



2020 Annual Report

UCSF Institute for
Global Health
Sciences



1	Letter from the Director
2	COVID-19
4	Faculty Affiliate Program
4	Global Surgery
5	HIV/AIDS
6	Malaria
7	Maternal and Newborn Child Health
8	Tuberculosis
9	Education
10	Diversity, Equity and Inclusion
11	Leadership
12	Financials
13	Donors

Letter from the Director

Dear Colleagues,

2020 showed us just how vital a field global health remains, despite our huge geographic distances and what can sometimes seem like insurmountable differences. More work remains for the Institute for Global Health Sciences (IGHS) to do in coming years, but I am incredibly proud of the quick, strategic and meaningful responses that IGHS faculty and staff spearheaded as the pandemic hit. We responded with research and practical support, sharing what we learned along the way – earning substantial recognition from the Chancellor even at a place as flush with smart, capable, driven people as UCSF.

Even with all that underway, faculty and staff took immediate action to confront and address the legacies of racism that fester in our workplace and in our work as global health practitioners. We have begun a transparent and productive process to address that chronic problem.

Nor did we drop the ball on our essential efforts to reduce malaria, HIV and tuberculosis and to increase the share of babies born healthy and on time. We also began work to introduce global health topics into high school curricula to build a bigger workforce and a more informed global populace to face the health challenges of the future.

I want to thank you for your support during this very challenging year – it made everything you see below possible. Please do get in touch if you have feedback on the work we are doing.

Warmly,



Jaime Sepulveda, MD, DSc, MPH
Haile T. Debas Distinguished Professor



Faculty Category
Chancellor Award for Public Service



Staff Category
Chancellor Award for Public Service

IGHS leveraged its decades of experience addressing global health inequities to address COVID both globally and locally through our research, education and practical partnerships.

Chancellor's Awards

George Rutherford, MD, and Jessica Celetano, MPH, received Chancellor's Awards for Public Service for their work assisting the San Francisco Department of Public Health (SFDPH) to investigate and trace COVID-19 infections. Karen White Horn, MBA, MPH, who also helped develop and manage the SFDPH partnership, received a Chancellor's Award for Exceptional University Management.

WHO COVID case studies

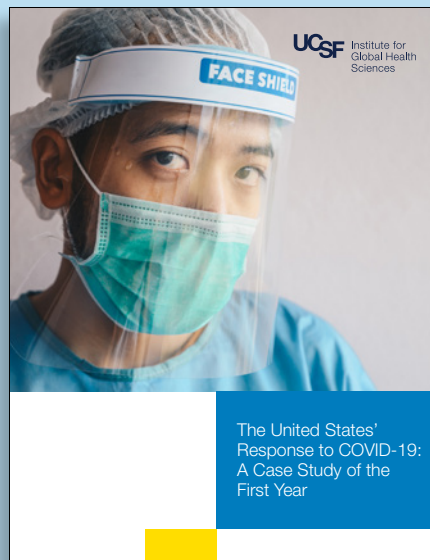
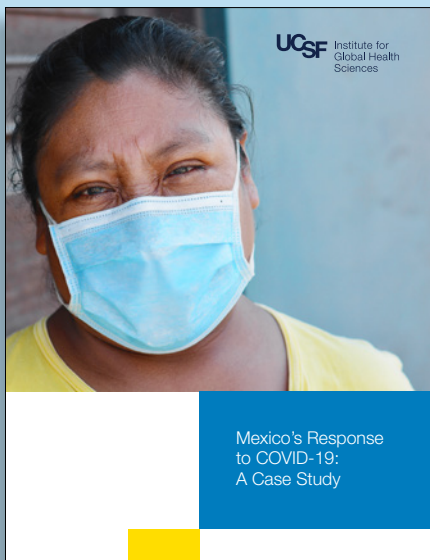
The World Health Organization (WHO) Independent Panel for Pandemic Preparedness and Response released case studies evaluating key countries' responses to the COVID-19 pandemic. The panel invited case studies on national pandemic responses from a number of countries, to provide lessons that can be used to strengthen national and global responses for both this pandemic and the inevitable next one. Jaime Sepulveda, MD, DSc, MPH, executive director of IGHS, led the committees that wrote the U.S. and Mexico reports.

UCSF Pandemic Initiative for Equity and Action (UPIEA)

UPIEA was established in the early days of the pandemic to develop a virtual training program for case investigators and contact tracers, helping train more than 300 contact tracers and case investigators to mount San Francisco's successful contact tracing program. The group then leveraged its learning platform and methods to reach more groups who needed to stay abreast of COVID-19 science and epidemiology. Nationally, more than 10,000 contact tracers came through the program. A module to coach contact tracers in cultural humility – so they can better persuade people in minoritized groups who have been exposed to the virus to quarantine – earned funding from the Skoll Foundation. The Virtual Training Academy also coached more than 150 superintendents and principals on their options for mitigating contagion in schools. The project's technical support for the San Francisco Department of Public Health will continue through 2021; the VTA trainings will continue through 2023.

Other projects included:

- Research into the most common settings of COVID transmission in San Francisco
- Technical assistance for health jurisdiction tracking and tracing efforts





Chancellor Award for Exceptional University Management

COVID speaker series

As the hub of international expertise at UCSF, IGHS brought in a host of speakers to address the specific challenges our experts knew would arise as the global community worked to tackle the virus in marginalized communities and in low-resource areas and healthcare systems. The Institute hosted 18 talks, featuring speakers ranging from Carlos del Rio, MD, the foreign secretary for the National Academy of Medicine, to prominent Navajo doctor Adriann Begay, MD, and others with distinguished track records in this area, including: Peter Hotez, MD, PhD; Mary Pittman, DrPH; Kirsten Bibbins-Domingo, MD, MPH, MAS; Michael Busch, MD, PhD; Craig Cohen, MD, MPH; Alicia Fernandez, MD; Monica Gandhi, MD; Eric Goosby, MD; Desi Kotis, PharmD; Kim Rhoads, MD, MPH; Sriram Shamasunder, MD and Mary Wilson, MD.

Access COVID

Early on, IGHS PhD students and a handful of MS alumni began tracking research on SARS-CoV-2 that would bear on global response to the pandemic. They then posted synopses and links to the key publications. A native Spanish speaker, Lucia Abascal, MD, MS '18, quickly realized that these synopses needed to appear in Spanish as well. A partnership with the Mexican University, UNAM, was

developed with funding from the Alianza UCMX program. The result is not just bilingual COVID briefs, but also a searchable archive of the research summaries.

Pandemic Response Initiative (PRI)

COVID-19 is, unfortunately, becoming endemic. With a combination of sluggish vaccine deployment, evolving variants, and few effective therapeutics, it is likely that patients in low-resource settings will continue to need robust access to testing and treatments. PRI created a free evidence-based analytical tool, available online, that illustrates which groups should be prioritized when allocating scarce testing resources. Appropriate allocation will ensure that the tens of millions of dollars invested and the more than 100,000 antigen tests to be delivered in coming months have maximum impact.

PRI also hosted a virtual roundtable for global health experts to share their thinking on the best ways to ensure that lower- and middle-income countries (LMICs) can access treatments – particularly monoclonal antibodies – for COVID-19. They followed the discussion with a summary of the ideas shared, published in early 2021. They expect to follow with a policy paper proposing a framework for deploying therapeutics in LMICs.

PRI also:

- Conducted scientific review of existing oral therapeutics that could be repurposed for COVID-19 treatment in LMICs;
- Piloted the tool to support diagnostics strategy through in-depth engagement with health policymakers in India, Rwanda, Zambia and Zimbabwe.

Helping shape where we go from here

Eric Goosby and Mike Reid are co-chairing a PLOS Supplement, entitled, "How will COVID-19 transform global health post-pandemic?"

Taking to the airwaves

Our faculty and students figured in three podcast episodes of Carry the One Radio, "Global Health in the Time of COVID."

P2-3 top: Chancellor's Award recipients George Rutherford, Jess Celantano and Karen White.

P2 bottom left: Covers for the WHO case studies on Mexico and the U.S. COVID-19 response.

Faculty Affiliate Program

The IGHS Faculty Affiliate Program, which supports global health projects across all departments at UCSF, debuted its [Early Career Global Health Scientist Award](#). The first award went to Dr. Schola Matovu, who aims to advance nursing and promote the health and well-being of older adults, particularly those with caregiving responsibilities. Her research, funded by NIMH and Fogarty International Center through the UC GloCal Health Fellowship, piloted an income-generating project to promote the health and economic empowerment of Ugandan grandmothers. Dr. Matovu recently accepted a tenure-track position at the University of Utah College of Nursing.



Dr. Schola Matovu



Global Surgery

The [Center for Health Equity in Surgery and Anesthesia](#), led by [Doruk Ozgediz](#), MD, MSc, formed to address a massive unmet need in global health: 5 billion people lack access to safe and affordable surgical and anesthesia care around the world, and surgically treatable conditions represent one third of the global burden of disease. CHESA has since become part of IGHS.

CHESA's UCSF Health Equity Fellows Paul Park, MD, and Greg Klazura, MD, have worked with KidsOR and its international partners to help the nonprofit, clinics, and, potentially, international researchers track useful data on care provided in the operating rooms that KidsOR provides in areas of need. Drs. Park and Klazura have built Tableau dashboards to track patient demographics and outcomes in KidsOR operating rooms. The data collection aims to help direct equipment and training from KidsOR and support quality improvement efforts at the clinics. The data may also aid

further research into how to address unmet global surgical need.

Other achievements include:

- Dr. Mike Lipnick led a collaborative effort with Brigham and Women's Hospital and Partners in Health, with USAID funding, to provide oxygen-ecosystem technical assistance to help with global COVID response and to help overwhelmed clinics and hospitals quickly access the most up-to-date science on COVID treatment.
- Dr. Coleen Sabatini and collaborators from CORSU Rehabilitation Hospital and Makerere University won a Global Surgical Training Challenge Discovery Award from the Intuitive Foundation for their work to improve care for open fractures and osteomyelitis.

Shivani Subhedar, MS '19, working with anesthesia providers in Uganda to help provide high quality care in remote parts of the country. Photo by Sala Lewis.



HIV/AIDS

The quality of care for people with HIV in Africa has remained a hurdle to achieving global health goals. Knowing that team-based care outperforms other forms of care, IGHS worked with more than 15 African nursing and medical schools in the AFREHealth network to develop a team-training practicum in HIV care. The Strengthening Inter-Professional Education for HIV (STRIPE) program was off and running at the beginning of 2020. Before the pandemic hit, the interprofessional HIV modules reached 5,000 learners in 125 different workshops. Participants showed a better understanding of HIV care and reported more confidence in administering it. But, in late March, all in-person learning came to an end. The team quickly rolled out virtual

interprofessional care modules for COVID-19, which have reached 1,300 learners; an abbreviated online version has amassed more than 2,000 views. STRIPE is building a learning management system to ensure that online learning can continue indefinitely.

Check out an [article](#) about the program's Ugandan partners in a local newspaper.

Even as many of its faculty and staff were called home due to the pandemic, the Global Strategic Information (GSI) research group continued its work to contain HIV. GSI received new CDC grants to provide epidemiology surveillance supporting Kenyan HIV control efforts and to guide enhanced surveillance and continuous quality

improvement work in Namibia. GSI is also working on continuous quality improvement with individual South African HIV care facilities that receive support from the U.S. PEPFAR program. The group continues to conduct HIV surveillance in Uganda, Malawi, Kenya, Namibia, Burundi, Thailand, Cambodia and Vietnam and to support data collection and analysis in Tanzania, Angola, Cote d'Ivoire and the Caribbean region.

Two women participate in a training to learn how to conduct epidemiology surveillance in Uganda. Photo by Sala Lewis.



Malaria

A toolkit was finalized in 2020 for 2021 launch that comprises eight tools to help ministries of health and NGOs address malaria through surveillance and response; vector control; drugs and diagnostics; program management; and advocacy, financing and sustainability. Parts of the toolkit have already been used successfully. For instance, a guide to targeted surveillance and response in high-risk populations identified specific risk factors, including nighttime agricultural work, contributing to ongoing transmission in two pilot malaria elimination districts in Madagascar. A second tool, to gauge readiness for malaria elimination, identified weaknesses in capacity and supply chains among community

health workers. These issues are now targeted in the country's plans and formed the basis of a Global Fund grant proposal.

Other accomplishments by the Malaria Elimination Initiative (MEI):

- Ultra-sensitive RDT (brand name Alere) gained WHO pre-qualification, with supporting evidence from a seminal article by MEI's Michelle Hsiang et al published in *The Lancet*.
- MEI has launched two new research projects in Southeast Asia to evaluate new surveillance, vector control and drug-based strategies for malaria elimination.
- Thai district-level domestic resource contributions to malaria response doubled from 2017 to 2020 after MEI worked with the Thai Ministry of Health to train more than 600 people on budgeting and advocacy.

In Aceh province, Indonesia, healthcare workers and a microscopist travel to a remote village to test for malaria. Photo by Paul Joseph Brown.



Maternal and Newborn Child Health

The East Africa Preterm Birth Initiative published major results from its research in Kenya and Uganda using accessible best practices to try to reduce preterm births and improve outcomes for babies born preterm. Preterm babies born in hospitals receiving a package of quality

improvement strategies aimed at care during the intrapartum period had a 34% greater chance of surviving to 28 days compared to preterm babies born in hospitals that did not receive the intervention package. The program led to reductions in mortality among all babies born in intervention hospitals. The study results were published in *The Lancet Global Health* in August followed by a [virtual webinar](#) featuring Dilys Walker, MD; Phelgona Otieno, MBChB, MPH; Peter Waiswa, MBChB, MPH, PhD; Nana Twum-Danso, MD, MPH, FACPM; and Jeffrey Smith, MD.

Dr. Patience Afulani has researched factors that influence the poor care that women receive during pregnancy and childbirth. She has adapted a person-centered maternity care scale that was developed and validated

for care in low-resource countries to reflect the needs and prenatal care experiences of people of color in the United States. Measuring and improving pregnancy-related healthcare experiences of African American women may contribute to reducing disparities in birth outcomes.



Top: A patient undergoes an ultrasound at UCSF Benioff Children's Hospital Oakland. *Photo by Steve Babuljak.*

Left: Cover of the East Africa PTBi report "Transforming the Culture of Care Improves Preterm Survival: The Intrapartum and Immediate Newborn Care Package in Kenya and Uganda Study Report."



Tuberculosis

Former UN Special Envoy on Tuberculosis [Eric Goosby, MD](#), continued to work – virtually – with the ministries of health of Equatorial Guinea (September), South Africa (October) and others on how to eliminate tuberculosis. Goosby and [Michael Reid, MD](#), published an [editorial](#) follow-on to their work on the *Lancet* Commission on Tuberculosis, estimating the cost of unaddressed TB cases during the pandemic. They also noted the possibility of using the rapid development of COVID-19 testing infrastructures to boost TB testing.

Top: Dr. Eric Goosby speaking at the Union World Conference on Lung Health, Barcelona, Spain. Photo by Steve Forrest/The Union.

Right: A doctor in Haiti holds a chest x-ray up to the light. Photo by Sheila Menezes.





Education

Master's Program

- Graduated 34 students in July with an [online commencement ceremony](#);
- Awarded the 2020 John L. Ziegler Outstanding Capstone Award to two students: Sigal Maya and Guntas Padda;
- Welcomed 32 new students, the 13th cohort, in September.

PhD Program

The PhD Program has 10 current students and received a record number of applicants for the 2021 cohort.

Teaching global health in high school

IGHS's education program developed a virtual teacher training course to empower teachers to instruct high schoolers on the very infectious disease issues that were forcing them to learn online. Nine Bay Area teachers participated in the Global Health Curriculum Bootcamp, which will result in hundreds of students benefiting from this curriculum.

Global REACH

With a generous donation, IGHS launched the Global Research, Education, Action and Communities for Health pathway, called Global REACH, to help students from all backgrounds pursue careers in global health beginning in high school. The pathway

begins in UCSF's own community in the San Francisco Bay Area, with a summer internship. The pathway continues with undergraduate, graduate and professional education across the University of California, and extends to post-doctoral and early career research at the UCs and around the world. IGHS will be adding a program to support the career growth of women and under-represented minority early career investigators with mentorship, funding and professional development.

Above: As part of his capstone research in Tanzania, Rohan Luhar, MS '19, studied a clinical systems approach to implementing the country's national cancer treatment guidelines. Photo by Sala Lewis.



Diversity, Equity and Inclusion

IGHS's [Diversity, Equity and Inclusion](#) Committee was formed in 2019 to ensure equitable staffing and an inclusive workplace and research culture. The work of the committee intensified in 2020 in a number of ways. For example, members formed a [book club](#) to learn more about the history and continued relevance of racism in the United States and around the world.

DEI committee members

Lucia Abascal

PhD student; UCSF Pandemic Initiative for Equity and Action

Hana Azman

Global Strategic Information; UCSF Pandemic Initiative for Equity and Action

Ingrid Chen

Global Health Group

Sun Yu Cotter

University of California Global Health Institute

Madhavi Dandu

Education

Heidi Frank

Finance and Research Services

Anika Kalra

'20 MS alumna; UCSF Pandemic Initiative for Equity and Action

Usma Kahn

Executive Director's Office

Eliza Love

Global Health Group

Michel Reid

Global Health Delivery and Diplomacy; UCSF Pandemic Initiative for Equity and Action

Cameron Scott

Communications

Kerstin Svendsen

Communications

Kelly Taylor

Global Strategic Information; UCSF Pandemic Initiative for Equity and Action

Katy Vosburg

Global Health Group

IGHS also hired consultant Briana Evans, MA, to lead an internal assessment of the climate and policies at the Institute. Evans conducted a survey, which she followed with listening sessions for a range of affinity groups. Her findings will form the basis of an action plan for leadership.



Top: Sun Yu Cotter and Usma Kahn, DEI Committee co-Chairs

Above: Briana Evans

Leadership

IGHS Faculty Leadership

Kimberly Baltzell, RN, PhD, MS
Director of Partnerships

Alden Blair, MSc, PhD
Associate Director, Master of Science Program

Ben Chaffee, DDS, PhD, MPH
Associate Professor, School of Dentistry

Jennifer Cocohoba, PharmD
Professor, School of Pharmacy

Craig Cohen, MD, MPH
Co-Director, UC Global Health Institute

Madhavi Dandu, MD, MPH
Director, Master of Science Program

Haile T. Debas, MD
Founding Executive Director, Global Health Sciences; Former UCSF Chancellor

Elizabeth Fair, PhD, MPH
Director, PhD Program

Richard Feachem, KBE, DSc(Med), PhD
Director, Global Health Group

Eric Goosby, MD
Director, Global Health Delivery and Diplomacy

Roly Gosling, MD, PhD, MS
Director, Malaria Elimination Initiative, Global Health Group

Dean T. Jamison, PhD
Professor Emeritus

James G. Kahn, MD, MPH
Director, Global Health Economics Consortium

Michael Lipnick, MD
Chair, IGHS Faculty Affiliate Program

Jonna Mazet, DVM, PhD
Executive Director, OneHealth Institute, UC Davis (*on sabbatical*)

Ali Mirzazadeh, MD, PhD, MPH
Associate Director, PhD Program

Doruk Ozgediz, MD, MSc,
Director, Center for Health Equity in Surgery and Anesthesia

Michael Reid, MD
Chief Medical Officer, UCSF Pandemic Initiative for Equity and Action

George Rutherford, MD
Director, Global Strategic Information

Judy Sakanari, PhD
Adjunct Professor, School of Pharmacy

Jaime Sepulveda, MD, DSc, MPH
Executive Director, Institute for Global Health Sciences; Haile T. Debas Distinguished Professor

Paul Volberding, MD
Director, Global Health Research Director, AIDS Research Institute

Dilys Walker, MD
Director, Maternal, Newborn and Child Health Research Cooperative

IGHS Administration

Jeremy Alberga, MA
Chief Operating Officer, Global Health Group

Kemi Amin, MBA
Director, Communications

Inez Bailey, MS
Director, Education Strategy and Operations

Colin Boyle, MBA, MPP
Deputy Director, Institute for Global Health Sciences

Jess Celentano, MS
Deputy Director, Global Health Delivery and Diplomacy; Chief Operations Officer, UCSF Pandemic Initiative for Equity and Action

Sun Yu Cotter, MPH
Deputy Director, UC Global Health Institute

Jane Drake, MPH
Director, Global Operations

Heidi Frank, MPH, MBA
Director, Grants Management

Lissette Irizarry
Senior Executive Assistant to the Director

Usma Khan, MS
Director, Staffing and Strategic Operations

Georgina Lopez
Director, Finance and Administration

Hannah Park
Deputy Director, Maternal, Newborn and Child Health Research Cooperative

Karen White Horn, MPH, MBA
Chief Technical Officer, UCSF Pandemic Initiative for Equity and Action

Ellyn Woo
Director, Finance Management

Kelly Young, MA
Deputy Director, Global Strategic Information

UCSF Leadership Council for Global Health

Harvey V. Fineberg
Leadership Council Co-Chair
President, Gordon & Betty Moore Foundation

William J. Rutter
Leadership Council Co-Chair
Chairman and Chief Executive Officer, Synergenics, LLC

Haile T. Debas
Founding Executive Director, Global Health Sciences; Former UCSF Chancellor; Director Emeritus, UC Global Health Institute

Sandra R. Hernández
President and Chief Executive Officer, California HealthCare Foundation

Jeffrey (Jeff) Hessekiel
Executive Vice President and General Counsel, Exelixis, Inc.

Wendy Holcombe
Radio Producer and Philanthropist, City Visions at KALW

Nasi Jazayeri
Chief Technology and Product Officer, Salesforce.org

Sanford R. (Sandy) Robertson
Founder, Francisco Partners

Jaime Sepulveda
Executive Director, Institute for Global Health Sciences

Ariel D. Stern
Associate Professor of Business Administration, Harvard Business School

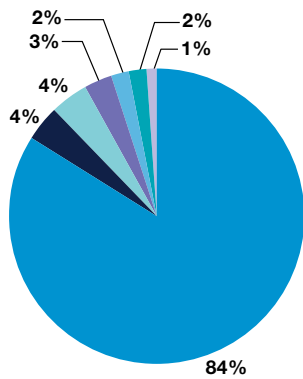
Michael (Mickey) Urdea
Managing Partner, Halteres Associates

Phyllis Whiteley
Partner, Mohr Davidow Ventures; Co-founder & Chief Executive Officer of Didimi

Diede van Lamoen
Founder and Chief Executive Officer, Commure

Financials

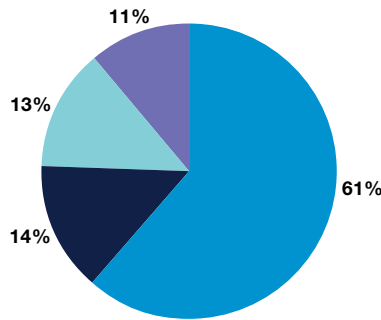
Fund Sources



Total: \$89,348,823

- Sponsored projects*
- Other
- Gift/endowment income
- ICR recovery
- Tuition and fees
- Campus support
- Recharges

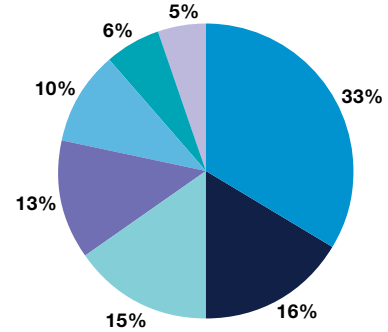
Fund Uses



Total: \$85,670,884

- Personnel costs
- Subawards
- Facilities and administration
- Other non-payroll (includes lease and rental and campus fees)

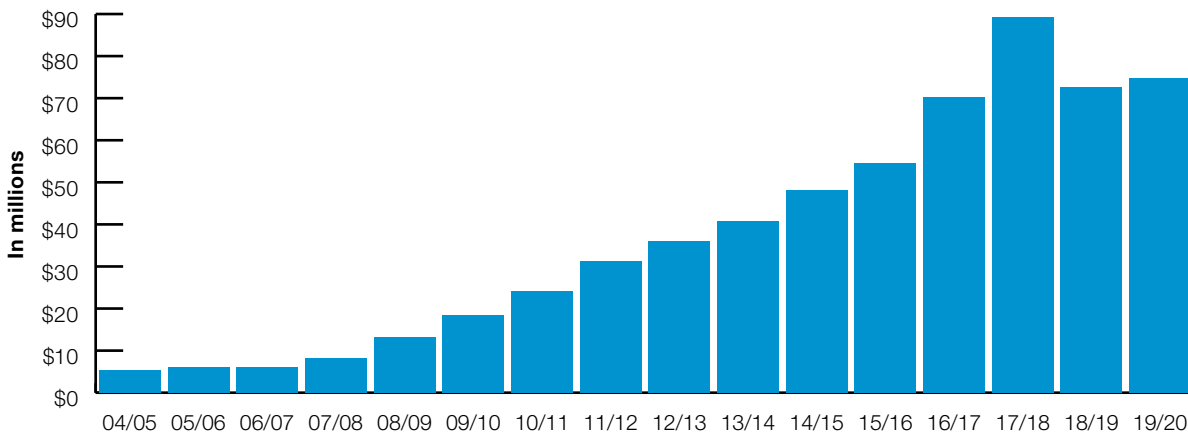
Major Funders of Sponsored Projects



Total: \$74,667,196

- Centers for Disease Control and Prevention (CDC)
- Bill & Melinda Gates Foundation
- President's Emergency Plan for AIDS Relief - PEPFAR (CDC)
- Federal Emergency Management Agency (FEMA)
- Other
- National Institutes of Health (NIH)
- HRSA/USAID

Sponsored Projects Expenditures



*Totals include the AIDS Research Institute (ARI), except for sponsored projects. Management of ARI sponsored projects transferred to the School of Medicine Department of Medicine effective January 1, 2021. Data on this page reflects in-year project expenditures, July 1, 2019–June 30, 2020.

Donors

We are grateful to the individuals, families and organizations that provided generous support to help us advance IGHS and AIDS Research Institute programs and research in 2020.

Individuals and Families

Over \$100,000

Mark Lampert & Susan Byrd
Martin Romo & Leesa Romo

\$10,000–\$99,999

Miles Adcox
Nasi Jazayeri
Carl Kawaja & Gwendolyn Holcombe

\$1,000–\$9,999

Anonymous
Carole Baltzell
Margaret Blair
John Cochran
Leon Drozd
James Ely
Leah Flanigan
Jeremy Geller
Manola Greene
Ed P. Jensen
Richard Judy
Karen Smith-McCune & Joseph McCune
Sally Rankin
Ellen Schell
Jeffrey Sturchio
Phyllis Whiteley
Mary Wilson & Harvey Fineberg
John Ziegler & Rue Ziegler

\$100–\$999

Anonymous
Susan Andrus
William Atkins
Sam Austin
Colin Boyle*
Elizabeth Butrick*
Margaret Byrnes
Shih-Huai Cheng
Kari Connolly
Marita Daly
Linda Della

Holly Eger
Susan Elliott
Judith Hanks
Evan Kavanagh
Mark Leggett
Robert Mansfield*
Michiko Masters
Lisa McCracken
Bruce McIntyre
Zina Mirsky
Ali Mirzazadeh*
Lillian Murray
Soodabeh Navadeh
William Nisbet
Carol Olsen
Su-Moon Paik
Hannah Park*
Sophie Pritchard
Jaime Sepulveda*
James Shiovitz
Susanne Tilney
Brady Thomas
Ivan Uranga
Amy Rankin-Williams
Gina Wu

\$1–\$99

Anonymous
Jennifer Bandow
Christine Coke
Howard Gordon
Daria King
Jayne Lewis-Kulzer
James McManus
Lucille McManus
Susan Neidlinger
Marc Penso
Kenneth Stelling
Pierre Theodore
Jonathan Tuerk
Kimberly Walsh
David Winckoski

Corporations and Foundations

American Academy of Pediatrics
American Endowment Foundation
Anjani Thakur MD, Inc
Anonymous
California Foundation for Molecular Biology
California Health Care Foundation
Capital Group Companies Charitable Foundation
Chevron USA, Inc.
Glaser Progress Foundation
Gordon and Betty Moore Foundation
Greater Cincinnati Foundation
Horace W. Goldsmith Foundation
Kalmanovitz Charitable Foundation
Marin Community Foundation
Qure LLC
Salesforce.com, Inc.
Salesforce.org
San Francisco Foundation
Sumitomo Chemical Company, Ltd.
The Joseph & Vera Long Foundation
We Are One World Foundation
Wyss Medical Foundation

*IGHS faculty and staff
Listings are for the 2020 calendar year.



Editor
Kemi Amin

Senior Writer
Cameron Scott

Graphic Designer
Kerstin Svendsen

Front cover: Kimberly Baltzell, RN, PhD, MS, director of partnerships at IGHS, works with nursing students from City College of San Francisco to provide four days of COVID-19 testing in Bolinas, California. *Photo by Barbara Ries.*

Inside cover: Jaime Sepulveda at Mission Hall. *Photo by Elisabeth Fall.*

Above: As part of her capstone work about female sex workers' perceptions around risky behavior and HIV transmission, Nardos Darkera, MS '19 (in yellow), attends a team meeting at the clinic in Uganda where her mentor, Dr. Rachel King (left), conducts research. *Photo by Sala Lewis.*