

# Plan to Enhance Diversity

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URSULA WORSHAM, EDD

**EAB 2025**  
MARCH 14, 2025



# Objective & Specific Aims



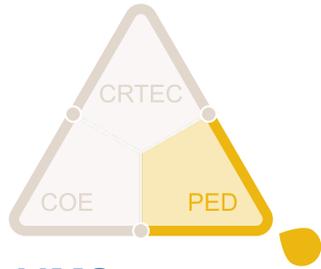
## OBJECTIVE

Take concrete and measurable steps to ensure that CFCCC reflects the diversity of the catchment area population and the nation

## AIMS

- 1 Increase Participation**
  - Develop and implement programs to **increase participation** of women and individuals from historically marginalized groups
  - **Use special opportunities** within our catchment area to increase participation
  - **Leverage institutional commitment and infrastructure**
- 2 Provide Support**
  - **Support research career-enhancing opportunities** for early- and mid-career researchers
  - **Establish infrastructure and utilize institutional resources** to expand the pathway of members from diverse backgrounds through **training and mentoring opportunities**
- 3 Inclusive Excellence**
  - **Establish criteria and process for monitoring and evaluating progress** of diversity and inclusion efforts

# Objective & Specific Aims (Proposed for 2026 Renewal)



## OBJECTIVE

Advance inclusive excellence across the CFCCC to achieve a research workforce, membership and leadership that reflect the diversity of local catchment area communities and the nation

## AIMS

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- 1 Continuous Improvement Infrastructure**  
 Establish an infrastructure that prioritizes and sustains EDI principles throughout the CFCCC
- 2 Recruitment, Hiring & Retention Strategies**  
 Advance strategies to promote recruitment, hiring and retention of historically underrepresented populations in cancer research
- 3 Leadership Transformation**  
 Transform CFCCC leadership through pathway development programs, initiatives and partnerships

# Leadership



**Ursula Worsham, EdD** **Appointed July 2024**  
Associate Director, Equity, Diversity & Inclusion (EDI)

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## EXPERTISE

- Diversity and health equity initiatives
- Education and curriculum design
- Innovative learning modalities
- Support systems for diverse learners
- Education leadership and administration
- Program evaluation and assessment

## ROLES

- Oversee the successful execution of PED goals and strategies
- Collaborate with institutional leadership and partners
- Chair, PED/EDI Steering Committee
- Work collaboratively with CFCCC Senior Leadership team, meet regularly with COE and CRTEC leaders to engage in dialogue about initiatives, programs, and PED alignment
- Engage with other NCI-designated cancer centers and colleagues through the DEI Network/DEI Summit, West Coast Alliance to Promote DEI (WeCAPD), and participation in local, regional, and national conferences

## LEADERSHIP RESPONSIBILITY

- Assistant Dean for Diversity, Equity & Inclusion, School of Medicine
- Chief Diversity Officer, School of Medicine
- Co-PI for the UC PRIME Pre-Health Pathways at UC Irvine
- Member, UC Irvine Police Accountability Board (3-year term)
- Co-Chair for the systemwide UC Health Sciences DEI Collaborative

# Response to EAB Review

2021 NIH Merit Rating  
**NOT INCLUDED IN SUBMISSION**

**STRENGTHS** (2021 NIH Summary Statement)  
**NOT INCLUDED IN SUBMISSION**

## CRITIQUE

## RESPONSE

**Leadership & Resources:** recruit an AD of EDI, with sufficient FTE allocation and infrastructure support

- AD for EDI and PED appointed July 2024 at 40% effort

**Integration & Coordination:** Define and clarify integration between PED, COE and CRTEC ensuring distinct roles and coordination with UCI-wide efforts (specific examples of outcomes)

- Working groups (Professional Development; Climate & Culture) established to assess opportunities, leverage programs, build bridges and initiate activities. Monthly meetings. Report to EDI Steering Committee at biannual meeting. Progress monitored by PED leadership and AD council

**Programs & Initiatives:** Develop targeted programs to diversity CFCCC leadership and membership

- Launched LEAD program and appointed Inaugural Deputy ADs and Assistant Program Leaders
- Launched the 'BEE Scene' campaign (Belonging, Equity and Empowerment)
- EDI Lunch Series

**LEAD:** Enhance program with a structured curriculum and defined roles for participants within CFCCC

- Cultural humility and additional research topics with CRTEC

**Metrics & Evaluation:** Establish clear metrics to monitor and evaluate progress in DEI initiatives; Use national benchmarks to contextualize Pulse Survey

- Agreement and process established for quarterly demographics reporting from OEOD
- Dashboards created for tracking demographics with comparison to OC, CA and US
- Initial metrics established, expanding metrics to include recruitment, hiring and retention data

**Representation & EAB Composition:** Diversify the External Advisory Board to include representation of Latino/Hispanic and other URM groups

- Added new EAB Members - Christopher Flowers, MD; Amelie Ramirez, DrPH, MPH (2026)

**Workforce Development:** Create mechanisms to increase diversity in hiring, trainee development and faculty advancement

- Equity Advisors, UCISOM Inclusive Excellence Hiring Incentive
- Collaboration with Office of BEE for EDIB professional development workshops

# Team & Infrastructure



**\$550k Annual Investment**  
Budgeted

# PED Steering Committee



**Ursula Worsham, EdD**  
Chair, Associate Director  
Equity, Diversity & Inclusion

## CFCCC



**Claudia Benavente, PhD**  
Deputy Associate Director  
CRTEC, CFCCC



**Karen Edwards, PhD**  
CFCCC Special Advisor  
Pop Science & Cancer Control



**Sunmin Lee, ScD, MPH**  
Program Co-Leader  
Cancer Control, CFCCC



**Edward L. Nelson, MD**  
Associate Director  
CRTEC, CFCCC



**Sora Tanjasiri, DrPH, MPH**  
Associate Director  
CE & Cancer Health Equity, CFCCC

## UCI



**Dyonne Bergeron, PhD**  
Interim Vice Chancellor  
Equity, Diversity & Inclusion



**Sharon Block, PhD**  
Associate Vice Chancellor  
Equity, Diversity & Inclusion



**Angela Jenks, PhD**  
Associate Vice Chancellor  
Equity, Diversity & Inclusion

## COHS



**Xavier Hernandez, PhD**  
Diversity Education Officer  
School of Medicine, BEE



**Mahtab Jafari, PharmD**  
Professor & DEI Officer  
School of Pharmacy



**Juliet McMullin, PhD**  
Professor  
Family Medicine



**Jung-Ah Lee, PhD**  
Associate Dean, DEIB  
School of Nursing  
Pending Confirmation

## PROG



**Carrol Major, MD**  
Co-Director  
PRIME LEAD ABC



**Candance Taylor Lucas, MD**  
Co-Director  
PRIME LEAD ABC



**TBN**  
Director  
PRIME LC

**50% URM | 87% women**

### FREQUENCY

Meets biannually

### FUNCTION

Set goals, review activities, monitor progress and address challenges

### AUTHORITY

Oversight and advisory

# PED Steering Committee



**Ursula Worsham, EdD**  
Chair, Associate Director  
Equity, Diversity & Inclusion

## Professional Development & Education WG

### CFCCC



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### FREQUENCY

Meets quarterly

### FUNCTION

Set goals, review activities, monitor progress and address challenges

### AUTHORITY

Advisory

# PED Steering Committee



**Ursula Worsham, EdD**  
Chair, Associate Director  
Equity, Diversity & Inclusion

## Climate & Culture WG

### CFCCC



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Deputy Associate Director  
CRTEC, CFCCC



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CFCCC Special Advisor  
Pop Science & Cancer Control



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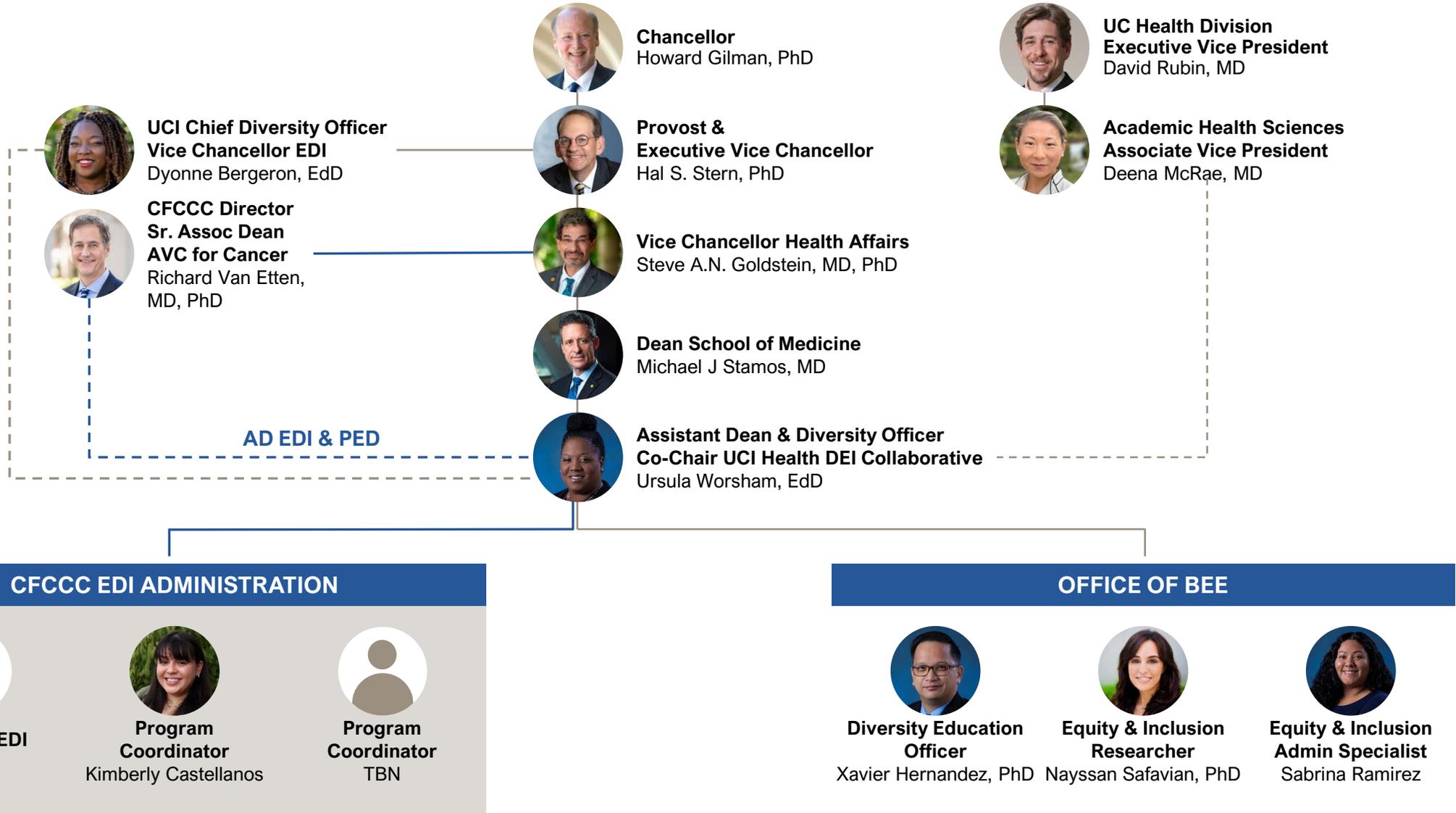
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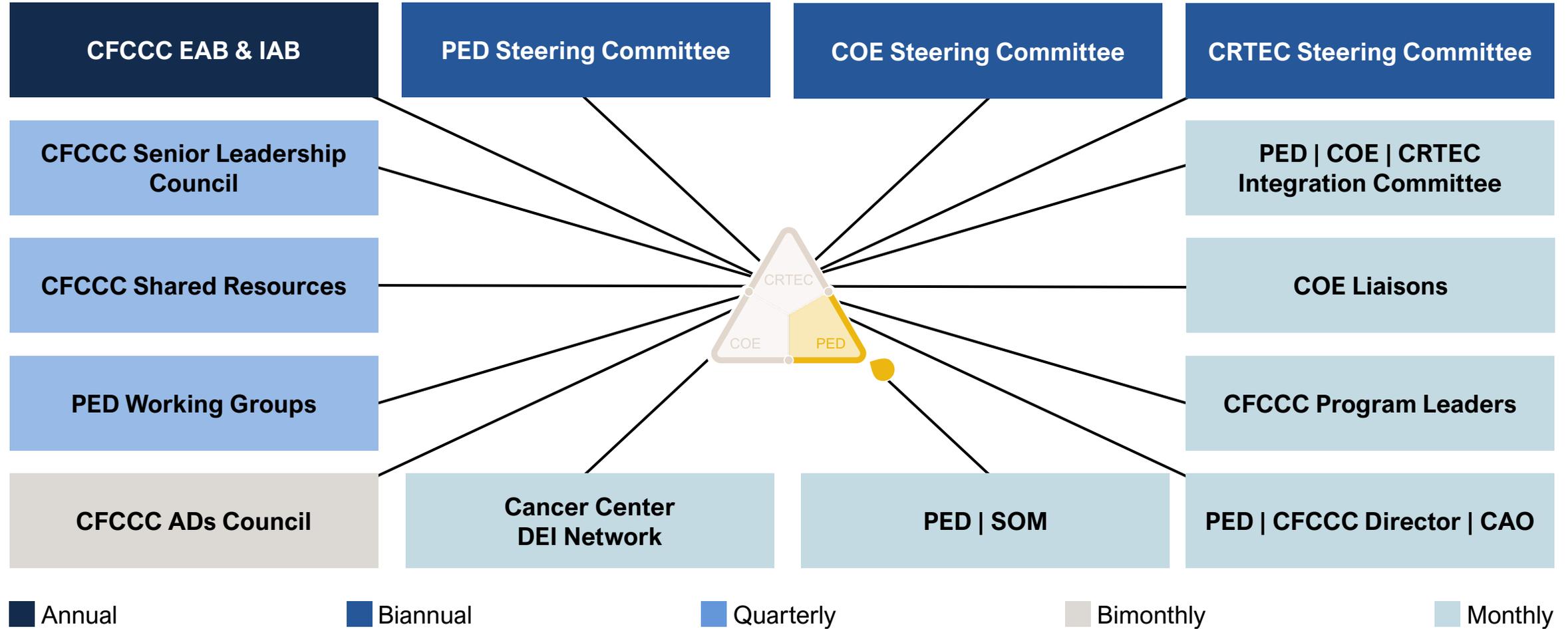
Advisory

# Institutional EDI Infrastructure



# Advancing PED Objectives Through Collaboration

## Organizational Meetings



# Recruitment, Hiring & Retention Strategies

## RECRUITMENT



**Beyond Cancer Spotlight:** amplify the diverse voices and stories of the CFCCC community to mitigate preconceptions of what leadership looks like

**Beyond Cancer Speaker Series:** connect diverse participants to the lived experiences and scientific endeavors of esteemed cancer researchers

**UCI-HBCU Summer Research & Clinical Fellowship:** pathway program providing hands-on research and clinical experiences to HBCU students

## HIRING



**Equity Advisors:** Leveraging institutional inclusive hiring initiatives and support with UCI School of Medicine Equity Advisors

**EDI training and consult** on inclusive hiring initiatives, recruitment and selection practices for search committees

**EDI Data Dashboard:** collaborative partnership with UCI Office of Equal Opportunity and Diversity for data needs for ongoing assessment

## RETENTION



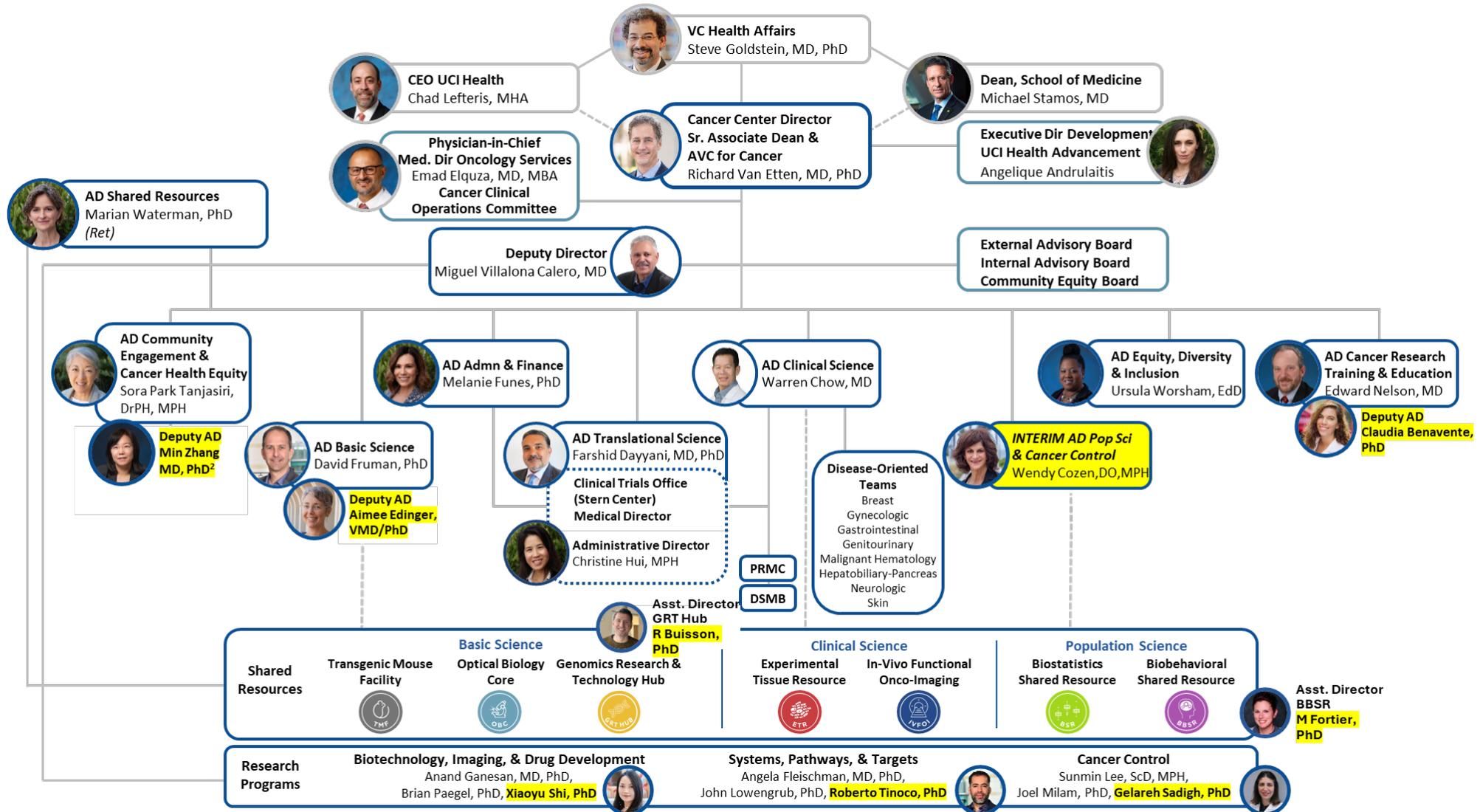
**LEAD “Leadership Enhancement And Development program:** Expand CFCCC leadership opportunities, active succession planning and mentorship

**Annual Scientific Retreat:** Cultural Awareness & Humility in Research presented to CFCCC faculty, trainees, and staff

**CHAMPIONS:** Empower mentors with the tools to excel in their role, Provide advanced training and support to help them refine their mentoring techniques and develop cultural humility

# Leadership Enhancement And Development (LEAD)

## Program Overview & Participants



# **Leadership Enhancement And Development (LEAD)**

## Program Curriculum - In Development

### **CCSG 101**

- Understanding the structure and impact of matrix cancer centers and NCI Comprehensive designation
- The role of metrics and tracking
- Essentials of annual reporting and the CCSG renewal process
- Key challenges and best practices in cancer center leadership

### **Time Management & Balancing Competing Priorities**

- Conducting a time audit to identify key commitments and optimize workload
- Aligning personal, institutional, and career priorities for strategic focus
- Protecting dedicated time for research, clinical care, and leadership responsibilities
- Managing the “invisible” administrative work effectively

### **Inclusive Leadership**

- Core principles of equity, diversity, and inclusion in leadership
- Cultivating cultural humility for effective team and community engagement
- Building allyship and a commitment to anti-racism in cancer center leadership
- Fostering innovation through psychological safety and inclusive collaboration

# BEE Scene Campaign

Breaking down stereotypes and biases and reshaping preconceptions around what leadership looks like

## Beyond Cancer Speakers Series

- Quarterly lunch discussion about the featured speaker's lived experiences and scientific endeavors
- 3 events in 2024
- Combined attendance: **67**

## Beyond Cancer Spotlights

- Bi-monthly spotlights on the website and bulletin newsletter in tandem with an observed heritage or cancer awareness month.
- **22** spotlights in 2024



## Spotlights



Ursula Worsham, EdD, the Diversity Officer and Assistant Dean of Diversity, Equity and Inclusion at the UCI School of Medicine shares more about her story.

[READ MORE](#)



Kimberly Castellanos, Program Coordinator in Training & Education and Research Administration at the Chao Family Comprehensive Cancer Center, shares more about her story.

[READ MORE](#)



Jasmine Ramires Olmos BSN, RN, Oncology Nurse Navigator for Dr. Shirin Attarian, shares more about her story.

[READ MORE](#)



Heike Thiel de Bocanegra, PhD, MPH, Adjunct Professor, Obstetrics & Gynecology at the School of Medicine shares more about her story.

[READ MORE](#)



Krystina Jarema, Manager, Administrative Programs on the CFCCC Research Administration team, shares more about her story.

[READ MORE](#)



Francesco Marangoni, PhD, Assistant Professor of Physiology & Biophysics in the School of Medicine, shares more about his story.

[READ MORE](#)

# Allocating Resources to Support Early- and Mid-Career Researchers

## Pilot Funding Program

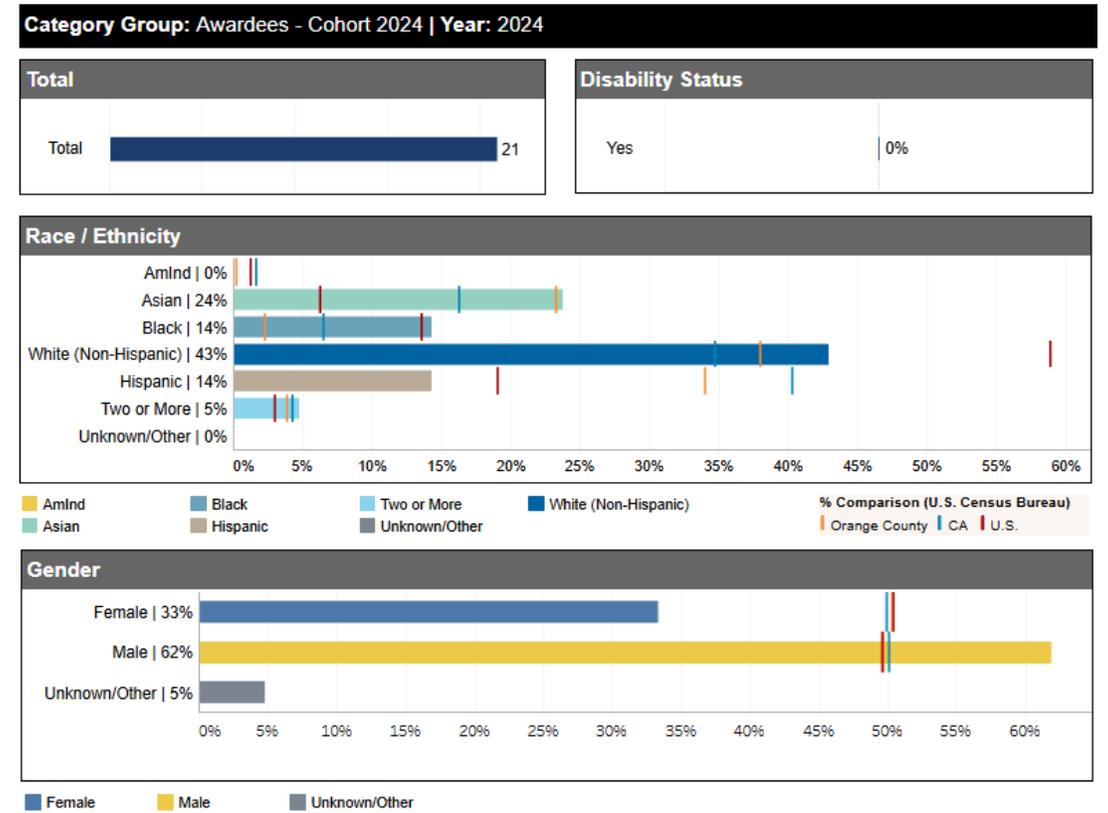
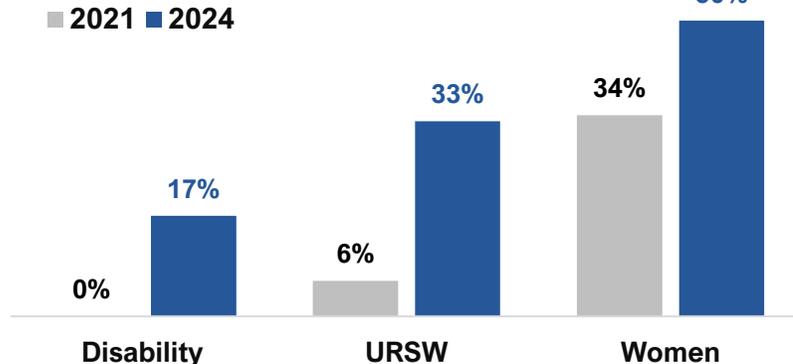
### Pilot Funding Opportunities

- Early-Stage Investigator Award (\$20,000)
- Re-entry After Dependent Care Award (\$40,000)
- Equity, Diversity and Inclusion Improvement Award (\$40,000)

### Awards Issued

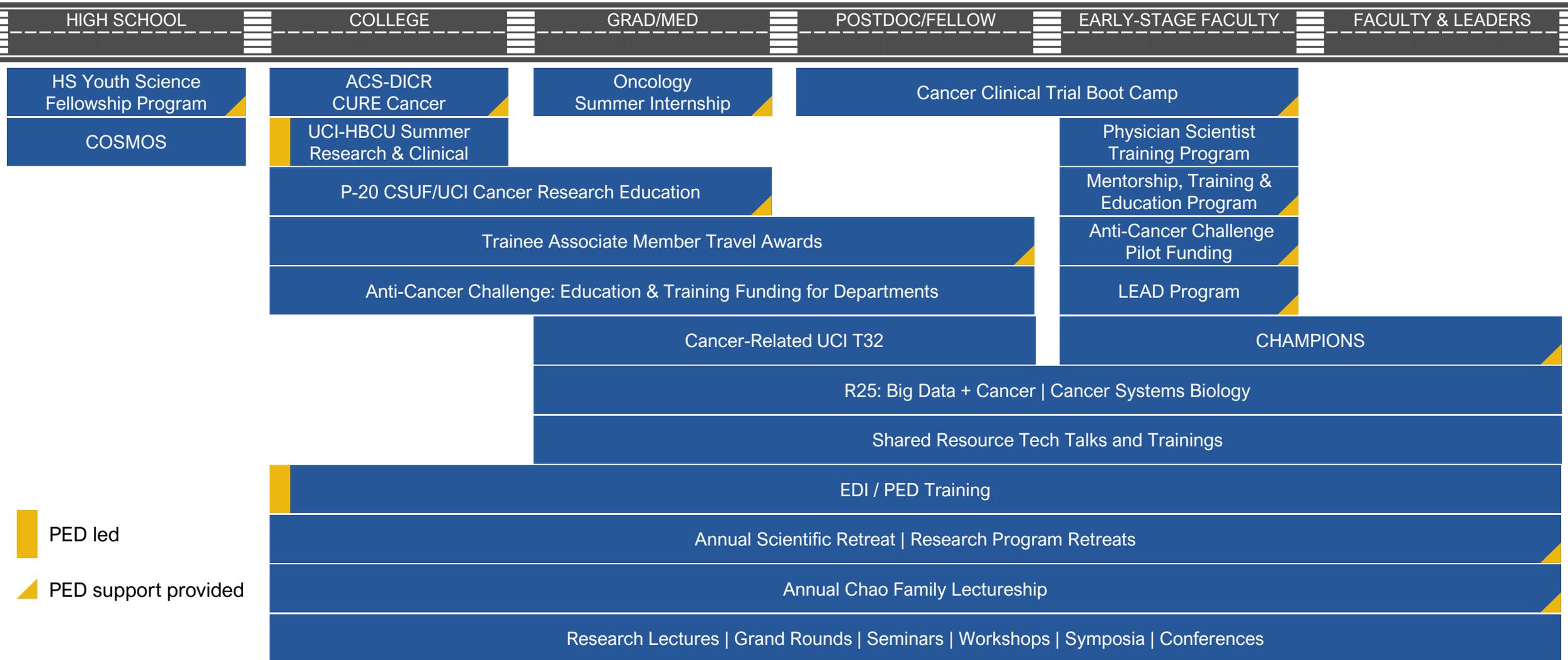
- PIs: 8% early-career | 39% women
- PIs + Co-PIs
  - 54% early-career
  - 50% women
  - 33% Black + Latino/Hispanic
  - 17% “Yes” Disability status self-reported

### CFCCC Pilot Awardees



# Leveraging Existing CRTEC Programs

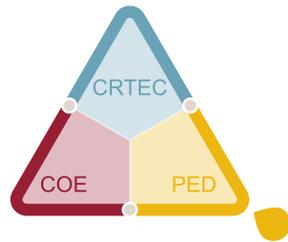
## Training and Mentorship



PED led  
 PED support provided

## Leveraging Intersection between COE, CRTEC, and PED

Collective Mission, Communication, and Activities

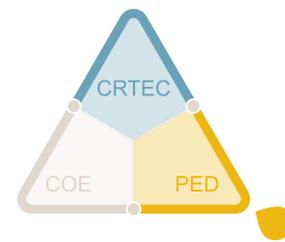


### **Beyond Cancer Speaker Series:**

connect diverse participants to the lived experiences and scientific endeavors of esteemed cancer researchers

**Beyond Cancer Spotlight:** amplify the diverse voices and stories of the CFCCC community to mitigate preconceptions of what leadership looks like

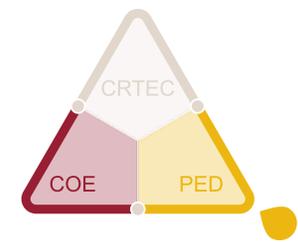
**EDI Steering Committee:** catchment area stakeholders; ADs for COE/CRTEC/PED and UCI College of Health Sciences, School of Medicine and diversity leaders



**EDI Lunch Series:** EDI fundamentals and a framework to understand microaggressions and implicit biases for CFCCC members, campus/community

**Annual Scientific Retreat:** Cultural Awareness & Humility in Research presented to CFCCC faculty, trainees, and staff

**UCI-HBCU Summer Research & Clinical Fellowship:** pathway program providing hands-on research and clinical experiences to HBCU students



Participation in **joint meetings** to collaborate, identify and enhance the intersections of COE and PED efforts within CFCCC

## New Training & Mentorship Programs

Developed in 2024

### EDI 2-part Lunch Series

- **EDI Fundamentals** led by Ursula Worsham, EdD and Xavier Hernandez, PhD
  - Defining EDI, distinguishing cultural competency from humility, exploring identities, and applying EDI principles in practice
  - Attendance: **63**
- **READ what is SAID** led by Xavier Hernandez, PhD
  - Articulating the symptoms and causes of microaggressions
  - Attendance: **29**

### “Cultural Awareness & Humility in Research” at Scientific Retreat

- Explores the importance of diverse perspectives in research, emphasizing cultural awareness, humility, inclusive language,
- Attendance: **300+** members, trainees & staff

### CHAMPIONS Program – *Launching May 2025*

(Cultivating Humility And Mentorship Practices with Inclusive Opportunities and Networking Strategies)

- Empowers faculty to build skills for effective, culturally responsive mentoring relationships that benefit both mentors and trainees



## Subset of Proposed Metrics to Monitor & Evaluate PED Progress

### AIMS

1

#### Increase Participation

- # women and individuals URiM in leadership
- Compositional diversity of leadership (1yr, 3yr, 5yr)
- % increase in faculty applicants from groups URiM hired (5 yr)
- Increase in measures of inclusion and belonging from faculty survey

2

#### Provide Support

- Compositional diversity of awardees and trainees (1yr, 3yr, 5yr)
- Faculty retention rates of women and individuals from groups URiM
- # of participants served in each program
- # of graduates at each level that identify cancer focus at next

3

#### Inclusive Excellence

- Accuracy and timeliness of data collection processes (e.g., surveys)
- Efficiency of data management systems used for tracking metrics
- Benchmarking and comparison
- Faculty recruitment data of women and individuals from groups URiM across hiring process continuum

# Monitoring & Evaluating Progress

## Data Collection

- OEOD (Office of Equal Opportunity & Diversity) demographic data provided de-identified and in aggregate (quarterly)
- Engagement and climate surveys (annual, biannual)

### We want to hear from you!

10 questions. 3 minutes. Be Heard.

Take the Survey

The 10 question, 3-minute pilot pulse survey asks about your experiences and perceptions of diversity, inclusion, and belonging at CFCCC and will help us evaluate the survey instrument and best way to reach all members of our community.

Your responses will guide CFCCC's priorities, practices, and policies as well as establish a baseline to measure and track progress as we work toward inclusive excellence. This 3-minute pulse survey is an important first step toward understanding more about diversity, inclusion, and belonging at CFCCC to help us pave a path forward.

**Your responses are completely anonymous.** At no time will your name, or identifying information ever be connected to your responses, and only CFCCC-wide aggregate data will be reported.

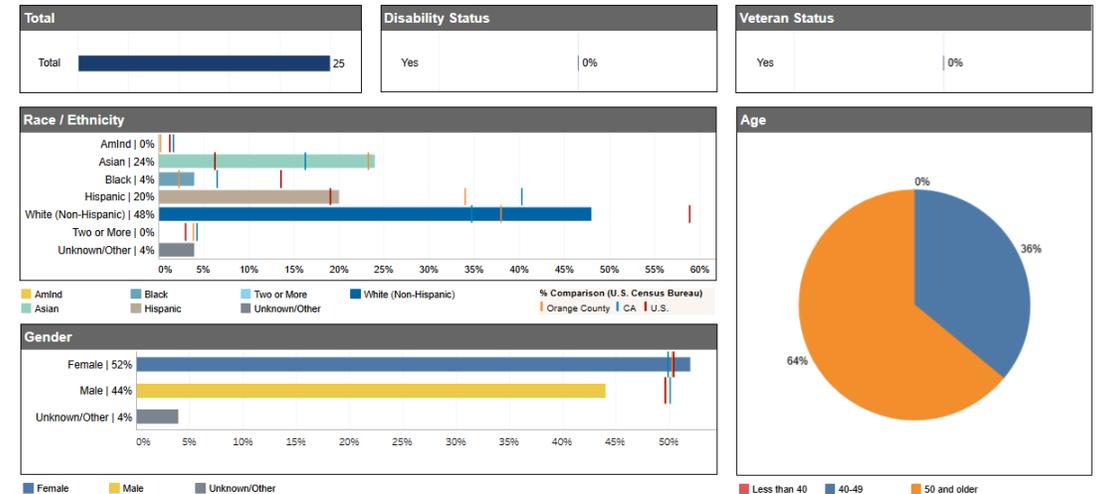
If you have any questions about the survey, please contact us at [CFCCCpulsesurvey@hs.uci.edu](mailto:CFCCCpulsesurvey@hs.uci.edu).

We invite you to **take the survey and make your voice heard.**

## Monitoring

- Demographics dashboards (leadership, membership, trainees, awardees, staff, committees, etc.)
- Annual review with EAB and IAB
- Biannual review with PED Steering Committee
- Quarterly review with PED Working Groups and at Associate Directors Council meetings

Category Group: CFCCC Leaders - All - No SRs | Year: 2024



# Future Plans (Proposed for Renewal 2026)

## AIMS

### 1

#### Infrastructure

- Define EDI metrics on the participation of women and minoritized groups in CFCCC programs, leadership, and research
- Expand data analytics and stakeholder surveys to identify barriers and progress in EDI efforts to inform improvement
- Launch annual EDI Climate Survey to assess satisfaction, identify challenges and track EDI efforts within the CFCCC
- Host focus groups with diverse CFCCC members to advise on programs, policies, and EDI initiatives

### 2

#### Recruitment, Hiring & Retention

- Explore collaborations with minority-serving institutions (e.g., HBCUs, HSIs, AANAPISIs) to recruit diverse members
- Launch formal mentorship program to match diverse early- and mid-career investigators with senior CFCCC leaders
- Host career development workshops on leadership skills, research funding, grant writing, and career advancement
- Enhance programming aimed at fostering inclusivity and belonging for all members, trainees, and staff

### 3

#### Leadership Transformation

- Expand (LEAD) leadership development and mentorship to underrepresented in research and clinical care settings
- Develop a structured pathway program to identify and support early career researchers from minoritized groups
- Host annual workshops and speaker series on career advancement, leadership in cancer research and EDI
- Implement review process to assess the effectiveness of recruitment, retention and promotion efforts in CFCCC

# Questions?

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