A line graph with three lines: a black line, a blue line, and a yellow line. The black line starts high on the left, drops to a low point, rises to a medium peak, and then drops to a low point on the right. The blue line starts at a medium height on the left, drops to a low point, rises to a high peak, and then drops to a low point on the right. The yellow line starts at a low point on the left and rises steadily to a high point on the right. All lines end in arrowheads.

Diversity and Inclusion at the Urban Institute

A Roadmap for Action and Accountability

*Originally Adopted October 2016
Updated January 2019*

VISION

To advance our mission, the Urban Institute seeks to attract and support diversity of backgrounds, experience, talent, and thought.

Diversity strengthens the health, vibrancy, and relevance of our institution and enhances the excellence of our research.

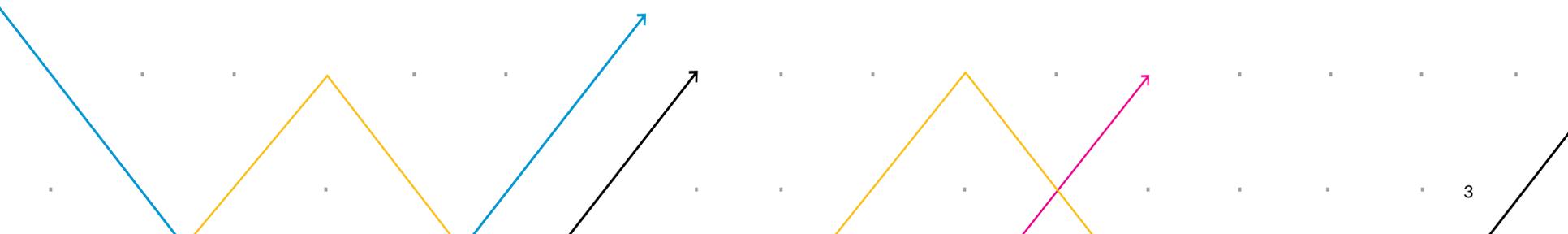
We aspire for people of all backgrounds to see the Urban Institute as a great place to work, where everyone's experiences and contributions are valued.

EQUAL EMPLOYMENT OPPORTUNITY

Since its founding, the Urban Institute has been committed to non-discrimination and compliance with applicable equal employment opportunity laws and obligations.

As a federal government contractor, Urban prepares and implements an annual affirmative action plan.

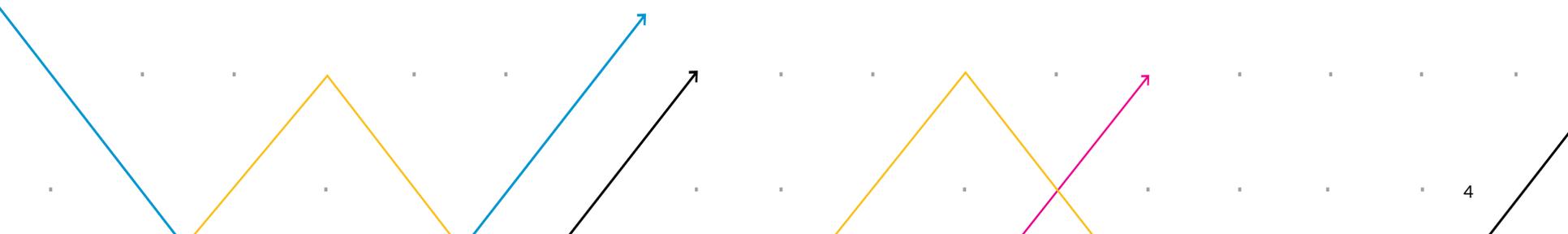
Our vision for diversity and inclusion extends beyond these obligations and this road map lays out actions we will take to advance this vision, in a manner fully consistent with our commitment to non-discrimination.



THREE ESSENTIAL DOMAINS

Achieving our vision for diversity and inclusion requires attention to three domains: the composition of our staff; our workplace culture; and the content and communication of our research. These domains are interwoven; progress in one extends to the others, and an inability to capitalize on any of them compromises our overall success.

Within each domain, the roadmap establishes goals and objectives for strengthening our performance. We will monitor outcomes and share metrics to measure progress against the objectives; and we will use this evidence to refine our objectives.



GOALS

for three essential domains of diversity and inclusion

STAFF COMPOSITION:

The Urban Institute will be an employer of choice, recruiting, attracting, and retaining diverse staff (to include those from historically under-represented groups) with the full range of competencies needed to excel at our mission.

WORKPLACE CULTURE:

Employees of diverse backgrounds and perspectives will enjoy a culture of mutual respect, inclusivity, and collegiality at Urban and feel that diversity is valued.

RESEARCH CONTENT AND COMMUNICATION:

Urban will produce rigorous research that conveys respect for individuals, avoids the perpetuation of stereotypes, acknowledges relevant historical and social contexts, and engages diverse audiences.

OBJECTIVES

To make our goals actionable, we have established measurable objectives for each year through the end of **2020**.

We achieved many but not all of the interim objectives set for 2017 and 2018 and have updated the 2019 objectives.

Note that meeting a particular interim objective doesn't mean that activities in that area end. To the contrary, we understand that continued work is required to sustain progress.

STAFF COMPOSITION

Goal: The Urban Institute will be an employer of choice, recruiting, attracting, and retaining diverse staff (to include those from historically under-represented groups) with the full range of competencies needed to excel at our mission.

Our plan for achieving our staff composition goal includes three components:

- **Recruitment and Hiring.** We need to widen our outreach efforts to achieve more diverse candidate pools comprised of individuals with varying backgrounds, experiences, expertise, and perspectives. These efforts will include targeted outreach to groups that have historically been under-represented at Urban and in our field.
- **Competencies.** At the same time, we need to more clearly define the competencies required for our work and consider multiple educational and career paths for acquiring these competencies and establishing qualifications. This will clarify what it means to be well-qualified for Urban positions.
- **Advancement.** Finally, we need to better define and communicate criteria for successful performance and provide training and other forms of professional development and support for staff who want to stay and advance at Urban. Performance criteria must reflect the importance and value of the competencies required to advance our mission.

STAFF COMPOSITION OBJECTIVES

	1. RECRUITMENT AND HIRING	2. COMPETENCIES	3. ADVANCEMENT
By the end of 2017	Recruitment plans will include strategies for outreach to under-represented groups and guidelines will be in place to facilitate diverse interview panel compositions. <i>Objective substantially met.</i>	<p>Competencies required for all Urban Institute positions will be clearly defined and communicated. <i>Objective fully met.</i></p> <p>Hiring and promotion decisions will consider the multiple educational and career paths for establishing qualifications and acquiring competencies. <i>Objective partially met.</i></p>	Clear criteria for successful performance and promotion will be established and well communicated to all staff. <i>Objective partially met.</i>
By the end of 2018	<p>Recruitment plans will include strategies for outreach to under-represented groups and guidelines will be in place to facilitate diverse interview panel compositions. <i>Objective fully met.</i></p> <p>Pools of qualified candidates will be more diverse, particularly with respect to historically under-represented groups, and progress toward greater staff diversity will be achieved. <i>Objective partially met.</i></p>	Hiring and promotion decisions will consider the multiple educational and career paths for establishing qualifications and acquiring competencies. <i>Objective partially met.</i>	<p>Clear criteria for successful performance and promotion will be established and well communicated to all staff. <i>Objective fully met</i></p> <p>Support toward advancement at Urban will be available to all staff. <i>Objective partially met</i></p> <p>Rates of promotion for staff that exhibit the needed competencies will be comparable across the various dimensions of diversity. <i>Objective not met.</i></p>
By the end of 2019	Composition of applicant pools will be systematically tracked so that continued progress toward more diverse pools can be achieved.	Hiring and promotion decisions will consider the multiple educational and career paths for establishing qualifications and acquiring competencies. <i>(Continue progress started in 2017)</i>	<p>Support toward advancement at Urban will be available to all staff. <i>(Continue progress started in 2018)</i></p> <p>Rates of promotion for staff that exhibit the needed competencies will be comparable across the various dimensions of diversity. <i>(Continue progress started in 2018)</i></p>
By the end of 2020	The composition of our staff will be substantially more diverse, particularly with respect to historically under-represented groups.		



WORKPLACE CULTURE

Goal: Employees of diverse backgrounds and perspectives will enjoy a culture of mutual respect, inclusivity, and collegiality at Urban and feel that diversity is valued.

Our plan for achieving our workplace culture goal includes four components:

- **Respect and Engagement.** We need to ensure that all staff feel welcome and respected at Urban, that the experiences, perspectives, and competencies they bring to the work are valued, and that they have opportunities to engage in diversity and inclusion efforts.
- **Institutional Commitment.** Urban's executive leadership must demonstrate its commitment to diversity and inclusion by making responsibilities clear, providing sufficient resources, and implementing accountability measures.
- **Training.** Staff at all levels need information, guidance, and support so that they understand their roles in advancing diversity and inclusion and can contribute effectively.
- **Problem Resolution.** We need to strengthen and clarify processes staff can use to report problems or complaints and to obtain help (for themselves or others) regarding diversity and inclusion.

WORKPLACE CULTURE OBJECTIVES

	1. RESPECT AND ENGAGEMENT	2. INSTITUTIONAL COMMITMENT	3. TRAINING	4. PROBLEM RESOLUTION
By the end of 2017*	<p>The share of staff that see Urban as having a positive work environment where they are valued and respected will be measured and reported and exit interviews will address any issues of workplace culture. <i>Mechanisms to assess staff perceptions still under development.</i></p> <p>Staff will have opportunities to engage with mentoring, affinity groups, and other discussion forums that support diversity and inclusion. <i>Objective substantially met.</i></p>	<p>Roles and responsibilities for diversity and inclusion activities will be explicitly assigned and accountability mechanisms will be established. <i>Objective fully met.</i></p> <p>Diversity and inclusion will be demonstrable priorities for Urban, discussed explicitly at high level meetings, and incorporated and valued in all aspects of our work and operations. <i>Objective fully met.</i></p> <p>The Institute will provide sufficient resources to support employees working on diversity and inclusion. <i>Objective substantially met.</i></p>	<p>Urban will incorporate diversity and inclusion issues into existing training curricula. <i>Objective fully met.</i></p>	<p>Staff will have clear, accessible, and discreet mechanisms for reporting problems or complaints regarding diversity and inclusion and for seeking help (for themselves or others). <i>Objective not met.</i></p>
By the end of 2018	<p>The share of staff that see Urban as having a positive work environment where they are valued and respected will be measured and reported and exit interviews will address any issues of workplace culture. <i>Objective partially met.</i></p>	<p>The roles and responsibilities of leaders within Urban will reflect our commitment to diversity and inclusion as an institutional priority. <i>Objective partially met.</i></p>	<p>Urban will offer a structured, evidence-informed training curriculum on diversity and inclusion. <i>Objective fully met.</i></p>	<p>Staff will have clear, accessible, and discreet mechanisms for reporting problems or complaints regarding diversity and inclusion and for seeking help (for themselves or others). <i>Objective partially met.</i></p>
By the end of 2019	<p>Staff at all levels from all backgrounds will have voice and leadership in driving improvements to our workplace culture. <i>(Build on lessons learned from the workplace culture survey)</i></p>	<p>Leaders at Urban will commit to and be accountable for making diversity and inclusion an institutional priority</p>		<p>Staff will have clear, accessible, and discreet mechanisms for reporting problems or complaints regarding diversity and inclusion and for seeking help (for themselves or others). <i>(Continue progress started in 2018)</i></p>
By the end of 2020	<p>Urban Institute staff across all backgrounds and identities will see the Urban Institute as a welcoming and inclusive work environment where their experiences and contributions are respected, valued, and celebrated.</p>		<p>Urban Institute employees at all levels will understand their roles in diversity and inclusion efforts and will contribute to fostering a welcoming workplace culture in every center and office.</p>	



RESEARCH CONTENT AND COMMUNICATION

Goal: Urban will produce rigorous research that conveys respect for individuals, avoids the perpetuation of stereotypes, acknowledges relevant historical and social contexts, and engages diverse audiences.

Our plan for achieving our research content and communication goal includes four components:

- **Language.** We need to develop and implement guidelines regarding the language and images we use in our products. These guidelines will likely evolve over time as we learn more and as norms and practices in our society and our field change.
- **Events.** We need to develop and implement guidelines to strengthen the diversity of speakers, participants, and audiences for events we host.
- **Research Support.** Staff at all levels need encouragement and support to propose, design, and effectively conduct research on issues of difference, inequality, and disadvantage. This will include advice and guidance at all stages of the work as well as resources to incentivize more work on these issues.
- **Community Engagement.** Staff also need guidance and support for efforts to better engage with members of the communities we study and with community-based organizations, involving them as sources of ideas and questions for research, and as advisers, partners, participants, reviewers, speakers, and audiences. Some projects may involve community-based participatory research, and we need to build our capacities to do this research effectively.

RESEARCH CONTENT AND COMMUNICATION OBJECTIVES

	1. LANGUAGE	2. EVENTS	3. RESEARCH SUPPORT	4. COMMUNITY ENGAGEMENT
By the end of 2017	Urban will have formal guidelines and expectations regarding language, labels, and images in our products. <i>Objective partially met.</i>	Urban will have guidelines regarding the composition of event panels and outreach to audiences that reflect the importance of diversity and inclusion. <i>Objective fully met.</i>	A group of expert advisors (internal and external) will be available to support researchers and writers who seek advice and guidance on questions about language, labels, context, and accessibility. <i>Objective partially met.</i>	The Virtual Methods Group will include experts who can provide advice and support for efforts to engage members of communities being studied in design, data collection, and analysis. <i>Objective substantially met.</i>
By the end of 2018	Urban will have formal guidelines and expectations regarding language, labels, and images in our products. <i>Objective fully met.</i> Editorial and quality assurance procedures (within centers and for Urban as a whole) will incorporate guidelines regarding language and images relevant to diversity and inclusion. <i>Objective partially met.</i>	Event planning and outreach procedures will explicitly address the importance of including diverse speakers and reaching diverse audiences. <i>Objective fully met.</i>	Research that addresses issues of difference, inequality, and disadvantage will be identified at the design stage and provided with advice and support as needed to effectively address context, outreach, and accessibility. <i>Objective partially met.</i>	Researchers will be encouraged – and will receive training and advice as needed – to engage members of communities being studied in design, data collection, and analysis. <i>Objective substantially met.</i>
By the end of 2019	Editorial and quality assurance procedures (within centers and for Urban as a whole) will incorporate guidelines regarding language and images relevant to diversity and inclusion. <i>(Continue progress started in 2018)</i>		Research that addresses issues of difference, inequality, and disadvantage will be identified at the design stage and advisers (both internal and external) will be available to provide support to effectively address context, outreach, and accessibility. <i>(Continue progress started in 2018 and 2018)</i>	Researchers will be encouraged – and will receive training and advice as needed – to engage members of communities being studied in design, data collection, and analysis. <i>(Continue progress started in 2018)</i>
By the end of 2020	Urban Institute products will consistently use language that conveys respect for the individuals and groups studied, and avoid language and images that reinforce stereotypes about groups that have historically been marginalized in our society.	Urban Institute events will consistently feature speakers with a diversity of relevant perspectives and backgrounds and will engage diverse audiences.	Research that addresses issues of difference, inequality, and disadvantage will consistently acknowledge relevant social and historical contexts, include products and events that share research findings with groups being studied, and use language and venues accessible to relevant audiences.	Urban's portfolio of research will include more studies that actively engage members of the communities being studied in design, data collection, analysis, and dissemination.



2019 ACTIVITIES

For each domain, we have identified activities that Urban will pursue in 2019, in service to our diversity and inclusion objectives. These activities continue or build upon activities launched in 2017 and 2018.

For each activity, we indicate the organizational unit with lead responsibility and the relevant objectives addressed.

Note that some activities launched in earlier years have now become part of Urban's standard practice. Therefore, while these activities continue, they are no longer tracked as part of our Diversity and Inclusion Roadmap. For reference, these activities are listed on the final page of this document.

Early in 2019, staff at all levels and from all backgrounds will be invited to develop and lead new activities aimed at strengthening workplace culture. This document will be updated to reflect the new activities.

STAFF COMPOSITION ACTIVITIES

- ❑ **Strengthen Recruitment (HR):** Build capacity to track the composition of applicant pools and evaluate whether current recruitment practices are leading to greater diversity in hiring, particularly for historically under-represented groups (SC1).
- ❑ **Engage Staff in Outreach (HR):** Increase participation and support for more Urban staff (including junior staff) to participate in outreach and recruitment efforts (SC1).
- ❑ **Explore Fellowship and/or Apprenticeship Programs (DISC):** Gather information and explore alternative models and costs of possible fellowship programs (SC1, SC2).
- ❑ **Expand a Professional Development Planning Program (VPs and HR):** Assess the outcomes of pilots launched by six centers and offices in 2018. Continue to develop and test structured approaches for helping staff prepare and pursue personalized professional development plans (SC2, SC3).

WORKPLACE CULTURE ACTIVITIES

- ❑ **Develop Strategy to Assess Compensation Structure (HR):** Develop methods and assemble data to conduct statistical analysis of salaries by race, ethnicity, and gender (WC1, WC2).
- ❑ **Strengthen Internal Communication (EXEC):** Improve and strengthen formal and informal mechanisms to provide greater transparency about diversity and inclusion efforts and progress across the organization (WC1, WC2, WC3, WC4).
- ❑ **Provide Staff Training (HR):** Provide (or obtain from outside sources) staff trainings specifically focused on diversity and inclusion (WC1, WC2, WC3).
- ❑ **Enhance Supervisor Training (HR):** Develop targeted trainings on specific supervisory challenges and require all new supervisors to attend training. Develop a plan to provide training for all supervisors (WC1, WC2, WC3).
- ❑ **Strengthen Complaint Resolution Procedures (HR):** Continue to modify Urban's current complaint resolution mechanism to clarify roles, responsibilities, and accountability and to make staff comfortable reporting issues. Assess the outcomes of the first year of the Trusted Advisor Program. Track information about complaints and how they are addressed (WC4).
- ❑ **Support Affinity Groups (DISC):** Continue to enable and encourage staff to form social affinity groups around shared identities or backgrounds. Provide increased support for affinity group leaders and help facilitate increased communication and outreach around group activities and membership to all staff (WC1).
- ❑ **Strengthen Exit Interviews (HR):** Revamp the current procedures for exit interviews to more explicitly surface any concerns about workplace culture and diversity and inclusion. Also monitor Glass Door and other websites that reflect employee assessments of workplace culture (WC1).
- ❑ **Build on Workplace Culture Assessment (HR):** Create multiple venues for further discussion and input on the results of the 2018 workplace culture survey. Conduct "pulse" surveys during 2019 and a follow-up survey in 2020 (WC1).
- ❑ **Create Opportunities for New Staff-Led Activities (HR):** Staff at all levels and from all backgrounds will be invited to design and lead new workplace culture activities and will exercise meaningful voice in the allocation of resources (WC1, WC2, WC3, WC4).

RESEARCH CONTENT AND COMMUNICATION ACTIVITIES

Increase Awareness and Utilization of Translation Services (COMM – with committee of researchers): Develop strategy for increasing institutional awareness and utilization of professional translation services for research that engages non-English speaking populations (RC1, RC3, RC4).

Share and Help Apply a Design Checklist (DISC): Share with all researchers a list of questions they should consider in designing research projects that address issues of difference, inequality, and disadvantage and offer support to researchers in applying them (RC3).

Build Out Style Guide (COMM – with committee of researchers): Continue to release new internal “wikis” developed in 2018 regarding labels, language, and images. (RC1).

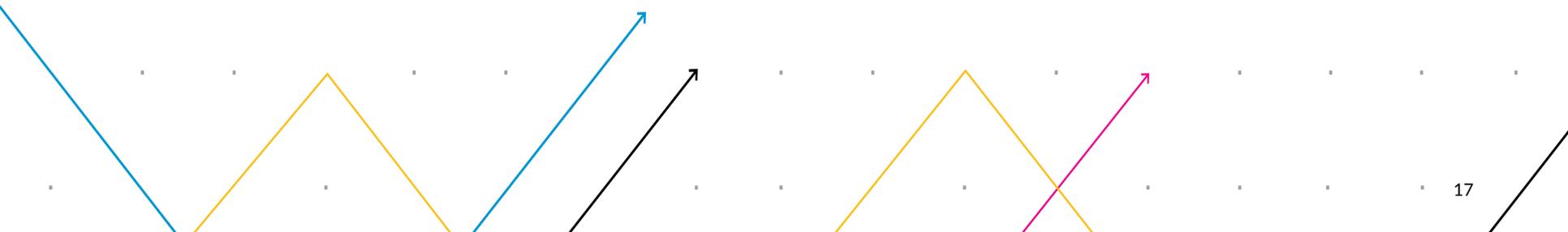
Consider Diversity in Communication Plans

(COMM): Continue to raise and explore issues of audience diversity in planning communications strategies for all products (RC2, RC3).

Promote Learning About Structural Racism (DISC): Continue the structural racism speaker series and evaluate its impact; continue to support internal discussion and learning; publish lessons learned from our internal work and facilitate exchange with peer institutions.

GENERAL ACTIVITIES

- ❑ **Share Objectives (EXEC):** Share with all staff the goals and objectives established in this roadmap on a quarterly basis and encourage continued discussion of these issues across Urban (SC1, SC2, WC1, WC2, WC3).
- ❑ **Learn from Other Organizations (DISC):** Continue to reach out to leaders in organizations that have had success – including organizations in other sectors and organizations that are rated as great places to work by a diversity of population groups. Learn about what diverse candidates look for in a workplace – what they consider the attributes of a good place to work (SC1, SC2, SC3, WC1, WC2, WC3).
- ❑ **Refine the Diversity Dashboard (EXEC):** Enhance and update the internal and external dashboards to further reflect trends over time and progress toward our diversity and inclusion objectives. Add metrics to both dashboards about the racial/ethnic and gender composition of our Board of Trustees, a number of key results from the workplace culture survey, and metrics about the diversity of panels and invited speakers at Urban events.
- ❑ **Finalize and Implement Center/Office Plans (CDs & ODs):** Centers and offices will finalize their comprehensive plans, which address staff composition, workplace culture, and the content and communication of their work. Plans may include partnerships with other institutions or researchers and the engagement of advisors from the Virtual Methods Group and elsewhere. Continue to track toward outcomes at the center and office level (SC1, SC2).



RESPONSIBILITIES

We have grouped activities according to which individual has lead responsibility. But diversity and inclusion are everyone's responsibility, so we also show how others will contribute to each activity.

In some cases, individuals with lead responsibility will convene working groups to assist in planning and implementing activities.

Responsibilities for Activities Led by EXEC

ACTIVITIES	ROLES			
	Lead	Others Responsible	Other Contributors	Sounding Board/Feedback
Share Objectives	President	VPs & office directors	Recruiters, hiring officials	DISC
Refine Diversity Dashboard	SVP	VP-HR/CAO	COMM's web team	DISC
Strengthen Internal Communication	SVP	VPs & office directors	HR's staff engagement team	DISC

Responsibilities for Activities Led by HR

ACTIVITIES	ROLES			
	Lead	Others Responsible	Other Contributors	Sounding Board/Feedback
Strengthen Recruitment	VP-HR/CAO	Recruitment Director	VPs, hiring managers	DISC
Engage Staff in Outreach	VP-HR/CAO	Recruitment Director	VPs, hiring managers	DISC
Build on Workplace Culture Assessment	VP-HR/CAO	DISC, EXEC, all VPs	All staff	
Create Opportunities for New Staff-Led Activities	VP-HR/CAO	EXEC, DISC	All staff	
Strengthen Exit Interviews	VP-HR/CAO	HR staff	DISC	DISC
Strengthen Complaint Resolution Procedures	VP-HR/CAO	SVP, center & office directors	All managers	DISC
Strengthen Complaint Resolution Procedures	VP-HR/CAO		DISC	
Develop Strategy to Assess Compensation Structure	VP-HR/CAO		SMG	DISC

Responsibilities for Activities Led by HR's Training Team

ACTIVITIES	ROLES			
	Lead	Others Responsible	Other Contributors	Sounding Board/Feedback
Enhance Supervisor Training	Learning & Development Manager	Training Committee, VP-HR/CAO		DISC
Provide Staff D&I Training	Learning & Development Manager	VP-HR/CAO	Training Committee, VPs	DISC

Activities Led by the COMM Team

ACTIVITIES	ROLES			
	Lead	Others Responsible	Other Contributors	Sounding Board/Feedback
Build Out Style Guide	VP-COMM	DISC Communications Committee	Interested staff	
Consider Diversity in Communication Plans	VP-COMM	VP-HR/CAO (internal communications)	COMM staff, researchers	DISC
Increase Awareness & Utilization of Translation Services	VP-COMM	DISC Communication Committee	Interested staff	

Responsibilities for Activities Led by Center and Office VPs

ACTIVITIES	ROLES			
	Lead	Others Responsible	Other Contributors	Sounding Board/Feedback
Finalize and Implement Center/Office Plans	Each Center or Office VP	VP-HR/CAO, Recruitment team	Center and Office Staff	DISC
Expand Professional Development Planning Program	All VPs	VP-HR/CAO		DISC

Responsibilities for Activities Led by DISC

ACTIVITIES	ROLES			
	Lead	Others Responsible	Other Contributors	Sounding Board/Feedback
Learn from Other Organizations	DISC	VP-HR/CAO	VPs, CDs, ODs	
Support Affinity Groups	DISC	Interested Staff	VP-HR/CAO	
Explore Fellowship and/or Apprenticeship Programs	DISC	VP-HR/CAO		
Share and Apply Research Design Checklist	DISC	Center VPs	Research leads	SVP
Promote Learning About Structural Racism	DISC	Structural Racism Project members		

ACCOUNTABILITY

Urban's existing systems for management oversight and performance assessment are being modified or expanded to explicitly address responsibilities for diversity and inclusion activities.

Accountability for Center and Office VPs

Quarterly management meetings with EVP & SVP will include a review of diversity and inclusion responsibilities and progress, including recruitment & hiring, workplace culture, establishing partnerships, and engaging external advisors for work requiring sensitivity to language and historical/social context.

Annual performance appraisals for CDs & ODs will explicitly address their diversity and inclusion responsibilities and plans for the coming year.

Accountability for Human Resources

Quarterly reports from VP-HR to the president will document outreach and engagement activities, composition of applicant pools, and composition of qualified (interviewed) candidate pools.

Accountability for All Supervisors

When performance appraisal processes and forms are revised to reflect the new career pathways, contributions to diversity and inclusion efforts will be a factor in performance reviews, salary adjustments, and promotion decisions for supervisors.

Upward (or 360) assessments will be extended to all supervisors/managers, so (as input to the annual performance assessment process) junior staff have opportunities to report their perspectives on performance relevant to diversity and inclusion.

Accountability for All staff

When performance appraisal processes and forms are revised to reflect the new career pathways, they will include indicators of contributions to diversity and inclusion.

Accountability for Urban as a Whole

Quarterly meetings of the DISC chair with the President, SVP, and VP-HR/CAO will address both DISC's accomplishments and its assessment of Urban's progress.

A segment of each monthly meeting of all VPs with the President will be devoted to a discussion of progress on roadmap activities.

The President will provide an annual diversity and inclusion report to the staff and the Board, including the dashboard showing progress toward Urban-wide objectives, and discussing both achievements and problems.

ONGOING ACTIVITIES

(Launched as part of the Roadmap and now standard practice at Urban)

- ❑ **Establish Clear Career Pathways (HR):** Update performance appraisal process and hiring and promotion criteria to achieve greater clarity, opportunities and fairness in hiring, retention, and promotions, to acknowledge multiple educational and career paths, and to remove any barriers that may result from unnecessary criteria (SC3).
- ❑ **Sustain Internship Program (HR):** Continue and strengthen the formal internship program launched in 2017 (SC1).
- ❑ **Support Mentoring (HR):** Continue the Urban-wide mentorship and ambassador programs and take steps to engage interested junior staff (from all centers and offices), including those of under-represented identities or backgrounds, with senior staff who can provide useful advice and support (WC1).
- ❑ **Ensure Baseline of Diversity at Events (COMM):** Continue to ensure a baseline of diversity is achieved in invited speakers, panels, and audiences at Urban events. Track the composition of speakers and panels (RC2).
- ❑ **Incorporate Diversity Issues in Communications Training (COMM):** Adapt and expand communications training for staff to incorporate sensitivity to issues of diversity and inclusion and to reflect the new communications guidelines (RC1, RC2).
- ❑ **Provide Technical Support for Community Engagement in Research (SMG):** Provide encouragement, advice, and support in various mechanisms for engaging the communities being studied in research design, data collection, and analysis, including but not limited to community-based participatory research methods (RC4).