

# Diversity North Group

Let's Build a World Where All Thrive.



DEI 2023  
Project Summary  
December 14, 2023

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Founder and Managing Principal

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# Table of Contents



**Diversity North Group**



**CIRM Project Deliverables**



**Recommendations for Next Steps**



**Appendices**

# Diversity North Group



# Your Diversity North Project Team



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Diversity North Group is a women, Afro-Latina, and LGBTQ-owned small business that works to live its values for diversity and inclusion every day. We have eight years of experience serving clients in varied industries throughout the U.S. and internationally.

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# Our DEI Philosophy

At Diversity North Group, we value people and their potential to contribute to building strong and successful organizations that make and keep promises about being inclusive and fair. We know that many people face extraordinary hurdles to that contribution because of social norms that preference some over others. And that the burden of prejudice and discrimination can be cruel and daunting - falling, more or less, on anyone who believes in equity as a foundational principle of social life, yet finds it lacking.

We work to create change for us all. We also invest every day in our own processes and rules to keep bias at bay. We're always learning. Our work-making a contribution to inclusivity in organizations - deeply satisfies us. Our clients are important to us. Our collaborators make us stronger.

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# CIRM Project Deliverables



# DEI Project Motivation

“In 2021, CIRM launched its 5-year strategic plan with a commitment to serve underrepresented communities as well as racially and ethnically diverse populations. To advance our mission and enhance the quality of our programs, DEI must be systematically integrated into CIRM's ecosystem, including both our existing and upcoming programs as well as internally within our organization.”

CIRM Strategic Plan

# Project Deliverables

## Assessment

- Archival analysis
- (12) 1:1 interviews with analysis
- Study: Best Practices in Equity Grantmaking
- Study: Evaluating The DEI grant evaluation rubric
- Study: CLIN2 grant application best practices

## DEI Communication

- 100+-word CIRM DEI Lexicon in editable online spreadsheet format for organization-wide use and updating

## Communication and Leadership

- 16 project management meetings
- 4 findings presentations & discussion
- Board presentation



# Archival Review, Interviews

## Documents reviewed

- Annual reports
- Website and internet search
- Org chart and staff list
- GWG participants, Board bios
- Existing DEI mission statement; vision statement
- DEI metrics and targets
- Grant application: all materials and guidelines
- Grant application: completed examples
- DEI rubric for evaluation
- DEI instructions provided to clinical award applicants
- History of DEI rubric and processes development
- Standard GWG intro slides
- Example CLIN (Clinical Trial) Applications w/ DEI Scores
- 5 -year Strategic Plan - Immediate/ long-term goals
- Employee handbook

## Meetings attended

- Meeting of the ICOC - 2/23/23
- CLIN2 GWG meeting - 2/28/23
- 5 other recorded sessions
- ~20 PM/touch base meetings

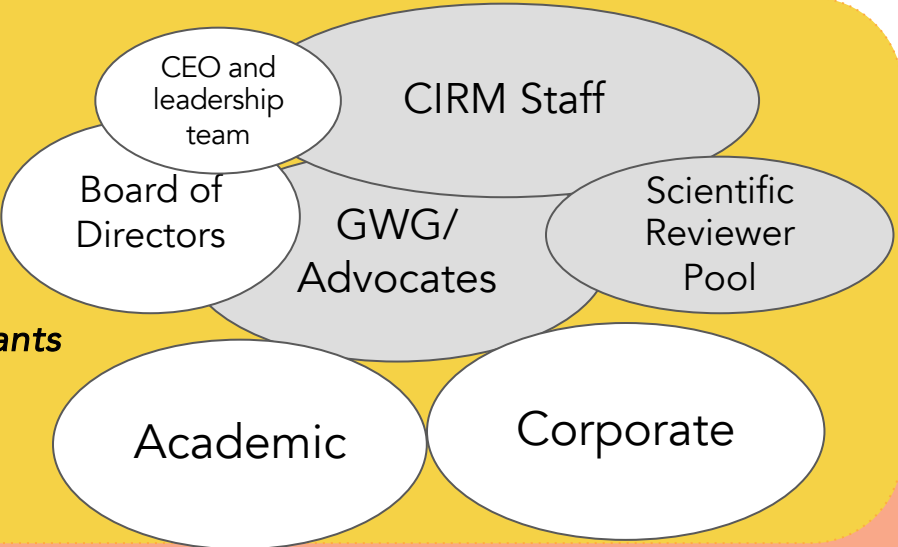
## 1:1 Interviews

- Gil Sambrano
- Ysabel Duron
- Mark Fischer-Colbrie
- Christine Miaskowski
- Al Rowlett
- Maria Bonneville
- Lila Collins
- Geoff Lomax
- Hayley Lam
- Mitra Hooshmand
- Koren Temple-Perry
- Maria Millan

# CIRM's Spheres of Action for Inclusion

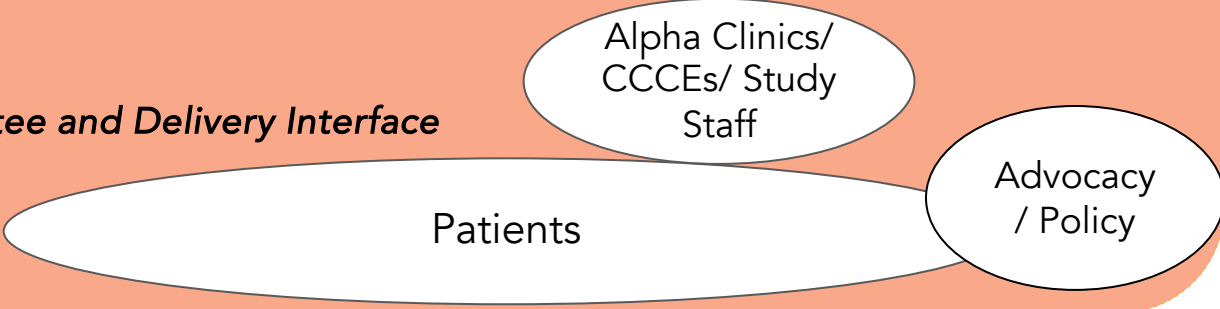
Granting and Grant Review Process

*Reviewers and Applicants Interface*



Delivery Process

*Grantee and Delivery Interface*



# Qualitative Data Themes

- The people of CIRM are committed to DEI; more work needed to translate commitment to action
- The staff want a robust internal DEI effort to foster “bearing external fruit through fertile ground”
- The CIRM DEI rubric and application are progressive in the field and are ready for next iteration; evaluators need more training to get “on the same CIRM inclusion priority page”
- The grant application process, its initial evaluation, and follow-on evaluation can be improved in terms of DEI implementation
- Board and staff want more data and analysis of how things are going: legal hurdles are challenging
- Major communication opportunities exist at all levels

# Equity Grantmaking Landscape Analysis

## Literature Search and Analysis

- Identified 53 best practices for equity grantmaking available in recent peer reviewed and general interest/government source sources
- Comprehensive list of innovations: 5 categories - Application, Review, Training, Strategies to Encourage Resubmission, General

## CIRM DEI Rubric Evaluation

- Examined the CIRM DEI reviewer rubric and gathered input in interviews with GWG members. Detailed review of the document and process resulting in a preliminary evaluation.

## Identification of Science Equity Champions

- Health Resource Alliance, *Inclusive Grantmaking Initiative*

See full Memorandum: Equity Grant-making Best Practices Report

# CLIN2 Grant Application – Best Practices Research Project

## Research Goal:

Identify DEI best practices in clinical trial design and implementation

## Methods:

- Sample: DEI sections of 48 CIRM CLIN2 grant application DEI sections (2020-2023)  
20 from nonprofits, 28 from for profit organization; 25 funded, 23 not funded
- Narrative Thematic Analysis

## Results:

- Identified 47 DEI best practices associated with clinical trial work
- Organized into 4 categories: DEI Orientation, Trial Recruitment with a DEI Lens, Clinical Trial Operational Execution, DEI Efforts of Grantees/Trial Partners

# Best Practice in CLIN2 - Summary Examples

## DEI ORIENTATION

Acknowledges and/or includes:

- DEI commitment statement,
- Diversity of the affected population,
- Underserved communities in relation to the diversity of the population affected,
- Need for ongoing care to patients,
- Inclusive recruiting to mirror appropriate populations,
- Available guidelines for DEI in trials, prior trial outcomes,
- Commitments to coalition building,
- DEI expertise in study leadership

## TRIAL RECRUITMENT WITH A DEI LENS

● DEI practices in:

- Trial site selection,
- Selection of staff,
- Community liaisons,
- Outreach strategies,
- Financial support for outreach and community reps,
- Choosing consultancies and partners,
- Events for education and outreach,
- Educational resources,
- Multilingual resources and inclusion,
- Input from trial participants and patients

## CLINICAL TRIAL OPERATIONAL EXECUTION

Tactics around DEI included for:

- Ongoing data capture, resulting intervention if issues,
- Clinical site interaction,
- Capturing learning for the greater good,
- Resources & financial reimbursement to support, access to treatment sites,
- Multilingual support throughout
- CRO/trial partner practices,
- Clinical trial staff training,
- Cost reduction and control

## DEI EFFORTS OF GRANTEES/ TRIAL PARTNERS

Describes or includes:

- Organizational training to promote cultural competency, diversity and inclusion; anti-racism understanding,
- Investing in under-represented owned, or informed, businesses and organizations,
- Protocols for hiring of diverse staff,
- Hire and develop team members with DEI experience,
- DEI support for staff

# The CIRM DEI Lexicon

A living document to create a common language around DEI for all of CIRM - vocabulary, definitions, usage in varied categories.

Sample -

<b>Health Equity</b>	<i>Health equity refers to the principle of fairness and justice in health delivery, where every individual has the opportunity for support to achieve their highest level of health. It involves addressing and eliminating disparities and inequities in access to healthcare services and therefore, health outcomes.</i>
<b>DEI</b>	<i>An acronym for diversity, equity, and inclusion - three inter-related concepts referring to variety within the group, fairness, and the state of feeling included.</i>
<b>Under-resourced</b>	<i>Infrastructures and services that are inadequate to meet the needs of the populations they are intended to support. Resources include leadership, physical assets, money, power, political will, institutions, and community cohesion, etc.</i>

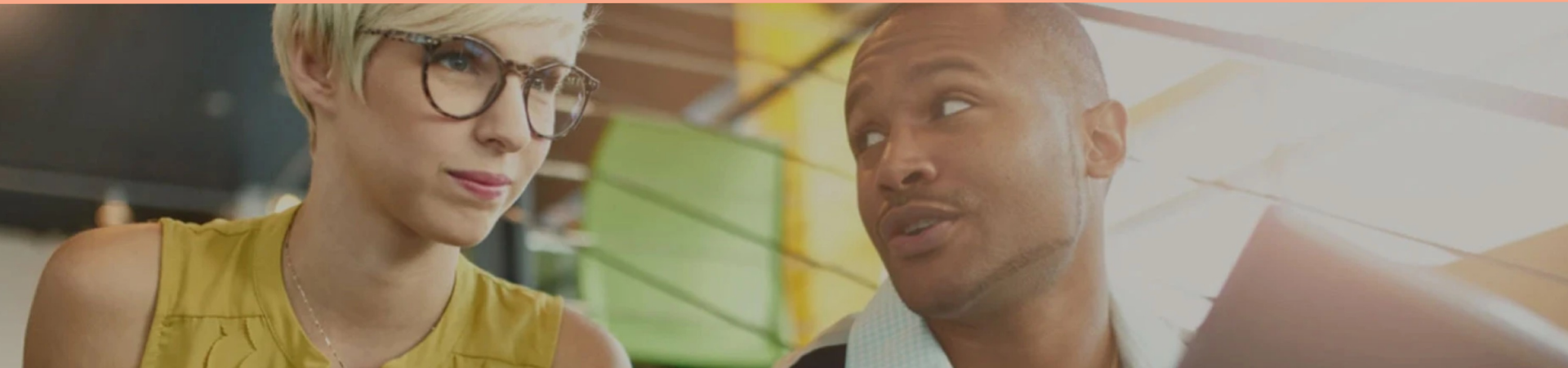
See appendices for pdf version of Lexicon; Update-ready MS Excel database provided in separate file.

# Understanding CIRM's DEI Stance: Questions Asked in This Project

- **Where Does CIRM stand in terms of DEI?**  
Archival analysis, interviews, ongoing interaction
- **Where do DEI levers exist in the CIRM system?**  
Identified **Spheres of Action for Inclusion**
- **How Can CIRM advance its DEI work?**
  - Best practices in equity grantmaking
  - Best practices in clinical trial practice
  - Strengthening DEI in grant review process for CIRM applicants and awardees
  - Advance in CIRM's DEI commitment through language
- **How to continue to refine the "CIRM DEI way"?**



# Recommendations for Next Steps



# Vision for Next Steps for DEI

## GRANT APPLICATION

Instill a DEI learning POV – “Let’s Do Better” - wherever CIRM engages

Provide learning and modeling opportunities for applicants of all kinds, at all stages

Realize the power of shared learning across applicants and awardees

## GRANT EVALUATION

Build “the CIRM way” of inclusion in equity grantmaking at all points of contact across the **Spheres of Action for Inclusion**

## INFRA-STRUCTURE

Build an organization that practices what it preaches

- Shared commitment
- Shared understanding
- Embedded process
- Shared communication across **Spheres of Action**

## DOMAIN LEADERSHIP

Realize the tremendous opportunity for sector-wide leadership in equity grantmaking

Get out and talk about what CIRM is doing/ accomplishing

Learn from others

# Recommendations

WHERE > WHO v	Grant Process	Infrastructure	Domain
Leadership	Grow a “DEI learning” culture vs. “DEI evaluation” culture	<ul style="list-style-type: none"> <li>● Build CIRM internal DEI Assessment &amp; Strategy</li> <li>● Determine CIRM DEI priorities</li> </ul>	Build DEI Communication Plan – thought leadership opportunities
Board	Grow a “DEI learning” culture vs. “DEI evaluation” culture	<ul style="list-style-type: none"> <li>● Contribute to DEI Strategy</li> <li>● Regular project updates to the Board on DEI</li> </ul>	Dialogue on Board contribution to domain leadership
Staff	<ul style="list-style-type: none"> <li>● Next iteration on DEI standards Rubric</li> <li>● Customization of Rubric for CLIN1/TRAN</li> <li>● More robust DEI resource library</li> <li>● Revise current grant application re: DEI</li> <li>● Build evaluation rubric -grant reports on DEI</li> <li>● Evaluate grantees (within legal guidelines)</li> </ul>	Staff Learning & Dialogue series to embed “The CIRM DEI way”	Prepare key staff/Board peer domain engagement plan
GWG	<ul style="list-style-type: none"> <li>● Learning and dialogue on DEI aspects of evaluation</li> <li>● Survey of Scientific Reviewer Panel to assess DEI knowledge and contribution</li> </ul>		



**Dr. Maya Angelou**

“Do the best you can until you know better,  
and when you know better, do better.”



# Diversity North Group

Let's build a world where all can thrive.

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# Appendices

Select detailed recommendations

# RECOMMENDATIONS -

## Grantmaking Review Process

**Recommendation:** A systematic review of the grant-making process could yield high return toward meeting CIRM's DEI goals

**Recommendation:** Reassess rubric in conjunction with -

- the grant application
- the grant application process (including education and communication levers)
- the grant review process (including education and communication levers)

**Recommendation:** Develop a time flexible communication and outreach plan on DEI to lift up CIRM as a recognized champion in equity grantmaking in science.

# RECOMMENDATIONS - Lexicon

Improve and ensure reliability and consistency of communication around DEI with partners, with the community and within the CIRM community.

To be used as a resource for:

- Grant documents and applications
- External communications e.g. website, public relations, reports and communications, etc.
- Internal communications
- Onboarding of new employees, Board or GWG community members