

Plan to Enhance Diversity

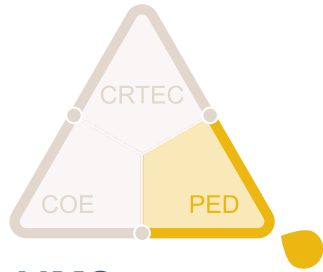
URSULA WORSHAM, EDD

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

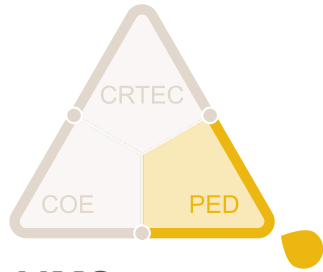
- **Support research career-enhancing opportunities** for early- and mid-career researchers
- **Establish infrastructure and utilize institutional resources** to expand the pathway of members from diverse backgrounds through **training and mentoring opportunities**

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

- 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)

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

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

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

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

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

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

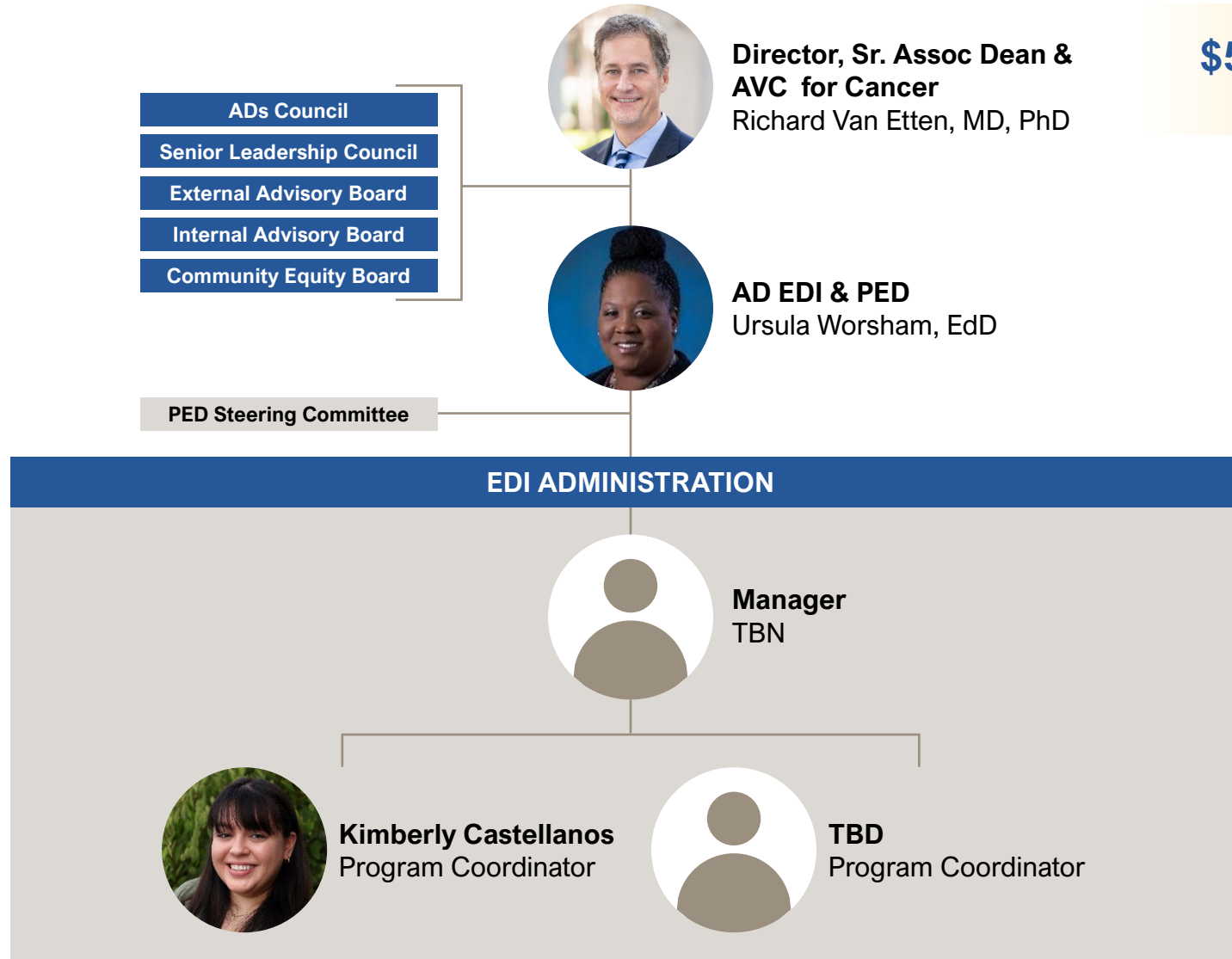
Representation & EAB Composition: Diversify the External Advisory Board to include representation of Latino/Hispanic and other URM groups

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

RESPONSE

- AD for EDI and PED appointed July 2024 at 40% effort
- 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
- Launched LEAD program and appointed Inaugural Deputy ADs and Assistant Program Leaders
- Launched the 'BEE Scene' campaign (Belonging, Equity and Empowerment)
- EDI Lunch Series
- Cultural humility and additional research topics with CRTEC
- 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
- Added new EAB Members - Christopher Flowers, MD; Amelie Ramirez, DrPH, MPH (2026)
- 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



Claudia Benavente, PhD
Deputy Associate Director
CRTEC, CFCCC



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



Sunmin Lee, ScD, MPH
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Candance Taylor Lucas, MD
Co-Director
PRIME LEAD ABC



TBN
Director
PRIME-LC

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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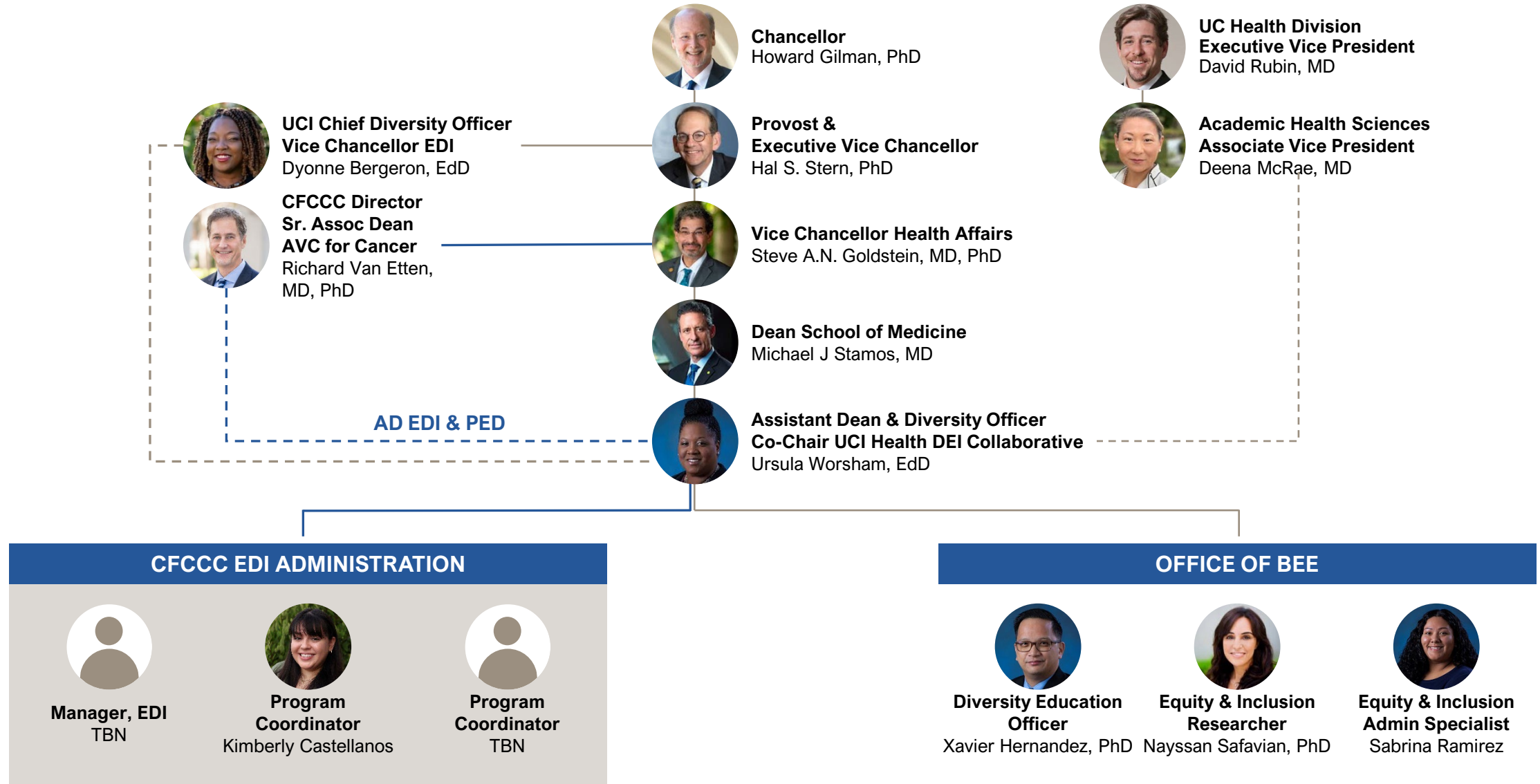
FUNCTION

Set goals, review activities, monitor progress and address challenges

AUTHORITY

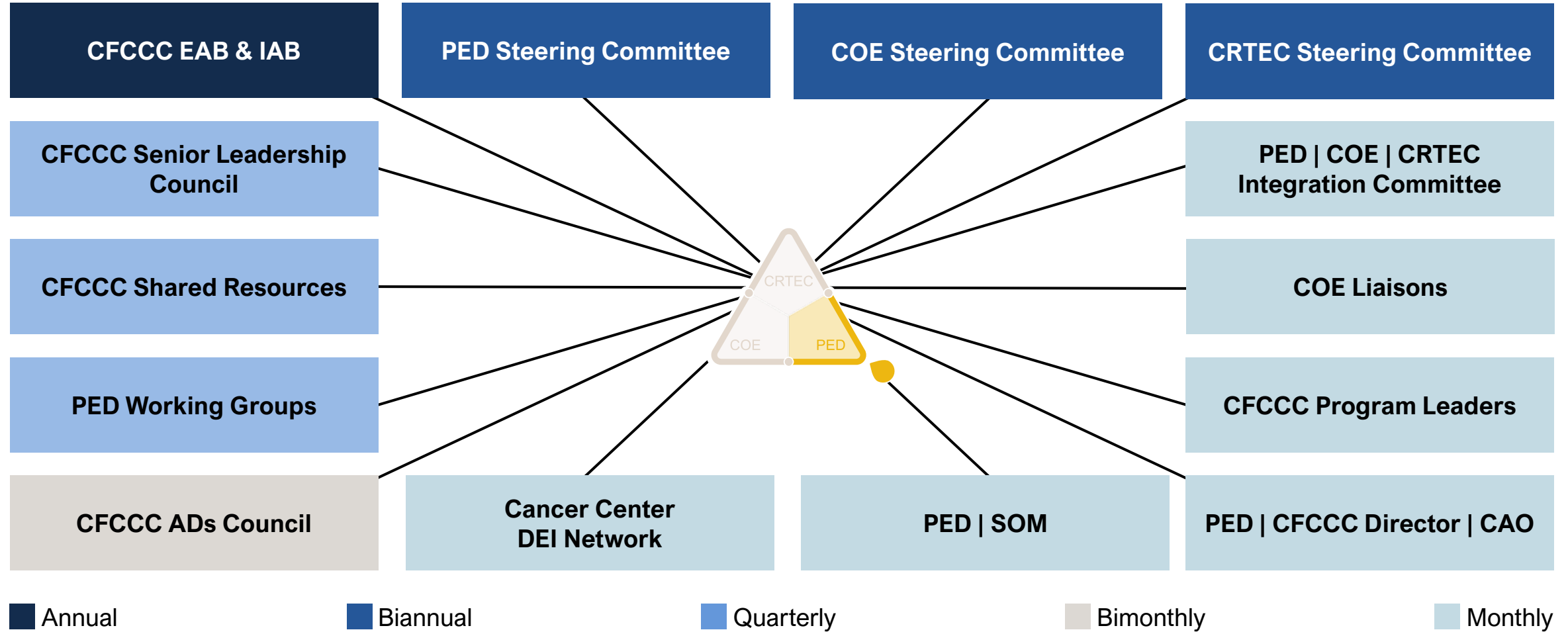
Advisory

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



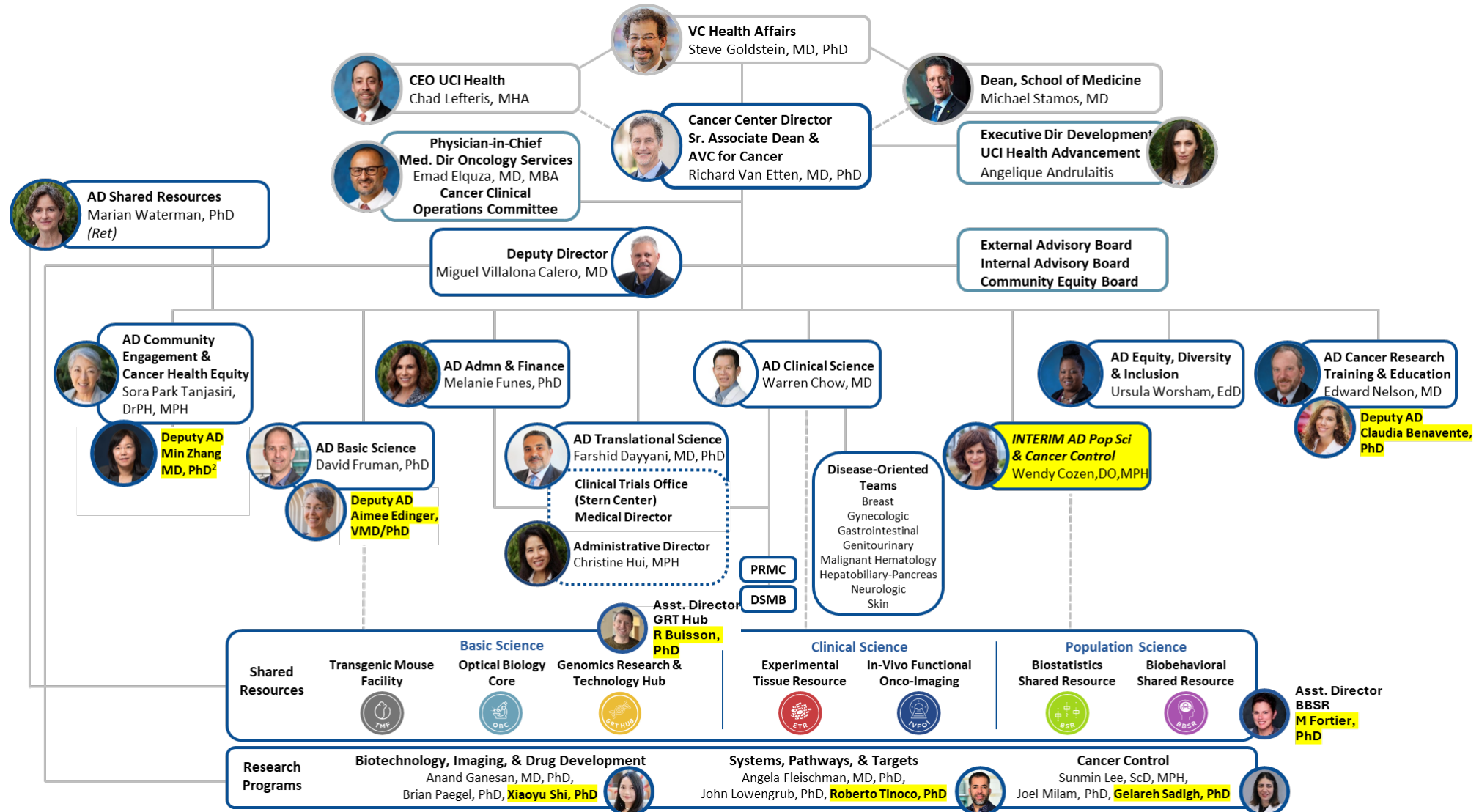
LEAD “Leadership Enhancement And Development program: Expand CFCCC leadership opportunities, active succession planning and mentorship

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

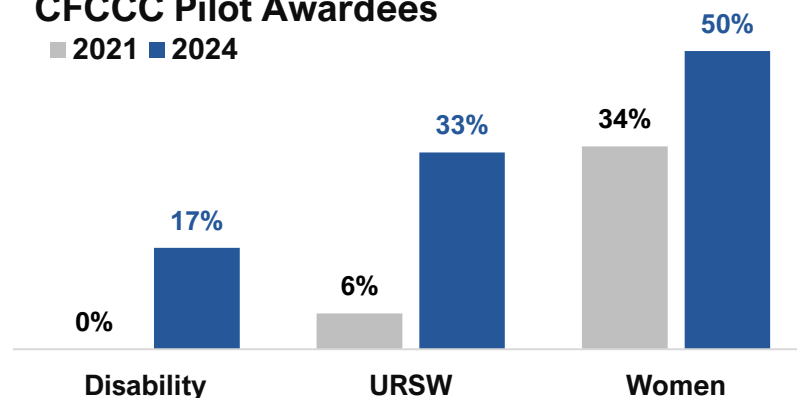
- Early-Stage Investigator Award (\$20,000)
- Re-entry After Dependent Care Award (\$40,000)
- Equity, Diversity and Inclusion Improvement Award (\$40,000)

Awards Issued

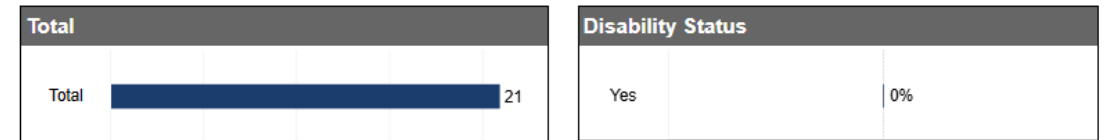
- Pls: 8% early-career | 39% women
- Pls + Co-Pls
 - 54% early-career
 - 50% women
 - 33% Black + Latino/Hispanic
 - 17% “Yes” Disability status self-reported

CFCCC Pilot Awardees

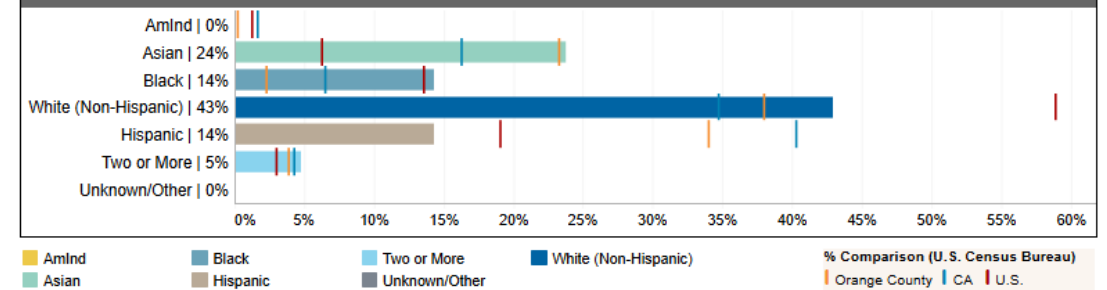
■ 2021 ■ 2024



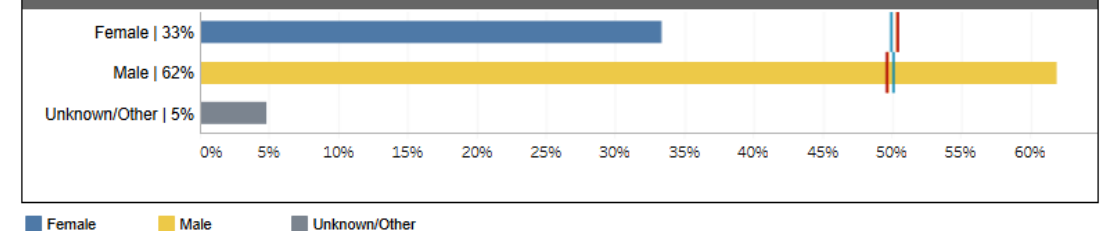
Category Group: Awardees - Cohort 2024 | Year: 2024



Race / Ethnicity

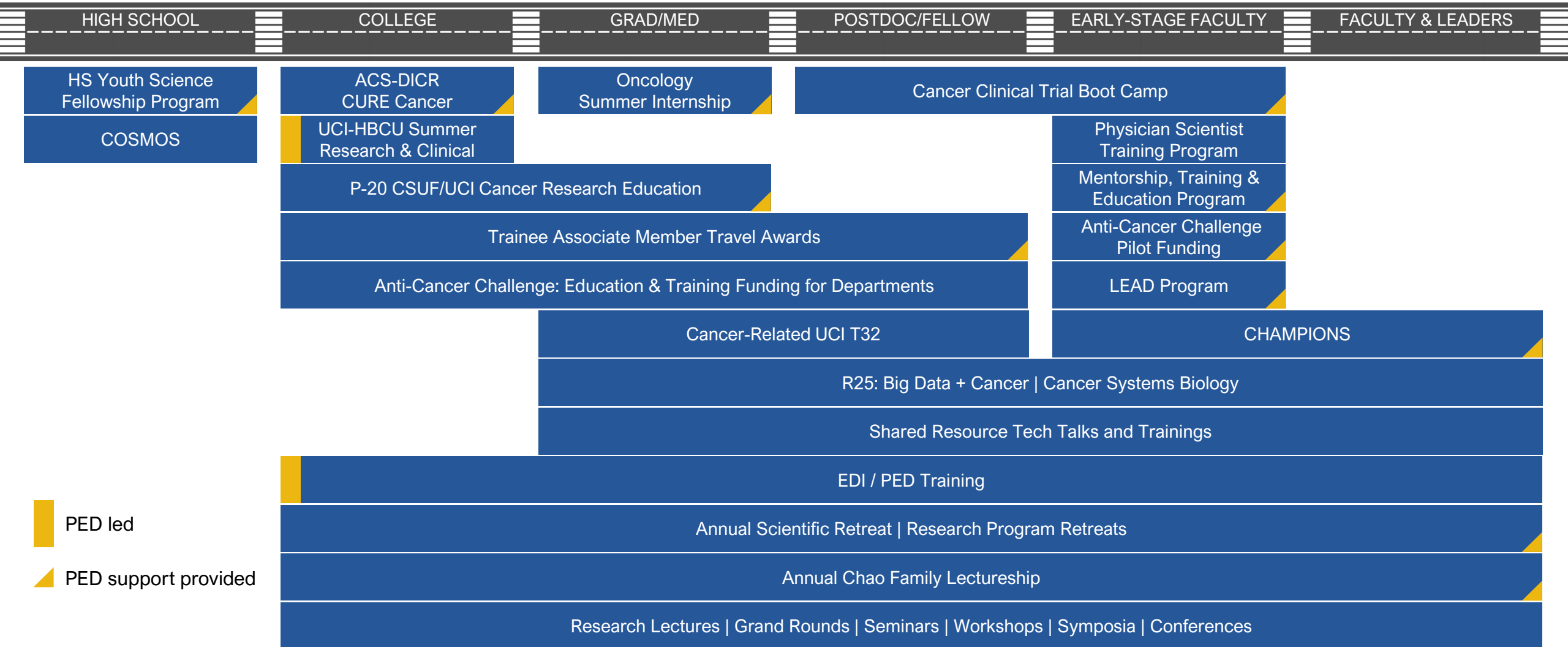


Gender



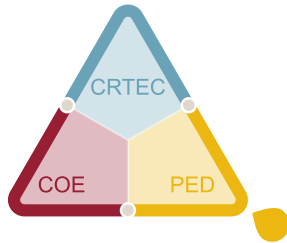
Leveraging Existing CRTEC Programs

Training and Mentorship



Leveraging Intersection between COE, CRTEC, and PED

Collective Mission, Communication, and Activities

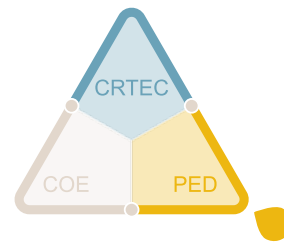


Beyond Cancer Speaker Series:

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

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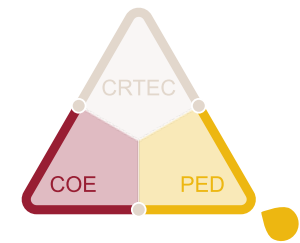
EDI Steering Committee: catchment area stakeholders; ADs for COE/CRTEC/PED and UCI College of Health Sciences, School of Medicine and diversity leaders



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 Pactices 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.

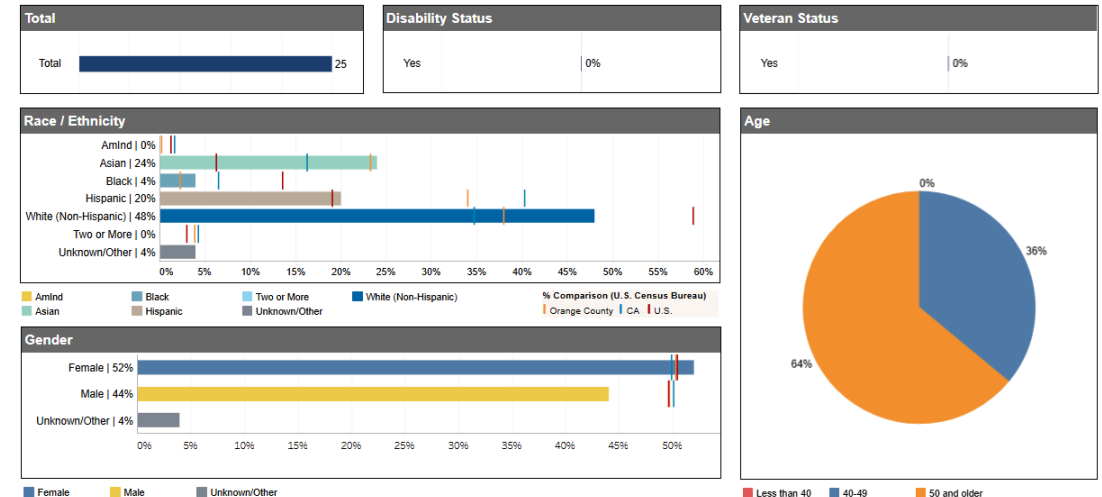
If you have any questions about the survey, please contact us at CFCCCpulsesurvey@hs.uci.edu.

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?
