently are in the foster care system, as defined by the Administration for Children and Families (Definition: <https://www.acf.hhs.gov/cb/focus-areas/foster-care>);
 - c. Were eligible for the Federal Free and Reduced Lunch Program for two or more years (Definition: <https://www.fns.usda.gov/school-meals/income-eligibility-guidelines>);
 - d. Have/had no parents or legal guardians who completed a bachelor's degree (see <https://nces.ed.gov/pubs2018/2018009.pdf>);
 - e. Were or currently are eligible for Federal Pell grants (Definition: <https://www2.ed.gov/programs/fpg/eligibility.html>);
 - f. Received support from the Special Supplemental Nutrition Program for Women, Infants and Children (WIC) as a parent or child (Definition: <https://www.fns.usda.gov/wic/wic-eligibility-requirements>).
 - g. Grew up in one of the following areas: a) a U.S. rural area, as designated by the Health Resources and Services Administration (HRSA) Rural Health Grants Eligibility Analyzer (<https://data.hrsa.gov/tools/rural-health>), or b) a Centers for Medicare and Medicaid Services-designated Low-Income and Health Professional Shortage Areas (qualifying zipcodes are included in the file). Only one of the two possibilities in #7 can be used as a

2023-2028 DEI Strategic Plan



AT THE FOREFRONT

UChicago **Medicine**

Comprehensive Cancer Center