



FRED HUTCH



FY 21

# DEI Annual Report

## Laying the Foundation for Critical Change

### Cultivating Diversity, Equity and Inclusion at Fred Hutch

This report provides you with an opportunity to learn about and [re]commit to diversity, equity, inclusion, anti-racism and anti-oppression at the Hutch. As you read about the initiatives, progress, programming, events and reflections from the 2020-2021 year, we challenge you to think about the role you have played and will engage moving forward. Pause, reflect and reengage as we continue to lay and build on our foundation of critical change in order to actualize our mission of the Hutch



# A Message from the Office of Diversity, Equity & Inclusion

The past year has been a historic one for our world and our nation in many respects. At Fred Hutch we believe that one notable and prominent feature has been the dramatic growth in our institutional efforts around diversity, equity, and inclusion. Existing efforts and new initiatives found a home in the creation of our Office of Diversity, Equity, and Inclusion (ODEI) in January 2020. A central component of this reorganization was the placement of ODEI in the Director's Office so that its work could more readily impact all sectors of Fred Hutch. Our first order of business was to create the institution's first Diversity, Equity, and Inclusion Strategic Plan. This plan, launched in June 2020, was informed by critical feedback we obtained from employees at all levels of the organization. This inaugural annual Fred Hutch DEI report is meant to serve the following overarching purposes:

- Provide public accountability regarding the progress of our DEI efforts
- Celebrate and recognize key successes
- Acknowledge and address key challenges and barriers

Toward this end this report is organized into two major sections. The first provides quantitative data regarding key metrics related to employee recruitment and retention and describes the demographics of our current work force. Sharing data of this type is best practice and consistent with reporting done by both peer academic institutions and industry partners. The second section focuses on the work that has been accomplished this past year related to each of the 5 major objectives of our Fred Hutch 2020-23 DEI Strategic Plan. The accomplishments highlighted in this section reflect DEI investments across the center, and synergistic partnerships with the ODEI. We thank all members of our Fred Hutch community who have been engaged in a wide range of impactful DEI efforts over this past year, many of which are described in this report. The realization of our goal of becoming an anti-racist institution characterized by inclusive excellence is only possible through the collective action of every one of us.



Paul Buckley  
Vice President and Chief Diversity and  
Inclusion Officer, Office of Diversity, Equity  
and Inclusion



Christopher Li  
Professor, Public Health Sciences Division  
Faculty Director, Office of Diversity, Equity  
and Inclusion

# Employee Data

## MEASURING PROGRESS AND PROVIDING ACCOUNTABILITY

The scientific research we conduct at Fred Hutch is by necessity driven by data. Administrative, policy, and financial decision-making at Fred Hutch also centers data. This said, historically we have not evaluated or reported diversity, equity, and inclusion employee data. Data are an essential component to DEI work as they are a means for evaluating the fairness of our institutional policies and practices as they relate to the recruitment, retention, and promotion of our workforce. Further, reporting DEI data is critical both for evaluating the effectiveness of our efforts and in providing accountability.

The information you will see here reflects that we have considerable work ahead of us with respect to increasing our representation of employees at various levels of Fred Hutch from historically excluded communities.

### DATA SOURCE

As a federal contractor, Fred Hutch is required to collect data from all employees at the time of on-boarding related to gender, racial, and ethnic identity and these data along with information from Human Resources on different job categories were used to assemble this report. Employees provide these data voluntarily and >95% of our employees have shared this information. While these data are quite complete, a clear limitation is our inability to assess our workforce along other dimensions relevant to DEI such as sexual orientation, gender identity beyond male/female categories, education, language, nationality, socio-economic status, and immigration to name a few. ODEI is considering ways to try and ascertain these types of data in the future, but none are yet available to report. While the data shown are largely reflective of our workforce in the current FY2021 fiscal year (n=3,606), since this is our inaugural report we also show some data back to 2010 in order to provide historical context.

*Note:* Unfortunately, information on graduate students could not be included in this report. Since our source of data is Fred Hutch employee records, and the majority of graduate students are supported through various departments at the University of Washington, we could not readily access demographic information on the entirety of our graduate student population.

## DEFINITIONS/CATEGORIES

Gender: At present the only gender categories available to us are “Female”, “Male”, and “Other”

Race/ethnicity: Available racial/ethnic categories include “American Indian”, “Asian”, “Black”, “Hispanic”, “Pacific Islander”, “White”, “Two or more”, and “Not Specified”. For individuals who identify as “Two or more” we do not have information on which specific groups they identify with. Given the small numbers for some of these groups we created two variables defined as follows:

Black, Indigenous, People of Color [BIPOC]: Includes all people identifying with one of the following categories: “American Indian”, “Asian”, “Black”, “Hispanic”, “Pacific Islander”, “Two or more”

Underrepresented Minority [URM]: This grouping is based on the NIH definition and includes people who identify with one of the following categories: “American Indian”, “Black”, “Hispanic”, “Pacific Islander”. We recognize that there is some amount of undercounting present since individuals who identify with “Two or more” racial/ethnic groups one of which is a URM group are not included since we could not identify them.



FRED HUTCH WORKFORCE

**Table 1: Time trends in employee demographics by gender and race/ethnicity [2010-2021]**

Year	% Women	% White	% Asian	% Hispanic	% Black	% Multiracial	% Did not report race/ethnicity
2010	62%	71%	19%	5%	3%	1%	4%
2011	62%	71%	20%	5%	3%	1%	3%
2012	61%	71%	20%	5%	3%	1%	3%
2013	61%	72%	20%	5%	3%	1%	2%
2014	62%	72%	20%	5%	4%	2%	1%
2015	62%	73%	21%	5%	4%	2%	0%
2016	62%	72%	21%	5%	4%	3%	0%
2017	62%	70%	21%	5%	4%	4%	1%
2018	63%	68%	21%	5%	4%	4%	2%
2019	63%	66%	21%	6%	4%	4%	2%
2020	63%	64%	22%	6%	4%	4%	4%
2021	63%	61%	21%	5%	3%	4%	5%

The majority of our workforce has and continues to be comprised of women. With respect to race/ethnicity, our workforce has become somewhat more diverse since 2010 with modest increases in our proportions of both Asian and multi-racial employees. The proportion of our workforce that is Asian exceeds the 15% Asian population in the general Seattle area, but our proportions of Hispanic/Latinx and Black employees are somewhat lower than the general Seattle population which is 7% Hispanic/Latinx and 7% Black [[U.S. Census Bureau](#)]. American Indian/Alaska Native and Native Hawaiian/Pacific Islander employees are not shown in this table because their proportions are <1% in all years.

**Table 2: Gender and racial ethnic composition of different sectors of the Fred Hutch workforce in FY2021**

Population	% Women	% White	% Asian	% Hispanic	% Black	% BIPOC	% URM
<b>All Employees (n=3,606)</b>	63%	61%	21%	5%	3%	34%	9%
<b>Senior Leadership (n=21)</b>	52%	95%	0%	0%	5%	5%	5%
Scientific (n=11)*	45%	100%	0%	0%	0%	0%	0%
Administrative (n=10) <sup>†</sup>	60%	90%	0%	0%	10%	10%	10%
<b>Board of Trustees (n=25)</b>	30%	87%	9%	0%	4%	13%	4%
<b>Professor-Track Faculty (n=233)</b>	39%	71%	23%	‡	‡	29%	4%
Assistant Professor (n=63)	43%	54%	33%	‡	‡	46%	6%
Associate Professor (n=53)	36%	68%	26%	‡	0%	32%	6%
Full Professor (n=117)	38%	83%	15%	‡	0%	17%	2%
Endowed Chairs (n=33) <sup>§</sup>	45%	88%	12%	0%	0%	12%	0%
<b>Staff Scientists (n=192)</b>	49%	66%	27%	4%	2%	34%	6%
<b>Post-docs (n=248)</b>	56%	39%	41%	4%	3%	61%	6%
<b>Managers (n=677)</b>	75%	75%	14%	4%	3%	23%	7%
<b>Individual Contributors (n=2,361)</b>	63%	53%	21%	5%	4%	38%	11%

\* Scientific senior leaders include: President, EVPs, SVPs, IRC heads

<sup>†</sup> Administrative senior leaders include: COO, CDIO, CFO, VPs

<sup>‡</sup> % is not shown to protect confidentiality

<sup>§</sup> Includes 28 Full Professors, 5 Associate Professors, and 1 Assistant Professor

- While there is strong representation of women among senior leadership, the proportion is somewhat lower than the Fred Hutch employee population as a whole.
- There is limited diversity among senior leadership and our Chief Diversity and Inclusion Officer is the only non-white member of the senior leadership team.
- Among faculty the proportion of women is lower than the general employee population.
- There is a lack of diversity with respect to race/ethnicity among our faculty and particularly among the Full Professors and Endowed Chairs. The proportions of Asian, BIPOC, and URM faculty decline with increasing rank.
- Our post-doc population is majority minority and is one of the most diverse employee populations at Fred Hutch. However, the proportion of URM post-docs is relatively low (n=16).
- While equal proportions of managers (staff with at least one direct report) and individual contributors (those without a direct report) are women, the proportions of managers who are either BIPOC or URM is lower than among our individual contributors.

RECRUITMENT AND RETENTION

All Employees

**Table 3: Demographics of applicants to all open positions, new hires, and employees who left Fred Hutch [voluntarily and involuntarily]**

Population	% Women	% White	% Asian	% Hispanic	% Black	% BIPOC	% URM
All employees (n=3,606)	63%	61%	21%	5%	3%	34%	9%
Applicants FY21 Q1*	60%	44%	33%	7%	6%	53%	15%
Applicants FY21 Q2*	63%	42%	24%	8%	15%	54%	25%
New Hires past 12m (n=780)	62%	45%	21%	6%	3%	38%	10%
Attrition FY20 (n=848)	64%	60%	20%	7%	6%	39%	15%

\* Excludes applicants for faculty searches [see faculty data in Table 6].

- New hires are somewhat more diverse than our existing employee population [BIPOC: 38% vs. 34%].
- Attrition of Black, BIPOC, and URM employees is somewhat higher than their overall proportions.
- Lower proportions of BIPOC and URM individuals are hired [BIPOC: 53-54% of applicant pool vs. 44% of new hires; URM: 15-25% of applicant pool vs. 10% of new hires].

**Table 4: New hires over the last fiscal year by job category**

Population	% Women	% White	% Asian	% Hispanic	% Black	% BIPOC	% URM
All employees (n=780)	62%	45%	21%	6%	3%	38%	10%
Managers (n=94)	64%	57%	17%	‡	‡	30%	5%
Individual contributors (n=632)	62%	43%	20%	7%	7%	39%	12%
Post-docs (n=103)	63%	42%	37%	5%	‡	50%	6%

- The demographics of newly hired employees tracks closely with the demographics of our current workforce [current work force is 34% BIPOC, new hires are 38% BIPOC].
- Newly recruited managers are somewhat more diverse than our overall group of managers [BIPOC: 30% vs. 23%], though the proportions for URM is similar [all current managers = 7% vs. new managers = 5%].
- The demographics of newly recruited individual contributors and post-docs are overall similar to our current employees in these categories.

**Table 5: Attrition over the last fiscal year by job category**

Population	% Women	% White	% Asian	% Hispanic	% Black	% BIPOC	% URM
All employees (n=848)	64%	60%	20%	7%	6%	39%	15%
Managers (n=135)	65%	74%	19%	‡	0%	24%	‡
Individual contributors (n=827)	65%	59%	20%	7%	6%	40%	15%
Post-docs (n=101)	52%	56%	35%	‡	‡	39%	3%

- Across all positions those who departed Fred Hutch over the last fiscal year were somewhat more diverse than our overall workforce (BIPOC: 39% vs. 34%, URM: 15% vs. 9%).
- With respect to managers who departed Fred Hutch their demographics were similar to our manager population as a whole (BIPOC: 24% vs. 23%).
- Looking at the data in Tables 4 and 5 together, overall the influx and loss of BIPOC employees was similar (38% vs. 39%), but there was less influx than loss of URM employees (10% vs. 15%).

**Faculty Applicant Pools**

**Table 6: Demographics of applicants to faculty searches FY18-FY21**

Year	FY18	FY19	FY20	FY21 cluster only	FY21 excluding cluster
# of searches	11	16	11	1	7
# of applicants	164	355	605	527	212
% Women	30%	37%	31%	39%	37%
% URM	12%	7%	4%	20%	12%

- From FY18 to FY20 we observed a sharp decline in the proportion of applicants to our faculty searches who identified as URM.
- This rebounded considerably in FY21 as in our faculty cluster hire specifically focused on increasing the diversity of our faculty 20% of the applicant pool identified as URM. This single search also had an applicant pool that was larger than the combined 27 faculty searches conducted across both FY18 and FY19.
- We also observed an increase in the racial/ethnic diversity of the applicant pools across the other 7 FY21 faculty searches





## Objective 1

**ESTABLISH THE ODEI AS A VISIBLE AND CENTRAL HUB FOR THE FACILITATION AND COORDINATION OF DEI EFFORTS ACROSS THE HUTCH.**

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### **1. Elevate and maintain Hutch leadership’s [all senior leaders and Board of Trustees] commitment to DEI.**

All Hutch senior leaders—Hutch Executive Committee [HEC] and Executive Leadership Team [ELT] members—have been engaged in their own DEI learning projects and all have registered for or completed the first Fearless IDEAs Bias Mitigation Education module. The center director and president’s leadership, support, and engagement in this work is visible and highlighted in the range of topics and approaches to town hall. Additionally, before the HEC was developed, ELT members engaged an anti-racism learning project that examined the history and social dynamics of racism and colonization in the United States and a reading of Kendi’s *How to Be an Antiracist* which culminated in a panel discussion for the ODEI Forum. The Hutch Board has also begun important discussions on the topic, supported the funding of our faculty cluster hire initiative, and have dedicated time to building DEI capacity through facilitated Fearless Discussion.

#### **Hutch Executive Committee [HEC]**

The Hutch Executive Committee is organized as the Center director and president’s team of executive leaders, which includes senior vice presidents from the academic divisions as well as vice presidents and assistant/associate vice presidents from key areas of the Administration division. The HEC meets weekly. Tom Lynch convenes this group of leaders.

#### **Executive Leadership Team [ELT]**

The Executive Leadership Team [ELT] includes vice presidents and assistant/associate vice presidents who report to the Executive Vice President, Steve Stadum, who convenes this group. All ELT members are on the HEC. The ELT meets bi-weekly.

### **2. Provide support to all sectors of the Hutch in their own development and pursuit of DEI goals.**

Throughout the year, ODEI has actively supported the personal and organizational DEI work of leaders, staff, faculty, and various teams. Our support has included:

- Offering DEI analyses and perspectives for policy, program and initiatives development

- Competency development
- Guidance and coaching
- Serving as a sounding board and following up on concerns and opportunities
- Serving as a connector and conduit to advance collaborative work across the center

This objective and our progress reflects much of the invisible work of the ODEI, which is a capacity building and influencing office. We have fully embraced the incredible demand for ODEI services that have increased exponentially over the past 15 months. We regularly engage with members of the Fred Hutch community through 1:1 meetings, informal small group conversations, and formal large group presentations. Those seeking support or guidance from ODEI can reach out to us directly at [diversity@fredhutch.org](mailto:diversity@fredhutch.org).

- **Build and maintain a robust ODEI internal and external website.**  
Our Centernet page continues to expand as a resource page where our strategic plan, reports, and guidance documents can be found. Additionally, our working committees and their memberships are well represented on this page along with our team. In December, with the help of our Communications & Marketing and CIT partners, we completed and launched our external facing website that highlights our team, partners, advisory boards, statements and resources. It also features the Eddie Méndez Scholar Award and NIH Diversity Supplements. Faculty and Staff recruits have referenced our website as an important information source in strengthening their interest in our scientific mission and DEI principles as integral to our efforts.
- **Develop a DEI dashboard of selected key metrics to be reported to the Director's Office quarterly**  
Our DEI dashboard has been developed with the incredible support from Human Resources and Center IT. Currently, the dashboard has broad data points including sensitive data that is to be utilized by ODEI for analysis and progress reports. Our first public reporting of key DEI metrics is provided in the first section of this report.
- **Report on DEI progress via an annual written report, presentation to the Board, and Hutch-wide DEI Summit.**  
In progress.
- **Add ODEI representatives to senior leadership meetings.**  
In Q1, ODEI began to have presence at the Executive Leadership Team meetings. As a member of the Hutch Executive Committee (HEC), the Chief Diversity & Inclusion Officer attends HEC meetings. Also, with the reconfiguration of the faculty Appointments & Promotions Committee, the DEI Faculty Director attends those meetings.
- **Establish an ODEI Advisory Committee to provide input on our DEI strategy and to help synergize initiatives.**  
The ODEI Advisory Committee was established in Q2. The committee represents a broad contingent of the Hutch community who are dedicated to advancing DEI efforts in their individual roles as well as through their committee support to ODEI, including graduate students and postdocs, ERGs, administrators, and staff members. The committee is envisioned to compliment the DEI Faculty Committee.

**DEI Faculty Committee**

Jennifer Adair  
Rachel Ceballos  
Larry Corey  
Denise Galloway  
Rachel Issaka  
Linda Ko  
John K Lee  
Christopher Li  
Jennifer Lund  
Harmit Malik  
Julian Simon  
Aakanksha Singhvi

**ODEI Advisory Committee**

Kathy Briant  
Andrea Brocato  
Jeanne Chowning  
Hunter Colegrove  
Wendy Law  
Jay Mendoza  
Mark Mendoza  
Bhavesha O'Byrne  
Amy Packard  
Raquel Sanchez  
Darlene Vereen  
Stephaun Wallace  
Alison Williams  
Lauren Wolfe



## Objective 2

### ADVANCE OPPORTUNITIES FOR RESEARCH THAT ENGAGE DIVERSE POPULATIONS AND REDUCE HEALTH DISPARITIES

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#### 1. Identify/promote funding opportunities related to health disparities and highlight current Hutch disparities research

##### **Office of Community Outreach and Engagement (OCOE)**

Formerly the Health Disparities Research Center, OCOE was created to enable collaboration across Fred Hutch, the University of Washington [UW], Seattle Children's and the Seattle Cancer Care Alliance [SCCA]. Our community approach creates a feedback loop designed to close the gap in health disparities and reduce the incidence and mortality rates from cancer and other diseases. We work with community members to improve knowledge and awareness of cancer risk factors, screening services and treatment options. By engaging with members of underrepresented communities, we discover where inequities exist, helping scientists and clinicians develop and apply new knowledge to help these at-risk communities. The more knowledge we gain, the better we are able to address the needs of different communities, further reducing health disparities. In addition to our primary location at the Fred Hutch campus in Seattle, the OCOE operates the Center for Community Health Promotion in Sunnyside, Washington.

This year the OCOE shifted the focus to address COVID-19 vaccine education/dissemination/hesitancy and partnered with the Fred Hutch/NMSU U54 partnership to pool resources. They had a great deal of interest in the RFA – 46 organizations attend the information/Q&A session when the RFA was released. They received 16 grant applications from across the state and were able to fund 5. [Brain Injury Alliance of WA; Centro de Servicios Comunitarios [CSC] Yakima; Communities of Color Coalition; Multicare; World Relief Seattle; YMCA of Greater Seattle]

##### **Cancer Consortium Catchment Area Pilot Awards 2021**

This year funds were available for cancer-related pilot projects that engage basic scientists, are relevant to the catchment area, and foster participation of community partners. The following three projects were funded with the support of our P30 CCSG; Administrative Supplement for COE Activities to the P30 CCSG; and the Director's Office under the leadership of Jon Cooper, Ray Monnat, Kathy Briant, and Jay Mendoza.

Principal Investigator	Pilot Project Title	Institutions Represented
Neelendu Dey	Advancing equity in colorectal cancer screening through microbiome profiling	Fred Hutch UW/Veterans Affairs
David Hockenbery	Links between dysbiotic gut microbiomes and obesity-associated colorectal carcinomas	Fred Hutch
Manoj Menon	Pilot Study of an Early Genomic Profiling Program in Patients with Newly Diagnosed Advanced Stage Non-Small Cell Lung Cancer [NSCLC]	Fred Hutch

## Research Grants

A multitude of new and on-going research projects focused on disparities are led by Fred Hutch investigators. Selected examples are summarized below:

### CoVPN

Community Engagement efforts for the COVID-19 Prevention Network [CoVPN] resulted in diversity and inclusion across all of the US government funded COVID-19 vaccine trials. 47% of participants at the CoVPN sites identified as Black, Indigenous and People of Color [BIPOC]

Development of a COVID-19 vaccine website [www.PreventCOVID.org], driving interested parties to a volunteer screening registry. As of April 2021, the registry has over 600,000 diverse individuals who completed the survey.

National webinars/townhalls in collaboration with key community, industry, provider, and government partners

Public information campaigns reaching over 6 million persons

Applying a DEI lens to COVID-19 research and outreach: VIDD Faculty have adopted a distinct focus on COVID-19 prevention research that affects diverse communities, and in particular underrepresented minorities [URM] in the US who are disproportionately impacted. They have also undertaken considerable efforts at not only recruiting URM to COVID-19 studies but communicating the value of the science to these communities.

CoVPN and HVTN teams have held and partnered in over 75 webinar/townhall events reaching over 175,000 persons via direct attendance, and over 6 million persons through post-event views of content. Some of the partner organizations include, but not limited to: AARP, National Urban League, UnidosUS, National Medical Association, National Hispanic Medical Association, Latino Commission on AIDS, National Minority Quality Forum, Urban Indian Health Institute, Black AIDS Institute, Treatment Action Group, and Kaiser Family Foundation. Many of these groups we have had relationships with prior to COVID-19, but many we have established or strengthened relationships within response to COVID-19. In tandem with these efforts, we established a CoVPN Speakers Bureau, which is populated by over 100 scientists who have experience communicating science to nonscientific audiences and who are able to build relationships and trust in communities. When organizations and groups anywhere in the country have COVID-19 education events, they solicit

speakers from our bureau who provide the science education in accessible ways. The majority of the speakers represent ethnic/racial minority groups. These efforts have been very well received.

### **CoVPN Faith Initiative**

**Funding Agency:** NIH

The Faith Initiative seeks to address the impact of COVID-19 in faith communities, particularly faith communities that are comprised largely of Black, Latinx, and American Indian/Alaskan Native people, by mobilizing faith leaders nationally, to provide leadership and support in the conduct of COVID-19/CoVPN education and awareness activities. These activities integrate anti-racist, anti-xenophobic, anti-homophobic and Good Participatory Practice principles, along with the inclusion of common values found in the sacred texts of various religions. The initiative team includes 7 faith ambassadors who are working across the country with more than 40 local/regional faith leaders and organizations to support and facilitate education and engagement activities that increase the understanding of COVID-19 and the related vaccine trials within these communities to further build and enhance trust. This initiative has been extremely well received, and has been successful at building trust in the research process that has resulted in many faith leaders and faith organizations supporting the COVID-19 vaccine trials and encouraging their congregations and setting up vaccinations centers in their facilities.

### **Li Hsu**

**Funding Agency:** NCI

*Integrative Genomics into Genetic Association Studies of Blood Pressure and Stroke in African Americans*

### **Charles Kooperberg**

**Funding Agency:** NIH

*Polygenic Risk Scores for Diverse Populations – Bridging Research and Clinical Care:* We will leverage high-quality data to include over 1.5M non-European ancestry participants to develop and validate PRS for CVD-associated traits in racially/ethnically diverse populations.

### **Jaimee Heffner**

**Funding Agency:** NCI

*Vet Flexiquit Study*, targeting low SES Veterans over 18 years of age with mental health conditions. The goal of this study is to adapt a web-based, avatar-led smoking cessation program for Veteran smokers at varying levels of readiness to quit.

### **Jonathan Bricker**

**Funding Agency:** NCI

*WeLNES Study:* A telephone weight loss, nutrition and exercise study that has a target enrollment of 40% minority population.

### **Heather Greenlee**

**Funding Agency: Fred Hutch/SCCA**

*Cook for Your Life:* This website offers an ever-expanding collection of recipes, videos and science-based nutrition and health information in both English and Spanish — as well as opportunities for research.

**Julian Simon**

**Funding Agency: NCI**

*Partnership for the Advancement of Cancer Research (PACR)* a long-standing collaboration with Fred Hutch and New Mexico State University. The team has assembled a diverse portfolio of innovative projects that each address an unmet regional need among underrepresented populations.

- Pilot Study: Risk of Cancer Versus Risk of Cancer Diagnosis: Accounting for diagnostic bias in predictions of breast cancer risk by race/ethnicity and breast density [Charlotte Gard, NMSU & Ruth Etzioni, Fred Hutch]
- Pilot Study: Addressing Social Determinants of Health in Primary Care [Mary Alice Scott, NMSU, Ivan de la Rosa, NMSU, & Rachel Ceballos, Fred Hutch]
- Full Project: Engaging Navajo elementary schools in a randomized controlled trial: Yéego! Healthy Eating & Gardening [Kevin Lombard, NMSU, Shirley Beresford, Fred Hutch, India Ornelas, Fred Hutch]
- Full Project: Testing the Efficacy of the Culturally-Adapted Conexiones Program for Hispanic Mothers Diagnosed with Cancer [Rebecca Palacios, NMSU, Frances Lewis, UW/Fred Hutch]

**Riki Peters/ Chris Li**

**Funding Agency: Multiple**

*The Translational Research Program on Cancer Disparities (TRPCD)* addresses colorectal cancer disparities among Alaska Native, African American, Latinx, and non-Hispanic White and is funded by the following grants:

- NCI P20 grant: Translational Research Program in Colorectal Cancer Disparities
- V Foundation grant: Evaluation Of The Biological Basis For Disparities In Colorectal Outcomes Among Alaska Native People
- Goldman Sachs Foundation: An Integrative Multi-Omics Approach to Improving Our Understanding of Colorectal Cancer Disparities in African American and Alaska Native People

**SWOG**

**Funding Agency: NCI**

Reducing healthcare disparities in cancer is a priority area for SWOG and the SWOG Statistics and Data Management Center [SDMC]. SWOG enhances the enrollment of minority and medically underserved populations through its Recruitment and Retention Committee. The charge of this committee is to assist investigators and staff with site and patient recruitment.

Almost 40 percent of SWOG overall accrual comes from community and minority and underserved site investigators. In addition to the 24 NCI-designated cancer centers and other participating sites, SWOG counts among its membership 25 Community and Minority-Based NCORP sites.

## **Eric Chow**

**Funding Agency:** NCI

*Improving Cancer Survivorship Care Delivery: Telehealth and Lay Health Educators:* This study is engaging with rural cancer survivors through a pilot randomized clinical trial assessing the feasibility of providing survivorship care plans remotely and outside of the oncology setting

## **Margaret Madeleine**

**Funding Agency:** CCSG

This project is evaluating geographic disparities in telehealth use and capacity in Washington State. The need to improve and expand cancer care through telehealth has been made acute by the COVID19 pandemic. Despite the variety of telehealth modalities available and their potential for improving care, telehealth is underutilized by underserved patients and Federally Qualified Health Centers [FQHC]. To date, no research has addressed geographic disparities in telehealth use and capacity among Washington State populations and the barriers to telehealth service delivery at FQHCs.

## **Trang VoPham**

**Funding Agency:** NIDDK

*Air pollution and health disparities in liver disease and cancer:* One of the primary aims of this project is to examine racial/ethnic disparities in the association between air pollution exposure and liver disease and cancer outcomes among US Veterans [racial/ethnic minorities such as American Indians/Alaska Natives, Hispanics, blacks, Asians, and Pacific Islanders].

## **Margaret Madeleine**

**Funding Agency:** NIH & WHI

*Ovarian Cancer Among Women of African Ancestry Consortium:* This consortium studies the epidemiology of ovarian cancer in Black women compared with White women to address disparities.

## **Geographic Management of Cancer Disparities Program [GMaP]**

**Funding Agency:** NCI & CCSG

The overarching goals of GMaP are to enhance workforce diversity and to promote cancer health disparities research. This is accomplished by identifying and implementing strategies that will create sustainable partnerships to enhance disparities research and career development for underrepresented populations [undergraduate/postbaccalaureate, graduate students, postdoctoral fellows, junior faculty]. The GMaP Network divides the country into 6 different regions and we at Fred Hutch have led the efforts of Region 5 since 2009. Region 5 consists of Alaska, Washington, Oregon, Hawaii, American Samoa, Guam, and California. The program is currently led by Christopher Li and Sara Cole. A few of the highlights of our work within GMaP include, but are not limited to:

- Career Development Workshop: Due to the COVID-19 pandemic we converted our annual Career Development Workshop to an online forum August 3-4, 2020. Programming included sessions on social determinants of health in cancer research, research idea development, writing specific aims, responding to a NIH critique as well as panel discussions on time management, career planning, and applying for a “K” or “R” series grant.



- Expert Grant Review: On an ongoing basis, we offer expert grant review to GMaP trainees applying for CURE funding [or first R01] to receive feedback from seasoned investigators that serve on our faculty steering committee [or across the GMaP network].
- Pilot funding: Our goal is to increase the success of GMaP trainees to obtain NIH funding through supporting pilot research projects.
- Biospecimen initiative: Another component of GMaP programming is to conduct a comprehensive environmental scan of biospecimen repositories in the region and then promote use of these repositories through the development and dissemination of a virtual biospecimen repository [VBR]. To date we have 21 studies represented in our data from 5 academic institutions and/or cancer centers, including Fred Hutch. Once a virtual biorepository database that is reflective of racial/ethnic minority cancer site data available from across the region is created, it will be shared with regional trainees and students to create and stimulate new cancer health disparities research.

## 2. Include diverse scientists at other institutions in all Hutch sponsored seminar series

Several efforts were made this past year to increase the visibility of scientists from diverse backgrounds.

### “Picture A Scientist”

The Basic Science Division hosted a viewing of “[Picture A Scientist](#)” a 2020 film that discusses discrimination against women in science. The film was made available to everyone at the Center and was a highlight at the annual Division retreat. The filmmaker attended a virtual discussion about the film after the viewing that resulted in an engaging discussion among Division members about how to improve the environment for women scientists. The shared virtual viewing of the documentary “Picture A Scientist” and subsequent discussion with the filmmaker provided an opportunity for a lively and engaging discussion amongst the Basic Science Division members. We found the film to be a great way to engage the Division on this important topic and will look to using this approach to foster future discussions.

This film was subsequently broadly shared with the Fred Hutch community and the filmmakers and two of the featured scientists participated in an ODEI Town Hall discussion.

### Méndez Symposium

Fred Hutch leaders created this award to recognize Dr. Eddie Méndez’s commitment to cancer research and to support early-career scientists from underrepresented minorities, including racial and ethnic groups [African Americans, Hispanics, Latinos, American Indians, Alaska Natives, Native Hawaiians, and other Pacific Islanders] as well as individuals with disabilities. The award recognizes outstanding postdoctoral fellows from any discipline who are conducting cancer, infectious disease, or basic science research, as well as have demonstrated their commitment to work within Diversity, Equity and Inclusion. Awardees present at a scientific symposium honoring Dr. Eddie Méndez and have the opportunity to meet with Fred Hutch faculty and senior leaders. Now in its 3rd year, the now

28 awardees represent a piece of the legacy that is the late Dr. Méndez as reflected in these quotes from awardees:

*“It was very uplifting knowing that Fred Hutch truly cares about diversity and is making an effort towards the goal of meeting equity and inclusion in science. Professionally, it gave us great exposure and the possibility to connect with outstanding fellows and faculty. I greatly appreciate it.”*

– Dr. Eddie Méndez Award Recipient

### **3. Cultivate partnerships with key external organizations and institutions relevant to this work**

The pandemic created an opportunity for study teams to think about creative ways to reach study participants, particularly underrepresented populations or those with limited access to resources. In Public Health Sciences, study teams who had not done so in the past started exploring other language options for their study communication and surveys. A number of these teams have existing or newly created Community Advisory Boards (CAB) that include members from the local community and who are representative of the populations included in the research projects. These relationships have remained strong and vital this past year. Several staff are now involved in the newly created Language Resource Working Group.

#### **IRB Diverse Enrolment Subcommittee**

In partnership with faculty researchers, IRB members, the Offices of Community Outreach and Engagement and Diversity, Equity, and Inclusion, and research administrators across Fred Hutch, the Institutional Review Office has convened a working group to recommend ways to promote diversity in enrollment in clinical trials. The group is considering the enrollment data for cancer clinical trials, the resources currently available to investigators to reach diverse communities, and ways to help ensure that we are serving the diverse communities in our region and state. The group will conclude with a set of recommendations to present to Fred Hutch Leadership in late June.



## Objective 3

DEVELOP AND PROVIDE EDUCATIONAL EXPERIENCES FOR THE HUTCH COMMUNITY TO EXPAND AWARENESS AND ENGAGE PRACTICES THAT PROMOTE EQUITY, INCLUSION, AND ANTI-RACISM

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1. Implement an engaging mission focused anti-racist DEI educational initiative for the entire Hutch spanning content relevant to various underrepresented groups in science [including, but not limited to, groups defined by race/ethnicity, disability status, gender identity, and sexual orientation].

### ODEI All Hutch Forums

In July 2020, ODEI implemented a monthly Forum to engage the Hutch community in dialogue about racism and other forms of oppression. The virtual Forums have included panels, a dialogue group, and speakers, including a collaboration with the Basic Division on a two-part series centered on the documentary: "Picture a Scientist." Our Forums have had 6,600 virtual attendees over the past 10 months. They are often attended by various members of the Hutch Board as well.

Month	Title	Speaker
April 8, 2021	Racial Microaggressions in the Workplace Part II	Panel
March 25, 2021	Racial Microaggressions in the Workplace Part I	Dr. Tae-Sun Kim
January 14, 2021	Dr. King and the Danger of Dreaming	Mr. Stephen M. Graham
December 10, 2020	Updates on Fred Hutch DEI Initiatives	
October 29, 2020	How to be Anti-Racist: A Conversation with the Executive Leadership Team	
October 1, 2020	"Picture a Scientist" in review and Building a More Inclusive Future Part II	Sharon Shattuck, Ian Cheney, Dr. Raychelle Burks, Dr. Jane Willenbring
September 24, 2020	"Picture a Scientist": She is her Part I	
August 27, 2020	Antiracism Part II	
July 30, 2020	Antiracism Part I	
June 25, 2020	ODEI Strategic Plan	

***Fearless IDEAs: Moving Science Forward***

*IDEAs abbreviates Inclusion, Diversity, Education, Anti-racism and Anti-oppression*

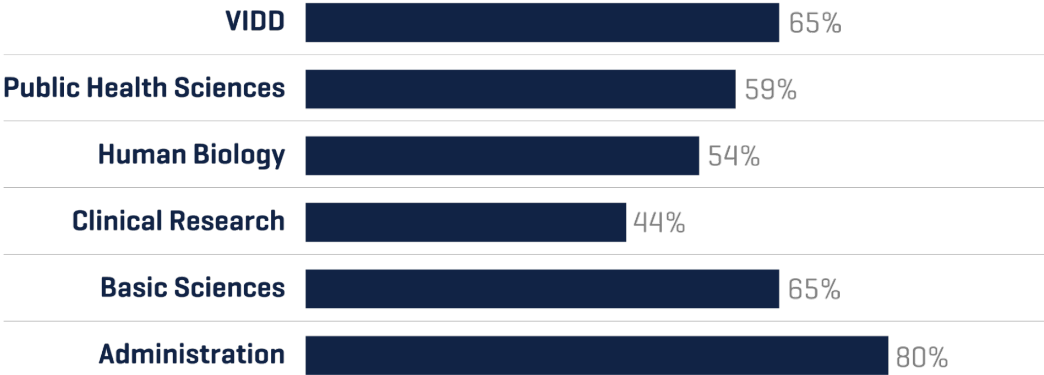
Moving Science Forward is our required comprehensive anti-racist DEI educational initiative. A key feature of the initiative is that it rebuffs “diversity training” by engaging participants in a design for continuous education that involves pre-work, a live module, evaluation survey, and post-work constructed for participants to integrate learning with their everyday work. The curriculum provides a holistic experience that expands intellectual and emotional capacities. Anti-racist DEI work is not only about learning and doing, but conscientious and empathic ways of being.

Our initial six module topics will engage Hutch employees over the course of about two years for completion. The initiative engages all Hutch employees in a continuous learning project to increase awareness, develop competencies, implement practices in our shared responsibility to make and sustain an inclusive and equitable center and positions the Hutch as an inter/national leader in DEI work.

With the initial strategic focus on people managers [all faculty and other supervisors], we launched the Bias Mitigation Education [BME] module on January 20, and have continued to offer 6 sessions each succeeding month. The graphs below describe our progress for participation at the time of writing this report. All divisions are actively participating, with the Administration division leading the way. We project that by the end of June, 79% of people managers and approximately 882 Hutch employees will complete the first module. We should note that Hutch Executive Committee members participated in the initial BME sessions for people managers and have begun to continue their learning as a cohort with other topics.

**Bias Mitigation Education: Grounding & Commitment, Module 1**

Percentage of People Managers Completed by Division



Special thanks to our Human Resources partners [Tina Pegar and Kim Wells] for their support in utilizing Hutch Learning and our pilot group whose feedback from taking the first BME course helped us to deliver a quality program: Sara Cole, Zachary Craig-Works, Tisha Graham, Erin Kuusela, Gregory Lawrence, Dara Lehman, Alfreda Lewis, Chris Li, Traci Linker, Harmit Malik, Kara McDermott, Julie

Overbaugh, Mercie Pisa, Jennifer Roller, Charles Smarr, Val Rie Smith, Kim Wells, Alison Williams, and Lauren Wolfe.

*“This takes ongoing work, attention and continued commitment. The tools and concepts presented are a great step at creating framework - especially around how people managers show up... Accountability and commitment are key.”*

- Fearless IDEAs: Grounding & Commitment Attendee

## **2. Create an annual DEI Summit that educates the Hutch community on the Center’s progress and specific tools to engage the identified priorities for the year ahead.**

ODEI will host the Inaugural DEI Summit: “Transforming Good Intentions Into Critical Change” on June 2-3, where this report will be delivered. Four key workshops will be presented that highlight some of the critical work occurring at the center and to offer insight and direction to the focus areas of our work next year. The workshops include: building pipelines and pathways at Fred Hutch, personal DEI statements, DEI in recruiting, and the faculty cluster hire.

## **3. Develop a certification process for anti-racist education tied to implicit bias training/search committee participation.**

In progress. Faculty search committees will continue to engage in mandatory pre-search education on implicit bias and search committee best practices. For staff, search processes that utilize search committees are few. However, our aim is to ensure that that search participants and/or teams with an open position will have opportunity to take BME1 and a brief [30 minutes] online Bias Mitigation refresher course before engaging a search process. The certification process is outlined below:

- Human Resources sends weekly reports of open positions and the unit hiring managers to ODEI
- ODEI sends follow up communication to the hiring manager inviting the entire unit’s participation in the online refresher Bias Mitigation course.
- Participation is documented before review of applications begins.

We have prioritized the development of an online BME refresher that focuses on recruitment for FY22 to be used by search committees, hiring managers or Hutch teams.

## **4. Integrate anti-racist DEI principles in other learning modules for employees at the Hutch.**

In progress.

**5. The ODEI team will strategically engage in learning opportunities to advance the forward edge of Hutch DEI work.**

In progress. ODEI is engaged in continuous DEI learning through individual member engagements and team learning from webinars, books, articles, other media, and conferences. Further, the team will participate in its first retreat soon after the Inaugural DEI Summit.



## Objective 4

ENHANCE DIVERSITY AND EQUITY IN RECRUITMENT AND RETENTION EFFORTS AT ALL LEVELS  
TOWARD GREATER INCLUSION AT THE HUTCH

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- 1. Conduct policy and practice review of recruitment and promotion processes for faculty and staff through a DEI lens. This will include developing a process for providing anti-racist education and implicit bias training to all hiring involving search committees (both faculty and staff) and for others engaged in hiring.**

Central to our efforts toward cultivating an environment of inclusive excellence and dismantling structural racism is evaluating all existing policies and practices through an anti-racist lens. While this is envisioned as a multi-year project, it has begun in earnest with an emphasis on both faculty and staff policies:

### **Faculty Policies**

Chris Li is spearheading a review of all Fred Hutch faculty academic policies and some recommended changes have already been made. One has been to diversify our Fred Hutch-wide faculty Appointments and Promotion [A&P] Committee which is responsible for approving all new faculty searches, new faculty hires, faculty promotions, and faculty 5-year reviews. Three BIPOC faculty, Ying Huang, Harmit Malik, and Chris Li, were added to this committee in January 2021. Chris has also organized a subcommittee of our Faculty DEI Committee consisting of Denise Galloway, Jenny Lund, Aakanksha Singvi, and himself to thoroughly review our existing academic policies and make recommendations for changes. This work has started by conducting an assessment of faculty policies at a number of peer institutions.

### **Staff Recruitment Processes**

Paul Buckley and Amy Packard reviewed current staff recruitment processes, which have broad variance in approaches given the diversity of job positions, and implemented the following updates as the first phase of strengthening inclusive recruitment strategies for non-faculty positions:

- All recruiters participated in the Bias Mitigation Education module as members of the pilot participant group.
- Implemented required diversity statements: for all open searches in the finalist stage of the interview process. The statements are utilized to signal Hutch values and our expectations for DEI commitment to the applicant and offers an additional data point for hiring managers to consider in the process. Recruiters and hiring managers have flexibility in determining if

diversity statements will be as part of the initial application materials requested (along with resume and cover letter), depending on the position. This approach phases in the use of diversity statements for some positions where the request could create hesitancy or delay for applicants.

- A certification process for implicit bias education and disruption: in relationship to search processes, programming has been developed to ensure teams and/or search process participants can engage bias mitigation strategies close to the time of the search.
- The recruitment process transitions with onboarding. Carrie Danielson and Paul Buckley reviewed the New Employee Orientation online module through a DEI lens. The module now includes messaging from leadership and the chief diversity & inclusion officer about Hutch DEI values and expectations. The ERGs and the BIPOC Caucus are highlighted as spaces for community and connection toward employee retention.

Opportunities for further review have been identified to include: inclusive search strategy development, job description and compensation review, interview questions development, use of rubrics, statement evaluation approaches, and inclusive onboarding. These elements will be addressed in the next financial year through the “Diversity in Recruitment and Retention” Fearless IDEAs module and updated Talent Acquisition toolkits. The Talent Acquisition team creates resources and strategies that can be utilized by department hiring teams to engage diverse talent and promote an inclusive hiring process.

Currently, there are three Employee Resource Groups (ERGs) affiliated with ODEI:

- Community of Employees for Racial Equity (CERE—formerly “Diversity Council”)
- Hutch United
- Fred Hutch Rainbow Employees for Equity (FHREE)

ODEI continues to support the development, progress, and success of these groups toward retention and success of member employees, graduate students and postdocs. As identified in our strategic plan, our support of these groups include guiding them to a core mission of community and connection in support of Hutch strategic retention goals. We have engaged a rechartering process to that end. In our efforts over the past year, we have supported the increased visibility of the ERGs and this remains a goal and priority in the new charter vision.

### **The Black Indigenous & other People of Color (BIPOC) Caucus**

The BIPOC Caucus is an ODEI initiative that centers the members of racially minoritized communities at the Hutch (and SCCA) in our departmental mission. The Caucus was established as an outgrowth of the first forum sponsored by ODEI, “I Can’t Breathe:” A Dialogue About Racism & the Cure, hosted on June 3, 2020. The forum was presented in two parts: one for BIPOC community only and the other for the entire Hutch community. Recognizing the need for ongoing engagement and a space for healing, without the white gaze, ODEI established the Caucus as an BIPOC affinity space with the following objectives:

- Provide time for intentional connection and community building among BIPOC employees
- Engage learning about impacts of racism on BIPOC and how to respond to them



- Facilitate healing processes in response to these impacts
- Empower all of us to support one another in our individual and collective responses to issues that concern BIPOC community members at the Hutch/SCCA.

The Caucus began meeting bi-weekly and now meets monthly, except on those dates where Caucus members are advised to attend the ODEI All-Hutch Forum in place of a meeting. Since its creation, the BIPOC Caucus has engaged over 840 virtual attendees. Caucus members report feeling inspired, encouraged, and informed by each meeting. It should be noted that most meetings engage topics for learning, including: internalized oppression, intersectionality, policing and BIPOC communities, etc. The agenda of the Caucus has a solidarity development focus and an evolving agenda that is strategically developed by the chief D&I officer and implemented by the ODEI.

*“Never before have we had the opportunity to have such an open and honest discourse on race, race relations and their impact on Fred Hutch employees, the science that we do and the communities that we serve.”*

### English Language Learning Center [ELRC]

The ELRC, an ODEI initiative, provides support for native speakers of languages other than English and/or those that are new to the United States and would like assistance with navigating their workplace. Through one-on-one support and group seminars, Hutch employees have an opportunity to enhance their on-the-job effectiveness. Meetings engage topics for learning about language skills, document editing, presentation practice, mock interviews, and more. Use of the ELRC has continued to grow, despite the move to a virtual environment due to COVID-19. ODEI supports the contracted services of our ELRC consultants and supervises their work as we provide a space for colleagues to form independent connections across labs, divisions, and offices.

Strategic retention efforts will be driven by a more complete understanding of the employee experience. The first Employee Experience Survey measuring culture and inclusion was conducted as a joint Human Resources and ODEI project in March 2021. At the time of writing this report, data from the survey is being analyzed to be made available to the Hutch community in May 2021. The 31 survey questions were both qualitative and quantitative, with inquiries about our stated values, transparency, communication from managers, inclusion, belonging, and to determine a sense of what helps and hinders employees from doing their best work. Analysis will include demographic data in order to determine how different employee population groups experience the Hutch environment.

## **2. Create a pipeline and potential candidate pool that will expand the diversity of the Hutch community at all levels of the organization.**

### Office of Education and Training

The Fred Hutch Office of Education & Training [OET] houses programs committed to training the next generation of scientists. The OET programs span the biomedical disciplines and research interests pursued at Fred Hutch — from basic, human biological, clinical, and public health sciences research to

a range of cancers and infectious diseases — with a commitment to increasing access and creating pathways for those trainees historically excluded. The activities and training opportunities include:

- Office of Science Education and Training (SciEd) [internships](#) and programs for [science teachers](#), [high school students](#) and [undergraduates](#)
- Office of Graduate Education (OGE) graduate student administration and professional development
- Office of Scientific Career Development (OSCD) graduate student and [postdoctoral fellow](#) professional development

### Office of Science Education and Training (SciEd)

The pre-baccalaureate programs within the Fred Hutch Office of Science Education and Training (SciEd) inspires diverse high school students, undergraduates, and teachers through science education and authentic research training opportunities, promotes scientific literacy through community partnerships, and prepares the next generation of researchers to work at the frontiers of the life sciences. SciEd programs were – for many years – the Hutch’s flagship DEI efforts. They engage groups historically excluded from science, open the door for opportunities, and move us towards representation of diversity in our workforce.

### The Science Education Partnership (SEP)

SEP supports its large network of secondary science teachers with a virtual program called “[Hutch@Home](#).” This program offers teachers talks from faculty, post-doctoral, and graduate student scientists who share about their educational/career paths as well as research. The talks have reached over 1,200 people either live or through views of recorded sessions archived on the SEP YouTube channel.

SEP has provided many professional development workshops for teachers in FY21, many of which were targeted at social justice and biology education. These have included sessions on our [DNA Exonerations](#) and [Race, Racism and Genetics](#) units at the Washington/Oregon Science Teachers Association, National Science Teachers Association, and Science Educators for Equity, Diversity, and Social Justice, conferences, as well as workshops on these topics for SEP teachers, school districts, and other groups. These resources highlight how science can be used in the service of social justice and anti-racism. We also host a Social Justice and Biology Education Professional Learning Community for SEP teachers that meets quarterly. Additional DEI-related topics for teacher workshops related to DEI in FY 21 included: Social Justice Phenomena in Science Education; History, Eugenics, and Genetics; Intention into Action: Equity, Inclusion, and Belonging in the Science Classroom; Gender Inclusivity in Biology Education; and COVID-19 and Health Inequities

- [High School Programs](#): Fred Hutch’s two high school programs, which focus on under-represented students in science, together engaged 64 students for 6 weeks in 2020. The [Pathways Research Explorers](#) program (9<sup>th</sup> and 10<sup>th</sup> graders) is focused on immunotherapy. Students in the program met twice a week for 1.5-hour presentations and for near-peer mentorship with interns and alumni in smaller groups. Explorers staff also hosted a student-led journal club for program alumni, which met every other week. The [Summer High School Internship Program](#) (SHIP, for 11<sup>th</sup> graders) met twice a week for three hours each. Students learned lab techniques through live-streamed lab demonstrations and participated in small

group science discussions and office hours. Students engaged in workshops that connected them with Hutch researchers, showcased a variety of Hutch careers, focused on college preparation, and created community. To ensure equitable access to technology, Amazon donated a laptop to each of the 32 students in the program.

- Undergraduate Programs: After cancelling the 2020 [Summer Undergraduate Research Program \[SURP\]](#), for college juniors], staff offered letters of admission to selected students as well as career and academic development coaching. Seven interns from underrepresented minority groups who were funded through the Partnership for the Advancement of Cancer Research with New Mexico State University participated in a virtual internship experience focused on public health research. The [Pathways Undergraduate Researchers Program](#) (for 1<sup>st</sup> and 2<sup>nd</sup> year college students) was moved from the summer to the academic year in FY21. The redesigned program provided a hybrid internship for 11 underrepresented students in collaboration with the UW Department of Biostatistics.
- Office of Graduate Education [OGE]: In FY21, the OGE again partnered with other OET programs and Fred Hutch Human Resources to represent Fred Hutch at large annual recruitment conferences: Society for Advancement of Chicanos/Hispanics and Native Americans in Science [SACNAS], Annual Biomedical Research Conference for Minority Students [ABRCMS], American Indian Science and Engineering Society [AISES] and the California Forum on Diversity in Graduate Education. These conferences collectively have 11,000+ participants annually across the spectrum of education levels. The OET sponsors faculty, students, postdoctoral fellows and staff to participate in these conferences as booth representatives, poster session judges, professional development advisors, mentors, research presenters, and more.
- Office of Scientific Career Development [OSCD]: Diversity, equity and inclusion efforts are woven into all of the Office of Scientific Career Development [OSCD]'s programs – which include professional development training and resources, career counseling for scientists, and resources for international scholars. We give specialized guidance for our underrepresented minority and international scientists, including in our programs that cover considerations for hiring and accepting positions in the U.S., and negotiating job offers. In FY21, OSCD partnered with OGE and the NIH Office of Intermural Training & Education [OITE] to facilitate the Becoming a Resilient Scientist Series for Fred Hutch and UW graduate students and postdoctoral fellows. The themes of the series included, resilience and wellness, self-talk, self-advocacy and assertiveness, and recognized the additional stresses and challenges that exist for those historically excluded from scientific education. In partnership with the Student/Postdoc Advisory Committee [SPAC], an outward facing website was created in FY21 for the International Ambassador Program – providing more visibility for this program that assists international scholars with their transition to the U.S.

### **Supporting Trainees from Underrepresented Backgrounds**

In partnership with the University of Washington and Seattle Children's Hospital, over the past year we co-hosted three workshops focused on providing information to prospective applicants on how to apply for NIH diversity supplements. For trainees to be eligible for diversity supplements they need to be at Fred Hutch, but we have few diversity supplement eligible trainees. To address this gap, in Fall

2020 ODEI initiated a new program to support the recruitment of under-represented trainees at any level.

### NIH Diversity Supplements

Almost all NIH research grants are eligible to support trainees at any level [post-docs, graduate students, undergraduates] from backgrounds that are underrepresented in science. While we have ~300 grants eligible for such supplements, it has historically been a severely under-utilized mechanism at Fred Hutch. In partnership with the University of Washington and Seattle Children’s Hospital, over the past year we co-hosted three workshops focused on providing information to prospective applicants on how to apply for NIH diversity supplements. Additionally, we added a comprehensive web-based resource to our public fredhutch.org website providing information on how to apply for these supplements.

### Fund to Support the Recruitment of Trainees from Underrepresented Backgrounds

For trainees to be eligible for diversity supplements they need to be at Fred Hutch, but we have few diversity supplement eligible trainees. To address this gap, in Fall 2020 ODEI initiated a new program to support the recruitment of under-represented trainees at any level. This fund provides 50-100% support for trainee salaries/stipends as well as funds related to travel and recruitment. We have already funded the following trainees:

Name	Trainee Level	Mentor	Division
Aleena Arakaki	Post-doc	Taran Gurjal	Human Biology
Robin Kaai	Graduate student	Daphne Avgousti	Human Biology
Sidney Donzella	Graduate student	Heather Greenlee	Public Health Science
Beza Tadess	Graduate student	Holly Harris	Public Health Science
Brandon Hull	Undergraduate	Antonio Bedalov	Clinical Research Division

### Hematology-Oncology Fellowship Program

The hematology-oncology fellowship program, which trains physicians to become hematologists and/or medical oncologists, is led by faculty in the Clinical Research Division. It has been focused on increasing the diversity of its trainees. In this year’s match 3 of the 8 fellows that will be coming to UW/Fred Hutch to begin their training on July 1, 2021 are self-identified underrepresented minorities.

### Vaccine and Infectious Disease Division Summer Programs

The Summer Institute in Statistical Genetics (SISG), directed by Dr. Bruce Weir (Professor of Biostatistics, UW School of Public Health) and the Summer Institute in Statistics and Modeling in Infectious Disease (SISMID), directed by Dr. M. Elizabeth Halloran (Professor in the Vaccine and Infectious Disease Division at Fred Hutch), provide scholarships for the institutes to strengthen the statistical and mathematical modeling proficiency and career preparation of scholars from all backgrounds, especially those from groups historically underrepresented in STEM such as racial and ethnic minority groups, low income, first generation college students, veterans, and differently abled and 2SLGBTQ groups.

## Scientific Program Level DEI Efforts

Several scientific programs have been engaged in efforts to expand their DEI efforts. Selected examples include the following:

### Computational Biology Program

Comp Bio has developed a four-page strategic plan for DEI activities that was circulated and discussed at our faculty meeting. The objective is to make comp bio more welcoming to people from diverse backgrounds, to affirm our commitment to increasing DEI in comp bio, and to develop a community-focused culture in computational biology.

### Biostatistics Program

Discussions on diversity, equity, and inclusion take place in Biostat program faculty meetings, Post-Doc group meetings, and at administrative team meetings. Discussions focus on increasing awareness of the need for inclusion of underrepresented minorities as a focus of research and inclusion, increasing diversity of staff, etc. Inspired by a recent seminar given by Jeff Leek of John Hopkins University on “DataTrail - how we built a community-based data science program in under-served communities in Baltimore and how you can do the same in Seattle” (see link below) and work of ODEI, are looking to build a similar program and will continue to seek out seminar topics and speakers to increase research and engagement of underrepresented minorities.

### Basic Science Division

A self-formed group led by three post-doctoral fellows has held several engaging sessions, some open to just scientists and others to the entire Basic Science Division. The aim is to foster creative ideas for ongoing reflection and growth for all. The dates of the sessions and publications that have been discussed include:

- [“Levels of Racism: A Theoretic Framework and a Gardener’s Tale”](#),  
October 27, 2020
- [“Patching the Leaks: Revitalizing and Reimagining the STEM Pipeline”](#),  
February 16, 2021
- [“How university diversity rationales inform student preferences and outcomes”](#),  
May 4, 2021

### Vaccine and Infectious Disease Division

VIDD is dedicated to improving equity, diversity and inclusion efforts related to recruitment, retention and community partnerships. We continue to build relationships and learn from our community partners both locally and internationally. Our Faculty Advisory Committee began a VIDDUP internship program specifically aimed to recruit URM interns from the Seattle area. Two years ago, our Faculty Affairs team implemented a required diversity statement and review rubric for faculty recruitment. In FY21, VIDD initiated a DEI process improvement project to improve the diversity of our candidate pool across VIDD by partnering with SEP and local community organizations. Across VIDD, a new pilot program was created to increase the diversity of the candidate pool with various outreach activities.

IDS is piloting 4 positions as part of this effort with multiple faculty members/managers: Regulatory Affairs Associate (L. Fan), Clinical Research Coordinator I and II (J. Hill), and Research Tech I (Stevens-Ayers/Boeckh Lab).

VIDD has also been engaged in a collaborative cross-program effort to increase diversity and consistency in recruitment processes as well as to provide tools that promote best practices in recruitment.

- Progress: The team solicited feedback from stakeholders across the division, completed the current state assessment, and prioritized needs for solutioning. Initial focus/need is to increase candidate diversity. The team also has identified and assessed 15 organization with the potential of enhancing candidate diversity with VIDD/Hutch; and conducting a pilot for additional learnings by promoting (9) open roles in VIDD with one of the organizations.
- Challenges: Several organizations require funds to establish formal partnerships (e.g. internship placements). Also, organizations identified may not have the resources or structure to support recruitment activities (e.g. no website to post roles).
- Next steps: To complete assessment with identified organizations, develop final recommendations, implement/operationalize recommendations where applicable, and share findings.

### **SCHARP Diversity, Equity, and Inclusion Committee (SDEIC)**

In response to recent events, SCHARP initiated the SCHARP Diversity, Equity, and Inclusion Committee (SDEIC). The purpose of the SDEIC is to create a safe(r), more diverse, equitable and inclusive workplace and environment, promote education and awareness within SCHARP, govern SCHARP DEI Project Focus areas, outreach and promote visibility of SCHARP as a welcoming workplace, and remain accountable to our Fred Hutch Office of Diversity, Equity and Inclusion and community partners. The SDEIC establishes a communication line for employees to express concerns about DEI issues and facilitate dialog about those concerns with employees, teams, and organizational leadership. The SDEIC is comprised of 10 active volunteers. The team has developed a list of targeted projects, some of which include:

- SCHARP DEI survey (to further augment the Hutch DEI survey)
- Creating and maintenance of SCHARP DEI SharePoint site
- Providing DEI guidance and best practices
- Reviewing departmental documentation for inclusive language
- Promoting local and national DEI events, and learning opportunities
- Developing and promoting staff connections ie BIPOC Holiday Celebration, Slack BIPOC Channel
- Facilitate staff discussion sessions on DEI topics
- Promote internal internships for underrepresented student groups

### **Defeat HIV Community Advisory Board**

This community advisory board (CAB), led by Michael Louella; Pls: Keith Jerome and Hans Peter Kiem, supported DEI efforts in response to the NIH RFI: "Inviting Comments and Suggestions to Advance and Strengthen Racial Equity, Diversity, and Inclusion in the Biomedical Research Workforce and Advance Health Disparities and Health Equity Research." The Defeat HIV CAB signed on to the letter along with the Research Work Group (RWG) of the Federal AIDS Policy Partnership (FAPP), a coalition of more

than 60 national and local HIV/AIDS research advocates, patients, clinicians, and scientists from across the country. Their goal is to advance and support U.S. leadership to accelerate progress in the field of HIV/AIDS research.

**HR/Fred Hutch’s Talent Acquisition team**

Seeks to attract, engage, and develop diverse, world-class talent to further the scientific mission of the organization and who share our commitment to diversity, antiracism, and inclusion.

Talent Acquisition continues to build and grow our outreach efforts and promote compliant and inclusive practices with a variety of methods, including robust advertising efforts, participation in career fairs, partnerships with community organizations and programs, training, and increased engagement with traditionally marginalized and underrepresented communities

**CIT:** Created a DEI Hiring/Recruiting committee to improve the hiring process in alignment with ODEI goals. We overhauled the interviewing process by analyzing every step of the recruitment pipeline and identifying low hanging fruit. In the last 8 months, we have created a diverse pool of interviewers to draw from when needed, created job aids for interviewers that include standardized scorecards, created a guide for hiring managers, put together a strategic plan for FY22, and completed a pilot program where we beta-tested our new approaches. Next steps for FY22 include intentionally cultivating a more diverse pipeline for IT staff in partnership with Recruiting, and rolling out more extensive training to CIT leaders and interviewers to support existing Bias Mitigation training.

**3. Commit resources to meaningfully increase the diversity of Hutch faculty with a goal of recruiting at least 5 new URM faculty members within the next five years through a mix of junior and senior recruitments.**

**Faculty Recruitment**

Supported by a set-aside of \$10M from our Board of Trustees we launched a faculty cluster hire in Fall 2020 aimed at increasing the diversity of our faculty and synergizing our science. As shown in Table 4, this search attracted a large and diverse applicant pool. Of the 527 applicants, 28 were interviewed, and 14 were extended offers as we aimed to realize our goal of recruiting at least 5 new faculty members through this search. As of this writing, 5 offers have been accepted, 6 are pending, and 3 have declined. While not yet complete, our cluster hire already has an outstanding yield of new faculty.

**Incoming Fred Hutch Faculty Recruited Through Our 2020/2021 Cluster Hire**

<b>Name</b>	<b>Division</b>	<b>Research Interests</b>
Daniel Blanco-Melo	VIDD	Systems biology of antiviral innate immune defenses; medically relevant RNA viruses
Vida Henderson	PHS	Social determinants of health; cancer disparities; implementation and dissemination science
Jhimmy Talbot	Basic	Neuroimmune circuits and regulation of intestinal and systemic immune-metabolic homeostasis

Folashade Otebegye	CRD	Immune effector cell therapy; stem cell transplant immunobiology; bone marrow failure syndromes
James Alvarez	PHS	Cellular/molecular pathways that govern the survival/recurrence of residual dormant tumor cells

This year we also had an open search focused on recruiting faculty whose research is focused on health disparities and health equity research. Dr. Vida Henderson was also recruited as a part of this search as was Dr. Buca Darst whose research focuses on health disparities related to prostate cancer.

**4. Include reporting on contributions to DEI activities in the annual review and promotion processes for faculty and staff**

**Faculty**

Contributions to Diversity statements are required of all faculty going through the promotion and 5-year review process. As part of our review of academic policies described above, we will provide further guidance on how these statements should be prepared and reviewed.

**Staff**

Human Resources is engaged in a process of updating the Hutch approach to the annual performance appraisal process as a center-wide expectation. This is a contingency process to ODEI’s development of guidance for the expected use of individual DEI statements as a tool for all employees to reflect their contributions and growth in this area, starting in the upcoming appraisal cycle.

**5. Institute a structured “Diversity Ambassadors Program,” requiring ambassadors in all searches that require committees. Ambassadors will be trained to facilitate equity-consciousness throughout the search process, complete a report developed by ODEI and HR, and assist with onboarding of any successful URM faculty and administrators.**

Search committees are rarely utilized in staff search processes. Hence, this idea was deprioritized for this year and will revisited or revised in FY22.





## Objective 5

**SOLIDIFY AND EXPAND STRATEGIC PARTNERSHIPS WITH LOCAL, REGIONAL, AND INTER/NATIONAL COMMUNITIES TO ADVANCE EQUITY AND INCLUSION AT THE HUTCH**

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- 1. Develop and implement strategic relationships with DEI agents/units and initiatives that enhance the Hutch's visible presence in the local/regional community and nationally. This will include a current effort related to sharing information, answering questions, and dispelling myths related to the COVID-19 pandemic in our local community.**

At local level, the Hutch ODEI leadership has been engaged in developing strategic relationships-- serving on the boards of Life Science Washington, Greater Washington Higher Education Recruitment Consortium; presenting at the Northwest Rural Health Conference and serving as a panelist for the Washington Global Health Alliance, and engaging with our consortium colleagues at the University of Washington and Seattle Children's Hospital. Further, the Hutch has been intimately involved as an institutional coalition member of the Washington Employers for Racial Equity [WERE]. Members of the ODEI Team are developing connections with local agencies and community organizations such as the NAACP.

At the national level, ODEI leadership has participated on the AACR Task Force on Eliminating Racial Inequities in Cancer Research, presented at the AACI Annual Meeting on increasing faculty diversity, and authoring the AACR 2020 Cancer Progress Report for the Congressional Briefing.

- 2. Expand our strategic partnerships and innovate new projects with minority-serving professional associations in the sciences and higher educational institutions [Historically Black Colleges & Universities, Tribal Colleges and Universities, Hispanic Serving Institutions] and local industry partners to expose the Hutch to more URMs and bolster our recruitment pools.**

We are in the early stages of developing new relationships with Minority Serving Institutions toward deep and long-standing relationships. Within this Hutch-wide effort, ODEI is excited to support the pilot summer program with Tuskegee University being led by Dr. Roger Brent. The Office of Graduate Education [OGE] and the UW-Fred Hutch Molecular and Cellular Biology [MCB] Graduate Program partner with Salish Kootenai Tribal College [SKC] and Seattle-area colleges on initiatives including information sessions about graduate school, and participation in their events including an

undergraduate poster sessions and SKC's Graduation Pow Wow. MCB graduate students will also participate as teacher's assistants in their undergraduate classes. Our public statements, Washington Employers for Racial Equity coalition membership, other community engagements, and external webpage all contribute to the increased visibility of the Hutch.

### **Employee Resource Groups**

Chartered through the Office of Diversity, Equity, and Inclusion (ODEI), employee resource groups (ERG) play a key role in fostering a diverse and inclusive work environment for everyone. The purpose and focus of each ERG are to develop and encourage a deep sense of community, connection, and growth at the Hutch. These voluntary, employee led groups serve to add value to the organization and strengthen retention. The Office of Diversity, Equity, and Inclusion serves as the primary partner with each ERG in achieving group specific goals and objectives.

The **Community of Employees for Racial Equity (CERE)**, is committed to serving Fred Hutch by building community, having critical conversations, and engaging all employees on topics of race, racism, and identity. This group is for all BIPOC and White identified employees. CERE engages the Hutch community with events like the celebration of National Minority Health Month this in April. CERE coordinated weekly events, each with a different focus (Health Inequities, Indigenous Health, Black/African American Health, Hispanic/Latinx Health, Asian/Native Hawaiian/Pacific Islander Health), to celebrate National Minority Health Month this in April. This series was in collaboration with Hutch United, Fred Hutch Rainbow Employees for Equity (FHREE), the Office of Community Outreach & Engagement (OCOE), the Office of Diversity and Equity (ODEI), Government and Community Relations, Science Education Partnership, and the HIV Vaccine Trials Network (HVTN). This year, CERE continued the Village Voice Series, virtually, with a talk by Dr. Estell Williams titled "I Belong Here: Demanding Space as a Black Woman in Medicine". In addition to virtual events, CERE created a new member-led discussion group/journal club to support our mission of having critical conversations on race and racism. The resources from these discussions are made available to members so that they can use them to have similar discussions with their teams/departments to continue these important conversations across the Center.

**FHREE (Fred Hutch Rainbow Employees for Equity)** was founded in 2019 and aims to support the mission of Fred Hutch by ensuring a safe and inclusive environment for all LGBTQ+ (Lesbian, Gay, Bisexual, Transgender, Queer, etc.) faculty and staff. In addition, the group promotes education and awareness among non-LGBTQ+ Fred Hutch Employees. Together, with support from HR, ODEI, and the Director's Office, FHREE participates in community events, collaborates on educational modules, supports local non-profits, and works on strategic projects to uplift LGBTQ+ visibility within the organization. FHREE partnered with Center IT, ODEI, and HR to add employee pronoun visibility in CenterNet and Workday profiles. Prior to this, there was no Hutch-wide mechanism for displaying one's pronouns, leading to situations of misgendering and discomfort for LGBTQ+ employees. While the Workday system has limited functionality to support the selection of multiple pronouns, Center IT, ODEI and HR were able to work around this by expanding the list of available selections to include multiple combinations of commonly used pronouns, with the option to create new entries as requested.

### Pronoun information in CenterNet:



**MAHUNA, STACEY E**  
IT Bus Intel & Analytics Mgr  
**Enterprise Application Svcs** / Administration  
Pronouns: She/Her/Hers

### Pronoun information in Workday:

A screenshot of a dropdown menu for selecting pronouns. The menu is open, showing a list of options with radio buttons. The option "She/Her/Hers" is selected and highlighted in blue. Below the list is a search bar and a confirmation button with the selected text "X She/Her/Hers".

- E/Em/Eirs
- Fae/Faer/Faers
- He/Him/His
- He/Him/His + They/Them/Theirs
- No Pronouns - Name Only
- Per/Per/Pers
- She/Her/Hers
- She/Her/Hers + He/Him/His
- She/Her/Hers + He/Him/His + They/Them/Theirs
- She/Her/Hers + They/Them/Theirs
- They/Them/Theirs
- Ve/Ver/Vis

Search

X She/Her/Hers

**Hutch United** acts primarily as a connection maker. Connections to the community inside and outside the Hutch, connections with peers for support, connections with mentors for guidance, connections within ourselves as we embark on the work necessary, and connections to each other as a community. These connections were made through the Hutch United Symposium, which provides opportunities for five Fred Hutch speakers to give a talk about their science and diversity, equity, and inclusion (DEI) efforts. With many presentation opportunities being canceled due to lack of in-person conferences, it was particularly important to provide these opportunities this year. In addition, there is a distinct lack of opportunities to present to DEI work that scientists do, and the Hutch United Symposium continues to be a unique opportunity to present work that is oftentimes invisible. Another component of Hutch United is the Mentoring Network (HUMN). This network was created out of the absence of mentorship here at the Hutch and the need for mentorship outside of the traditional PI/Trainee dynamic. HU Career building events and programs help retain employees at the Hutch or in scientific careers for trainees who will leave the Hutch (Peer mentoring, symposium and scholarship, mentoring over coffee). In addition to creating internal networks, the Hutch United Outreach (HUO) committee works to engage students within the community. This committee has reached over 350 students mostly from disadvantaged and underserved backgrounds, created new partnerships, and solidified a memorandum of understanding (MOU) with Seattle Central MESA to further solidify the partnership.



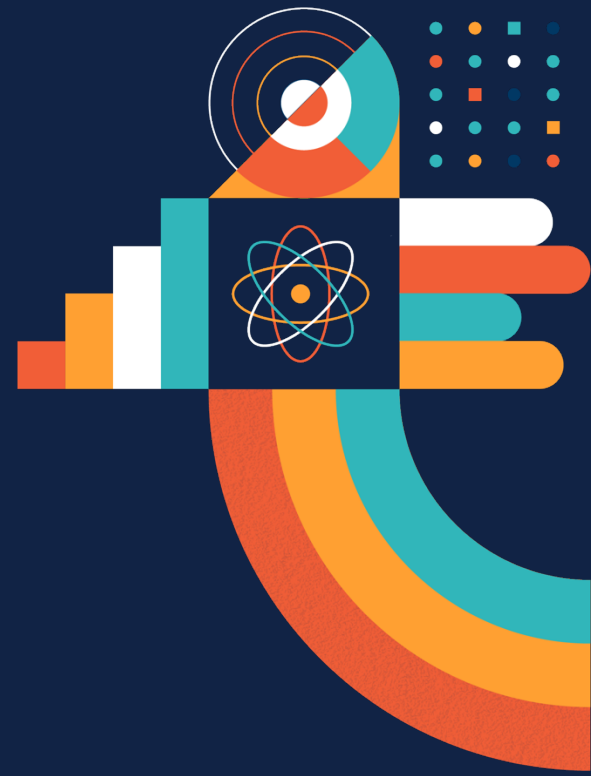
## Our Path Forward

The year 2020 marked a new chapter in Fred Hutch’s commitment to diversity, equity and inclusion. As a Center, we have made significant investments of energy, talent, ideas, and the courage to renew our commitment through an anti-racist framework. This is demonstrated in the groundwork we have shared in this report. This is just the beginning and a tremendous effort is required for the future. Our work ahead in areas of recruitment practices that advance diversity in non-faculty roles, building inclusive and equitable team cultures for a consistent experience center-wide, and community engagement with meaningful partnerships (locally and nationally) demands our careful attention. We must maintain our progress and build on the foundation we have laid this past year in a strategic and sustainable way. As we establish our work—at the structural, cultural and inter/personal levels—we recognize and feel the sense of urgency shared across the Hutch community. The Hutch has a vital mission. Our work can only be successful if it is strategic, human-centered, and collaborative. As we pursue our strategic objectives, it is imperative that all members of the Hutch community pull together. There are many labs, several divisions, thousands of employees; yet one Hutch. We look forward to the next steps on our journey.

ODEI’s work would not be possible without its outstanding team. This year we had the incredible fortune of welcoming Val Rie Smith, Sara Cole, Nikkita McPherson, and Kaci Bray to our team who each represent the very best of Fred Hutch. We also recognize the enormous contributions of Ana Parada and Jessica Lam who worked with us in ODEI this past year before moving on to other opportunities. We also want to give a special thanks to the Executive Steering Committee and our Advisory Committee whose time and insights guide our efforts. We appreciate all our partners across the Hutch who have engaged with ODEI this past year. We value you, your voices, and your efforts. Thank you for your continued support and the progress we will make together.



FRED HUTCH



“Cures start here, and cures start with a culture that fosters innovation, an inclusive culture that responds to diverse experiences and diverse expressions of disease. Diversity, equity and inclusion work is critical to the mission of Fred Hutch.”

– Dr. Paul Buckley, Vice President, Chief Diversity Equity & Inclusion Officer

