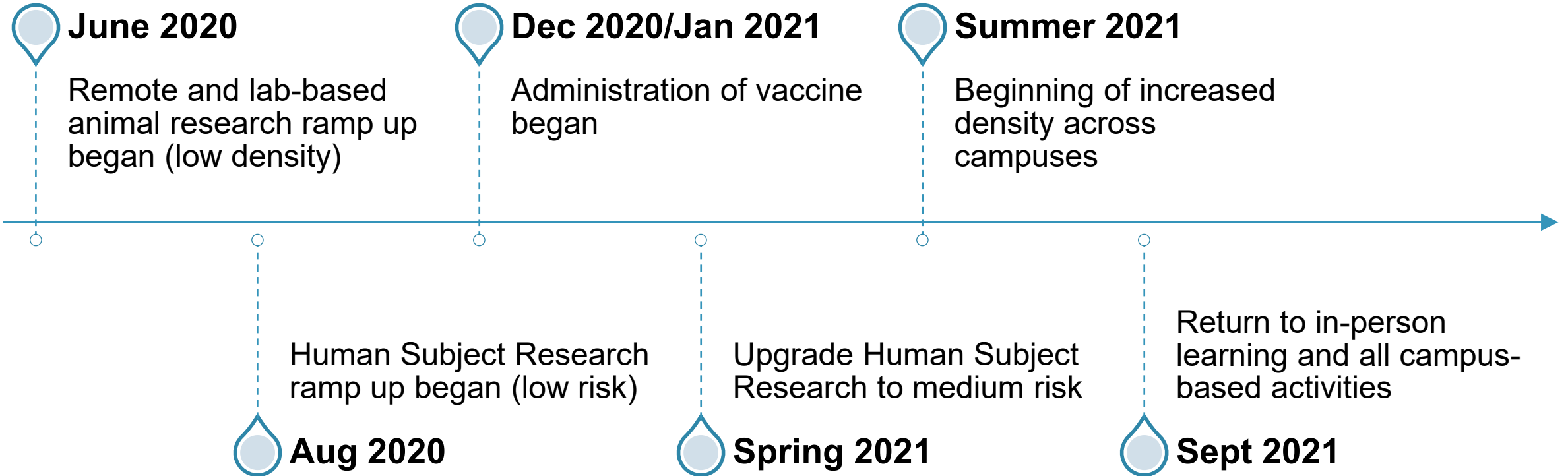# Research Town Hall - Overview

- Returning to Research Labs and Phasing In

- Announcements
  - COVID-19 Research Forum
  - University-wide Town Hall

- Faculty Institutional Recruitment for Sustainable Transformation (FIRST) Cohort Program

Returning to Research Labs and Phasing In

June 2020

Remote and lab-based animal research ramp up began (low density)

Dec 2020/Jan 2021

Administration of vaccine began

Summer 2021

Beginning of increased density across campuses

Human Subject Research ramp up began (low risk)

Aug 2020

Upgrade Human Subject Research to medium risk

Spring 2021

Return to in-person learning and all campus-based activities

Sept 2021

Research Ramp Up

Return to the New "Normal"

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Research Ramp-Up

Considerations for Increasing Density in Campus Labs
- No evidence of lab spread
- Federal / State Guidelines
- COVID-19 prevalence rates
- Research location & activities
- Frequency of contact
- Currently assessing – Guidance to come in mid-April

New Considerations
- Human Subject Research – Medium Risk Studies
- Research Travel
- Scholarly Activities
- International Research
- Proof of Vaccine
- Important to review with ISC

Tufts Research Forums 2021: *Learning from the pandemic. Advancing science and policy for equity in health and well-being.*

Successes and Challenges of the COVID-19 Vaccine Rollout in the Global Context

Goals:
- Explore critical issues related to the development and implementation of the COVID-19 vaccination program across the globe
- Focus on how to ensure equitable access to the COVID-19 vaccine

Date: Tuesday, March 30, 2021, 9:30-10:30 AM

Planning Committee:
Merry Fitzpatrick, Alice Tang, Honorine Ward

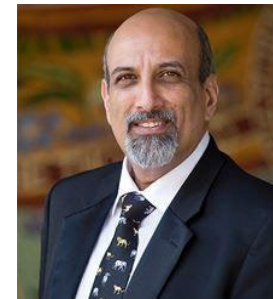https://viceprovost.tufts.edu/tufts-research-forums-2021

Moderator:

Simone Wildes, MD, FACP
Vice Chair of Infection Prevention Committee and the Co-chair of Antimicrobial Service Committee, South Shore Hospital

Speakers:

Salim Karim, FRS
Director the Centre for the AIDS Program of Research in South Africa

Ramanan Laxminarayan, PhD, MPH
Founder and Director of the Center for Disease Dynamics, Economics & Policy, presenting on India

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University-wide Town Hall

- Wednesday, March 31, 9:30AM

- Send your questions about

  - HR policies

  - Vaccine availability

  - Testing policies

  - Other concerns

Register: https://tufts.zoom.us/webinar/register/WN_O3LjtfZjTbCyS5imBFlqNA

NIH PROPOSAL

FACULTY INSTITUTIONAL RECRUITMENT FOR SUSTAINABLE TRANSFORMATION (FIRST) COHORT PROGRAM
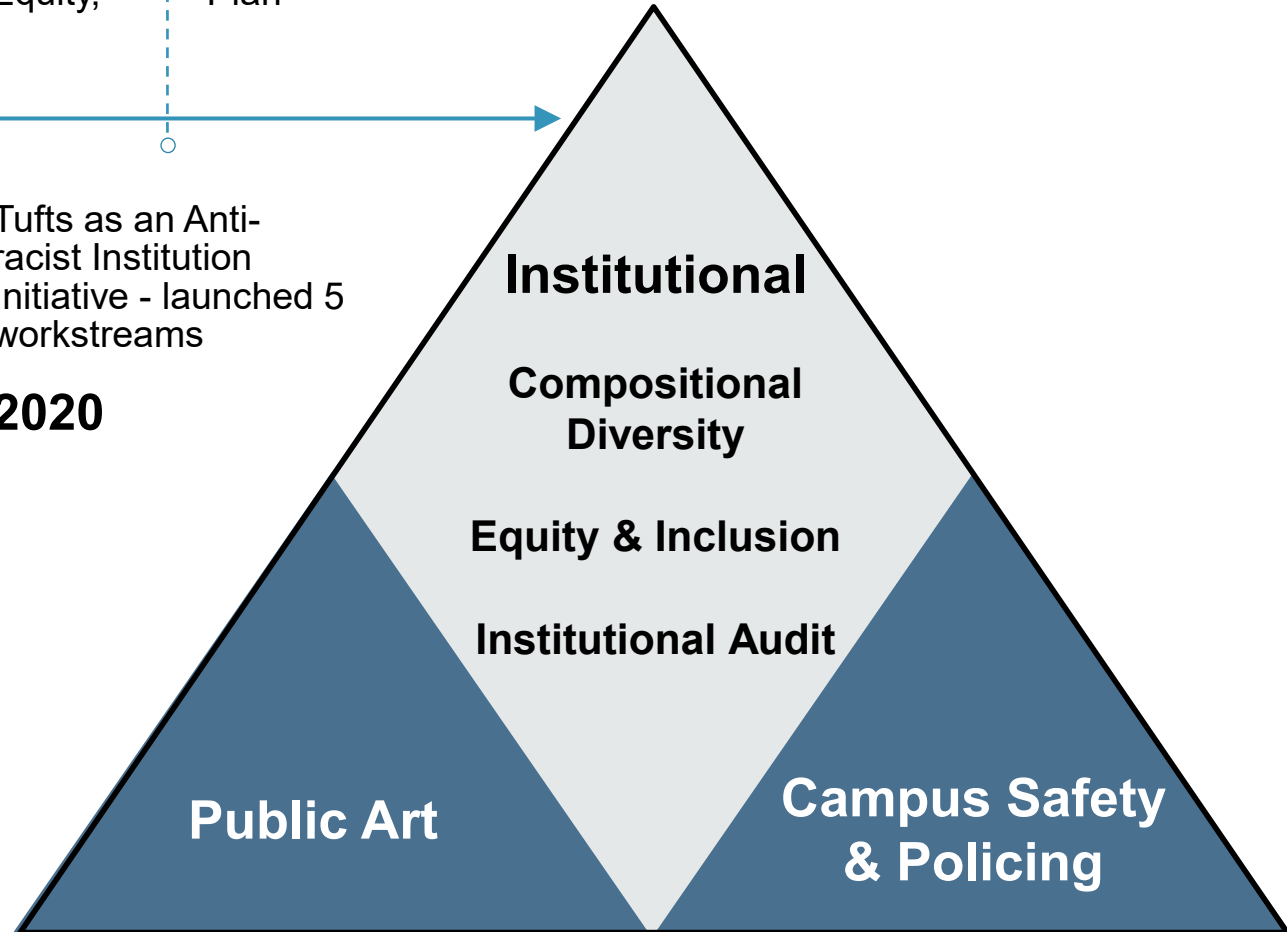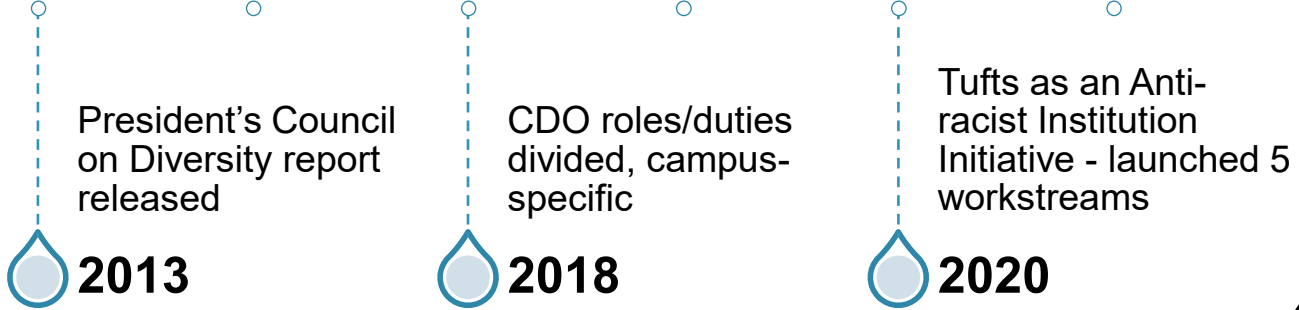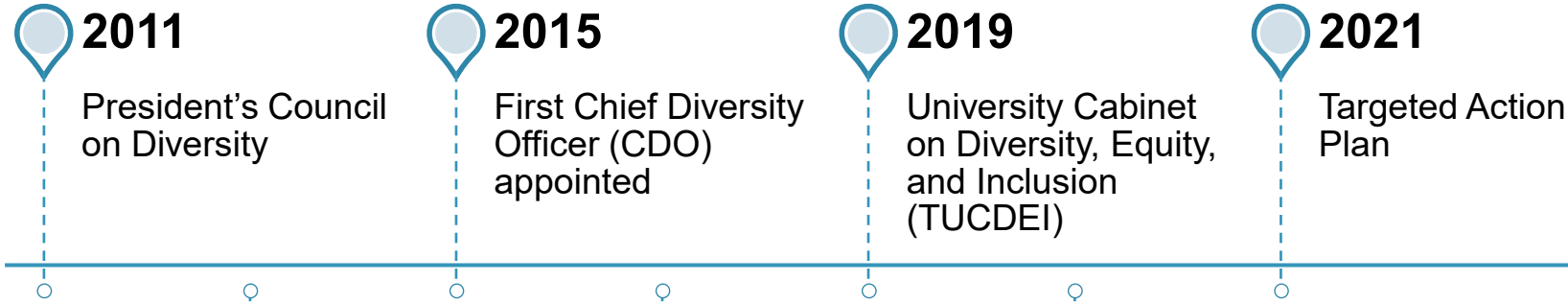
NIH FIRST Cohort Program – Vision

- Provide critical resources & infrastructure necessary to increase **faculty** diversity among those underrepresented in medicine and science (**URMS**) & to implement the tools required to ensure the **long-term success** of new early-career faculty hires.

- Research Clusters – Hire minimum 10 early-career biomedical faculty into **these clusters** (2-4 yrs).

- Institutional Support
    - DEIJ Plan
    - Investment
    - Mentoring

- Cores – Administrative, Faculty Development, & Evaluation

Tufts Foundation –
Catalyst for Sustainable Institutional Change

- **Institutional Audit and Targeted Action Plan** (2021) & School DEI Strategic Plans

- **Research and Scholarship Strategic Plan** (2018) – One Health – **5 established interdisciplinary research clusters** identified by the university as areas of strength and investment.

- **Breadth of biomedical sciences** across our health sciences schools (Medicine, Veterinary, Dental, and Nutrition), schools of Arts & Sciences and Engineering, Tisch College of Civic Life, Human Nutrition Research Center on Aging, Clinical and Translational Science Institute, and TMC/Wellforce.

- **Infrastructure and Support**

  - Existing diversity programs & mentoring

  - Individual school contributions

  - Resources & Plan for **Sustainability** – Substantial Investment

Diversity, Equity, Inclusion, and Justice at Tufts

2011
President's Council on Diversity

2013
President's Council on Diversity report released

2015
First Chief Diversity Officer (CDO) appointed

2018
CDO roles/duties divided, campus-specific

2019
University Cabinet on Diversity, Equity, and Inclusion (TUCDEI)

2020
Tufts as an Anti-racist Institution Initiative - launched 5 workstreams

2021
Targeted Action Plan

Institutional

Compositional Diversity

Equity & Inclusion

Institutional Audit

Public Art

Campus Safety & Policing

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One Health - Priority Research Clusters
Unique Ecosystem to Support Tufts FIRST Cohort

Integrated Management of Antimicrobial Resistance	**Equity in Health, Wealth and Civic Engagement**	**Healthy Aging**	**Laboratory for Living Devices**	**Global Obesity**
Addressing the rise and spread of antimicrobial resistance through basic and clinical scientific approaches	Developing broad, interdisciplinary approaches to equity, health, wellbeing, and justice	Combining biomedical, engineering, occupational, and nutritional aspects of healthy aging	Integrating materials science, chemistry, environmental science, engineering, and human health to drive scientific discovery and translation into real-world applications	Focusing on high-impact discoveries and policy solutions to the global obesity crisis

Tufts FIRST Cohort Program

Hypothesis: *A cohort and cluster design model of* <u>*faculty hiring*</u>*,* <u>*sponsorship*</u>*,* <u>*continual mentoring*</u>*, and* <u>*professional development*</u>*, embedded within an institution* <u>*implementing evidence-based practices*</u> *to create academic cultures of inclusive excellence, will achieve significant improvements in institutional culture and scientific discovery.*

Aim 1

To develop and implement strategies, interventions, and organizational policies based on the 2021 <u>Institutional Audit and Targeted Action Plan</u> to achieve significant systemic and sustainable transformation of institutional culture changes over baseline.

Aim 2

To recruit, hire, and sustain clusters of faculty in 5 priority research clusters identified in the 2018 <u>Institutional Research and Scholarship Strategic Plan.</u>
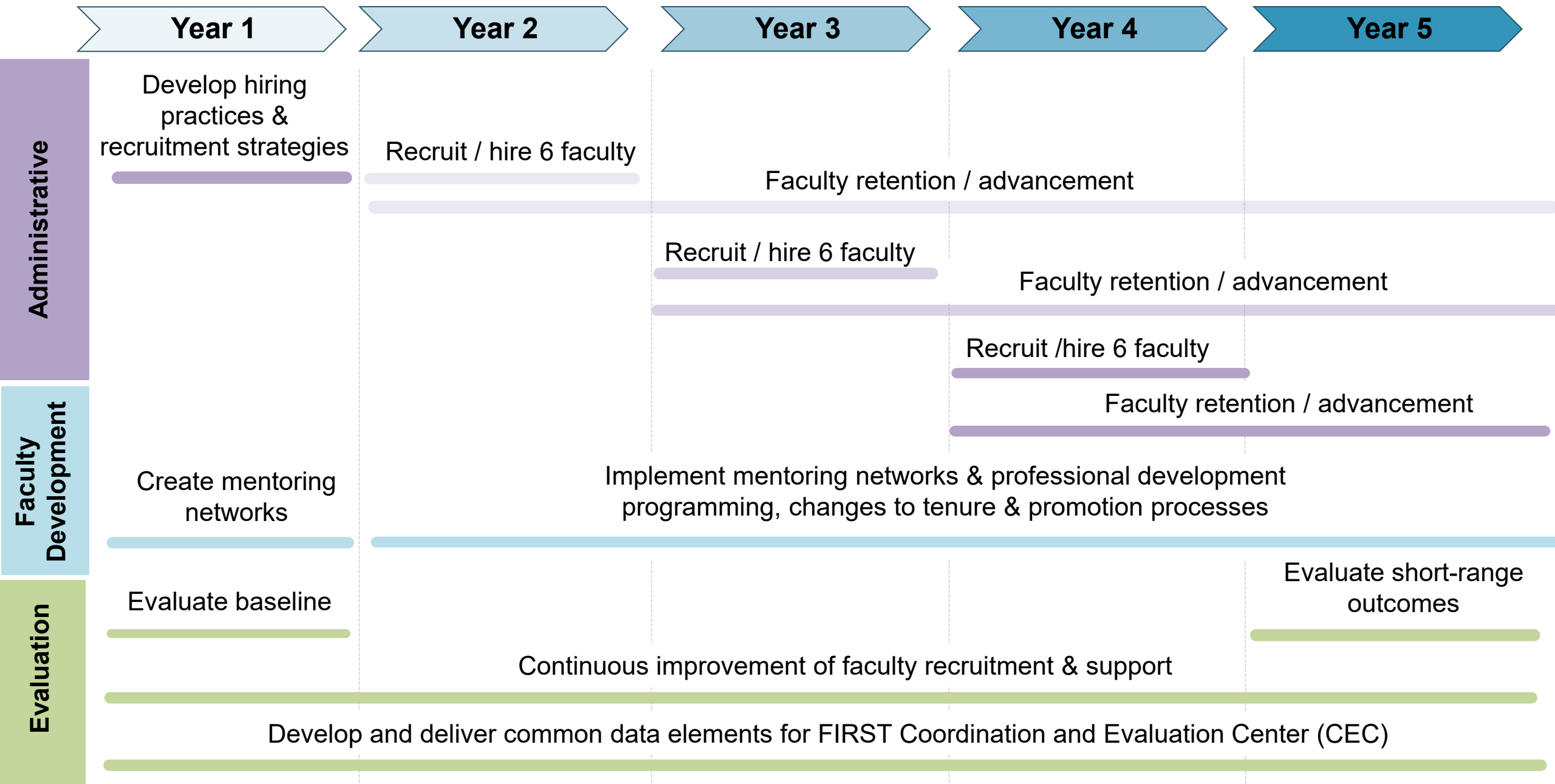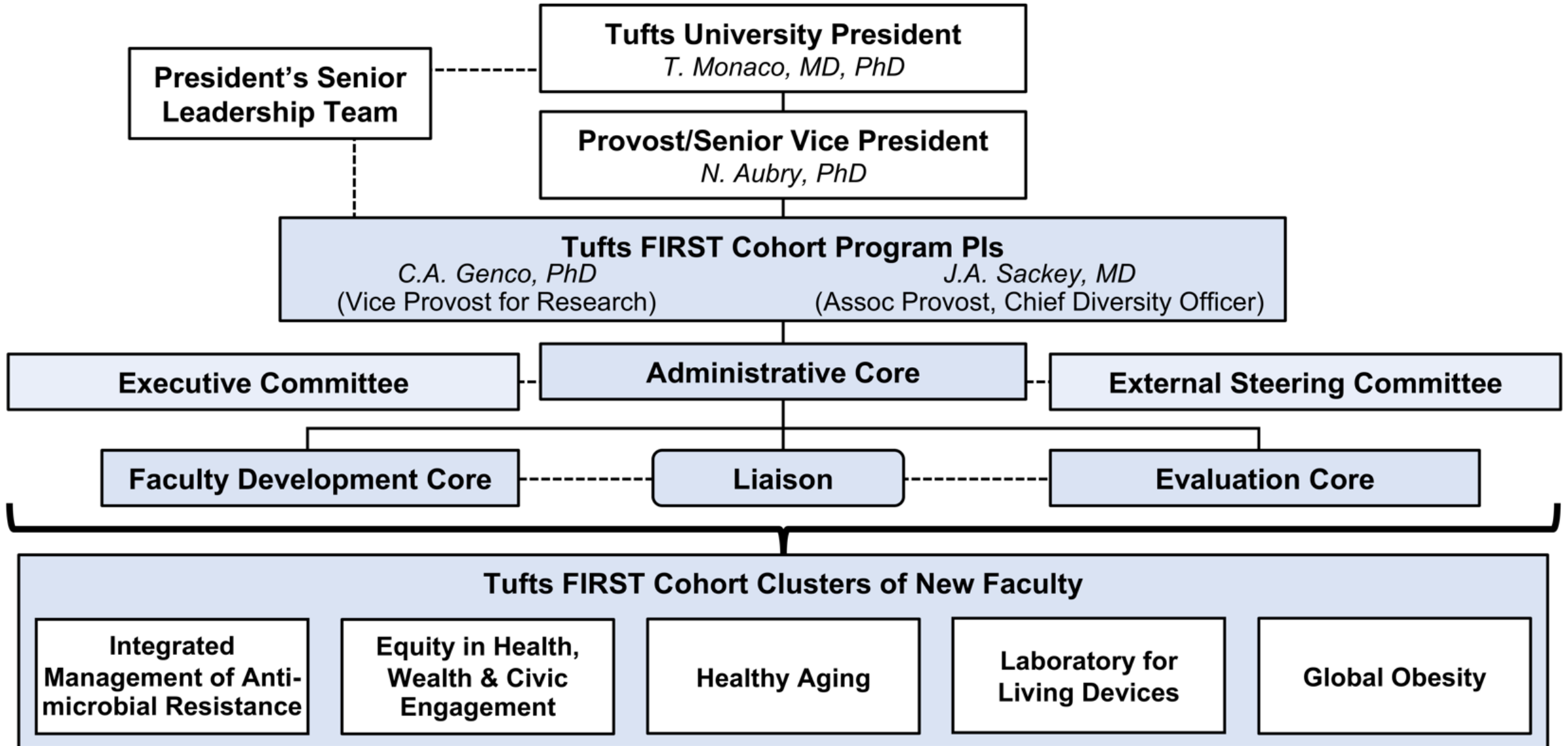
Aim 3

To continuously improve and evaluate the Tufts FIRST Cohort Program and collaborate with the FIRST Coordination and Evaluation Center (CEC) to evaluate the broader FIRST Cohort program.

Overall Organizational Structure

External Steering Committee for Tufts FIRST Cohort Program

Avery August, PhD
Cornell University
Vice Provost for Academic Affairs, Presidential Advisor on Diversity and Equity, Professor of Immunology; HHMI Professor, Department of Microbiology and Immunology, Cornell University College of Veterinary Medicine

Bettina Beech, DrPH, MPH
University of Houston
Associate Provost for Planning and Strategic Initiatives, Professor of Health Systems and Population Health Sciences, Associate Dean for Research, University of Houston College of Medicine

Andrew Campbell, PhD
Brown University
Dean of the Graduate School, Professor of Medicine, Department of Molecular Microbiology and Immunology

Paula Johnson, MD
Wellesley College
President

Vivian Pinn, MD
Fogarty International Center
Tufts University School of Medicine Board of Advisors member and Senior Scientist Emerita, Former Director, Office of Women's Health, National Institutes of Health (Retired)

Doris Rubio, PhD
University of Pittsburgh
Assistant Vice Chancellor for Clinical Research Education and Training, Health Sciences Director, Institute for Clinical Research Education, Professor of Medicine, Biomedical Informatics, Biostatistics, Nursing, and Clinical and Translational Science

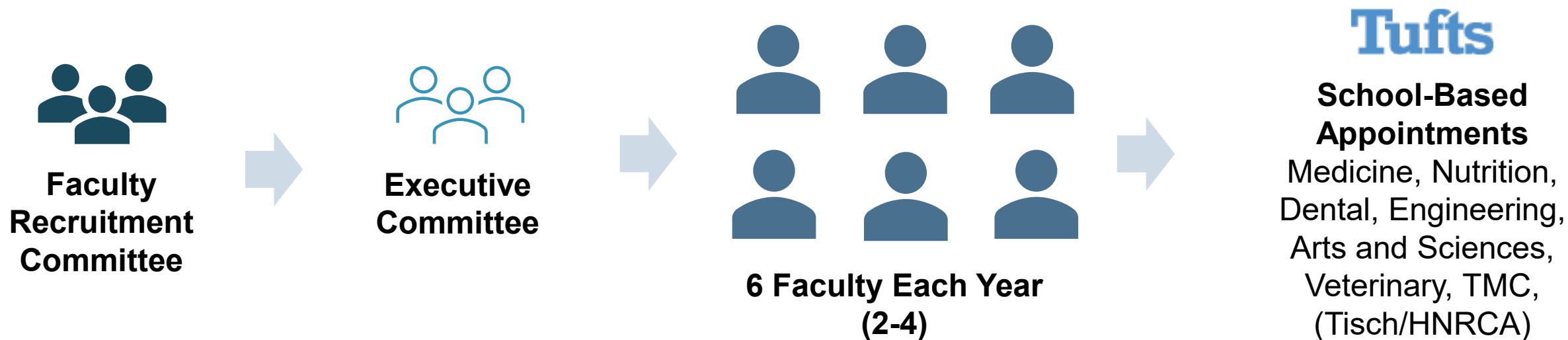# Leadership for Faculty Recruitment

Executive Committee
- C.A. Genco, PhD   - J.A. Sackey, MD   K. Freund, MD, MPH   S. Thomas, PhD   L. Hu, MD   L. Welch, PhD   D. Lerner, PhD   **Director of Research Integration (TBN)**

Faculty Recruitment Committee
- Members of the Executive Committee   - Assistant or Associate Deans for Diversity and Inclusion at each school   - Representative from each of the 5 priority research clusters   **Faculty Recruitment Coordinator (TBN)**

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FIRST Cohort Program Faculty Recruitment Process

Faculty Recruitment Committee

Executive Committee

6 Faculty Each Year (2-4)

School-Based Appointments
Medicine, Nutrition, Dental, Engineering, Arts and Sciences, Veterinary, TMC, (Tisch/HNRCA)

Coordinating Cluster Hires

- Schools (PRCs) apply to recruit into Tufts FIRST Cohort Program

- Applications vetted by the Faculty Recruitment Committee according to faculty hiring best practices / program requirements

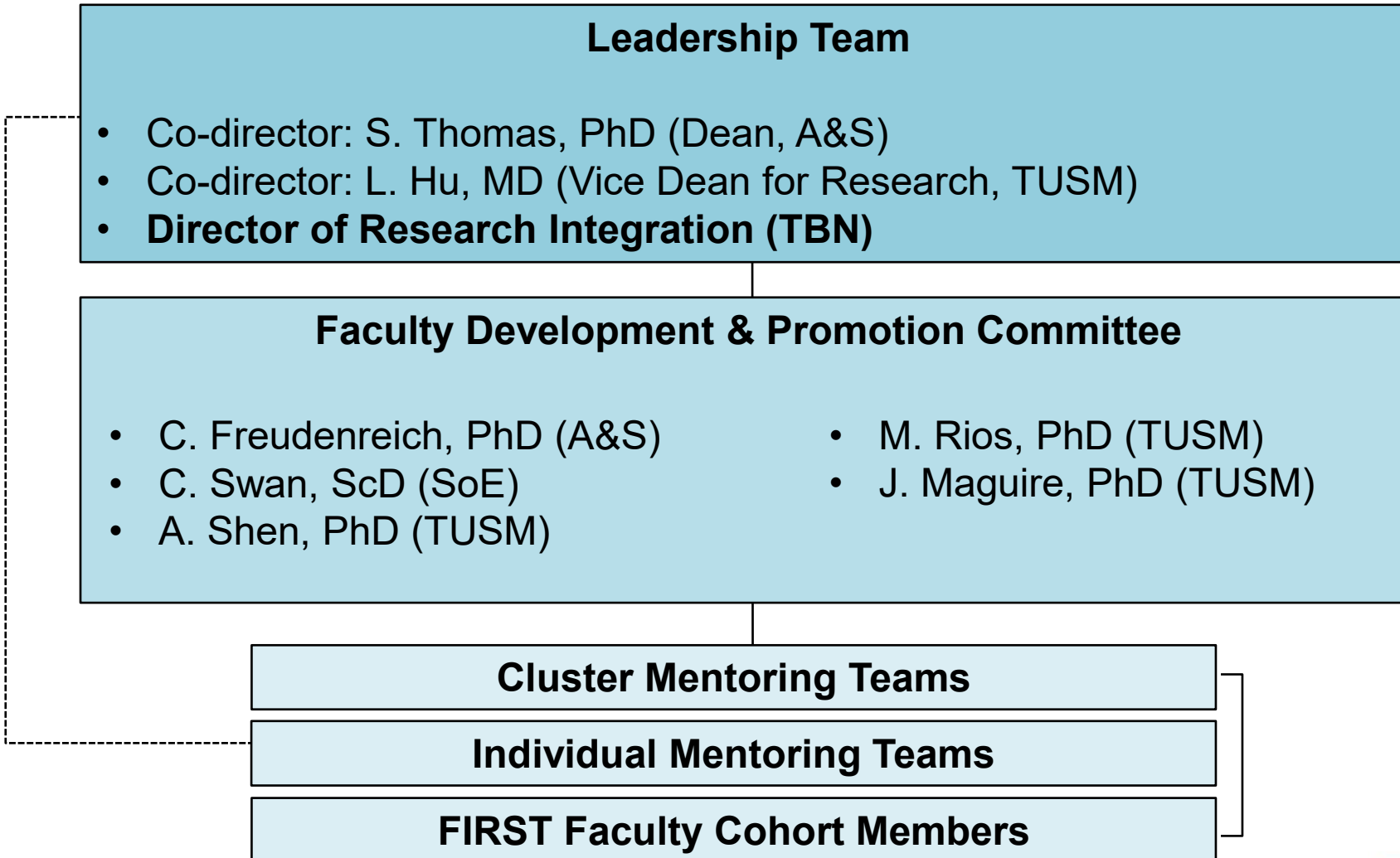- Executive Committee selects URMS investigators to recruit, hire, and engage

Priority Research Clusters

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Faculty Development Core - Contributions From Across Tufts
Thank You!

- Chris Dulla
- Michele Jacob
- Karen Freund

- Pilar Alcaide
- Bree Aldridge
- Ndidiamaka Amutah-Onukagha
- Olaf Dammann
- Catherine Freudenreich

- Marta Gaglia
- Philip Haydon
- John Leong
- Jamie Maguire
- Joan Mecsas
- Mitch McVey
- Sergei Mirkin
- Claire Moore
- Nicholas Moustakas
- Aviva Must

- Karl Munger
- Fiorenzo Omenetto
- Sasha Poltorak
- Maribel Rios
- Aimee Shen
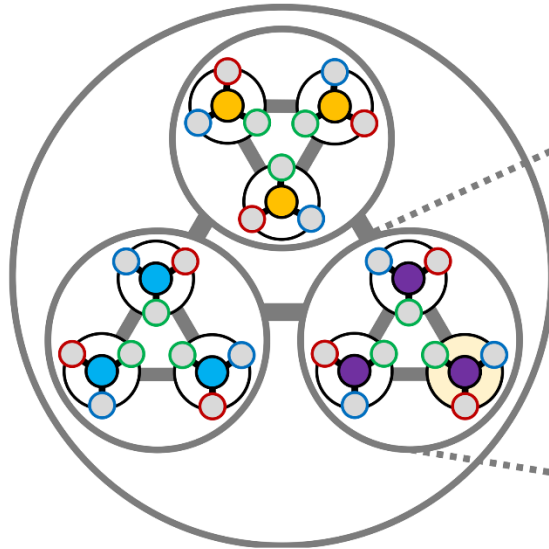- Chris Swan
- Shumin Tan
- Henry Wortis

Faculty Development Core

Leadership Team

- Co-director: S. Thomas, PhD (Dean, A&S)
- Co-director: L. Hu, MD (Vice Dean for Research, TUSM)
- **Director of Research Integration (TBN)**

Faculty Development & Promotion Committee

- C. Freudenreich, PhD (A&S)
- C. Swan, ScD (SoE)
- A. Shen, PhD (TUSM)

- M. Rios, PhD (TUSM)
- J. Maguire, PhD (TUSM)

Cluster Mentoring Teams

Individual Mentoring Teams

FIRST Faculty Cohort Members

FIRST Cohort Program Mentoring
A Three-Pronged Approach

Cohort Mentoring Network

Research Cluster Mentoring

Individual Mentoring Team
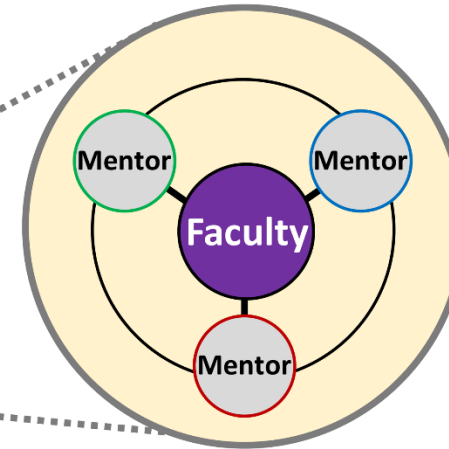

- Junior Faculty Forum
- Grant writing workshops
- Mentor training
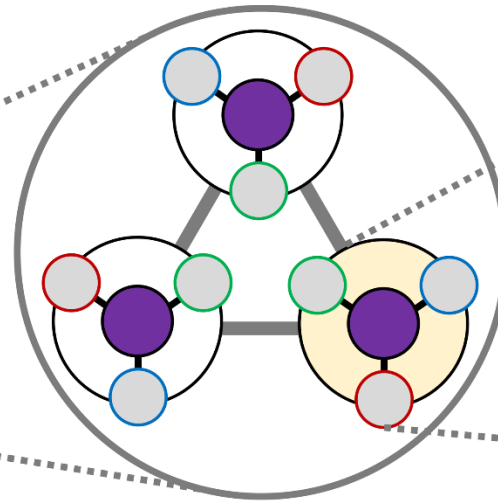
- Cluster focus area expert mentors
- Promote team science
- External mentor from outside Tufts
- Meet at least twice per year

- Technical mentors
- Developmental mentors
- Meet monthly

Additional Aspects of the FIRST Faculty Development Core

- External mentors

- A "Sponsor" for each FIRST faculty member

- Anti-racism training for mentors and Tenure and Promotions Committee members

- New Director for Research Integration

- Yearly end of summer retreat for participants in all of the University pipeline programs

- Host conference for career development for URMS scientists

FIRST Cohort Early Career Faculty Activities from Date of Hire

| Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | Year 6 | Year 7 | Year 8 |

Grant writing course

Individual mentoring teams (meet monthly, then bimonthly)

Cluster mentoring teams (meet quarterly)

Junior faculty forum

External professional development conference (once yearly, separate from research-related conferences)

Mentor training

Meet with Faculty Development & Promotions Committee (once yearly)

Promotion prep

Evaluation Core Led by Tufts Clinical and Translational Science Institute

FIRST Coordination and Evaluation Center (CEC)

Evaluation Core Leadership Team

- Director: L. Welch, PhD
  (Dir of Evaluation, Tufts CTSI)

- Co-director: D. Lerner, MS, PhD
  (Dir of Organizational Impact, Tufts CTSI)

- Liaison to Institutional Research:
  D. Geronimo Terkla, EdD

- Liaison to FIRST Cohort Program Cores:
  K. Freund, MD, MPH

Advisors

- FIRST External Steering Committee

- Stakeholder Advisory Group
  - Faculty Affairs Representatives from schools
  - Office of Institutional Research Representative
  - Tufts Technology Services Representative

- Continuous Improvement Advisor

Conceptual Framework for Increasing Inclusive Faculty Culture & Impactful Science

Context & Resources: Pool of qualified potential applicants interested in living in Boston area; professional norms of traditional disciplinary approaches; Tufts University institutional investment and commitment to DEIJ; FIRST Cohort award

Priority Actions across Domains

- Organizational structure
- Access and equity
- Collegial inclusion and community
- Research skills development

Milestones

- ↑ revised tenure & promotion policy
- ↑ faculty anti-bias training
- ↑ diverse applicant pools
- Faculty clusters hired/retained
- ↑ workforce diversity
- ↑ participation in mentor training
- ↑ satisfaction with mentoring networks
- ↑ competency in research skills
- ↑ FIRST cohort pilot awards or publications

Short-Range Outcomes

- ↑ faculty perception of inclusive culture
- ↑ funding applications
- ↑ publications
- ↓ time to first R-type funding application and award
- ↑ cross-disciplinary collaborations

Intermediate-Range Outcomes

- ↑ scientific productivity
- ↑ promotion/retention
- ↓ time to promotion to full professor

Long-Range Outcomes

- ↑ impact of institutional Priority Research Clusters
- ↑ representation of diverse topics and underrepresented groups in research
- ↑ professional society leadership
- ↑ self-sustaining pipeline of trainees

Was the program delivered?   **Was it effective?**   **Was it worthwhile?**

Data-Driven Continuous Improvement

## Analysis of Outcomes by Multiple Subgroups

- FIRST Cohort faculty vs. other early career faculty
- Racial and ethnic identity
- Gender identity
- Socioeconomic background
- Ability status
- LGBTQ identity
- Tufts school and/or department
- Faculty rank

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Pre-Post Study Design

	Year														
	FIRST Cohort Award					*Sustained Institutional Activities*									
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Baseline															
Short-, intermediate-, long-range data collection and analysis	★														
Intervention and continuous improvement activities															
FIRST Program cohort/cluster hiring		▓	▓	▓											
FIRST Program faculty development activities		▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓
Continuous improvement Milestone monitoring, additional sub-studies, program adjustments	★	★	★	★	★										
Follow-up comparison to baseline															
Short-range hypothesis test Institutional culture and research productivity					★										
Intermediate-range impact Sustained research productivity and faculty retention										★					
Long-range impact Research influence, scientific leadership, workforce pipeline															★

Delivery, review, and adjustments based on study results.
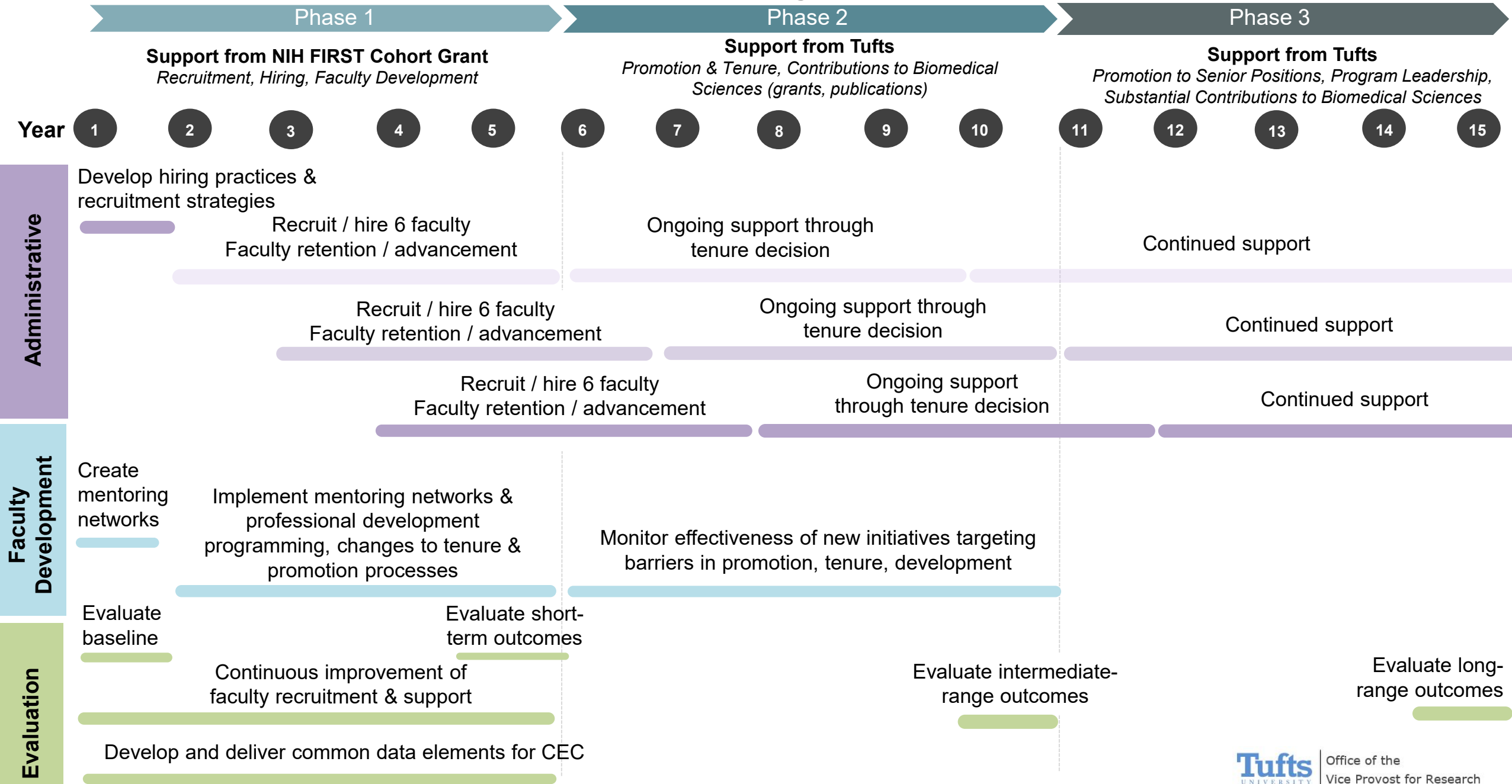
Immediate Actionable Steps

Actions- Antiracism Institutional Initiative

- Roll out implementation of Education proposal
  - Includes mandatory training for all faculty, staff & students
- Initiate review of tenure and promotion processes
- Institute antiracism training for committees with decision-making power, e.g. T&P and search committees
- Continue planning towards a 360-climate survey (launch date-spring 2022)

Faculty Core-Related

- Design and launch faculty survey
- Faculty development in effective mentoring
- Replace traditional mentor/mentee dyad with integrated tier mentoring
- Host conference for career development for URMS faculty
- Hire Faculty Recruitment Coordinator
  - Recruitment, networking and outreach activities to identify potential faculty candidates.

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Questions