
Smoking Cessation Leadership Center



University of California
San Francisco

Strategic Plan

2025-2030



SCLC'S MISSION:

To **reduce disparities** in tobacco use and **increase cessation** through community partnerships. We aim to drive health systems change by **eliminating barriers to access to tobacco treatment**, promoting policy that supports cessation, and **providing education and training**.



SCLC's VISION:

We envision a world
where we have
eliminated tobacco as a
leading cause of death

Our strategic plan serves as a guide to achieve our goals effectively. It helps us...

- **Define clear strategies** to focus on what we will and won't do
- **Set measurable objectives** to track progress and make adjustments as needed
- **Outline actionable steps** to turn plans into reality
- **Prioritize current work** while planning for future initiatives

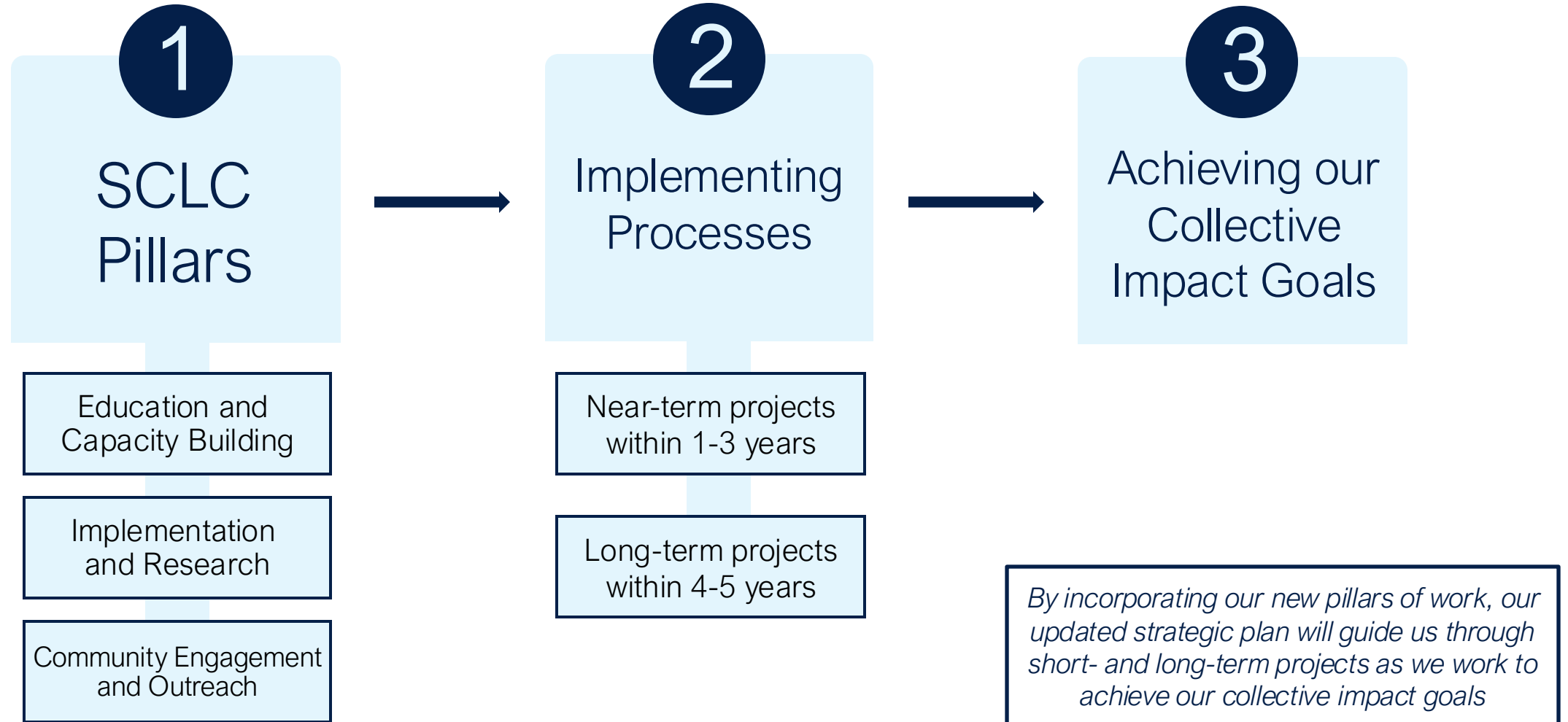
Motivation for Updating our Strategic Plan

- We know that tobacco use is driven by deep commercial, social, and structural determinants.
- Eliminating disparities in tobacco use requires us to:
 - Deepen reach and connections with priority populations
 - Strengthen ties with community, state, federal and academic partners
 - Widely disseminate evidence-based tobacco treatment
 - Center equity in all our activities
- We are committed to achieving these goals through a clear and actionable roadmap—one that guides us toward collective impact and lasting change.

To Develop our Strategic Plan, We...

- Engaged with both internal stakeholders at the University of California, San Francisco (UCSF) and external stakeholders
- Gathered feedback on goals, strategies, and priorities

The Structure of Our Strategic Plan



The Key Priorities of our Strategic Plan

1

Education
and
Capacity
Building

2

Implementation
and
Research

3

Community
Engagement
and
Outreach



Education and Capacity Building

Education and Capacity Building Objective

Increase the training of providers and community advocates, build capacity for organizations serving communities to address tobacco use, and develop and disseminate up-to-date curricula on tobacco use among those who are disproportionately affected by tobacco.



Education and Capacity Building Strategy

We want to...

Diversify the learner community by designing and delivering tailored, evidence-based, comprehensive education programs

To accomplish this, we will...

- Ensure reach into learner communities disproportionately impacted by tobacco use
- Diversify delivery formats to meet varied learning preferences and needs
- Integrate AI and emerging educational technology to enhance training formats

Education and Capacity Building Strategy

We want to...

Enhance training effectiveness

To accomplish this, we will...

- Regularly update curricula to integrate the latest research, including theories and frameworks like intersectionality that resonate with learner communities
- Track and measure outcomes, integrate continuous quality improvement, and integrate learner feedback
- Identify ways to ensure reach into the communities with the highest rates of tobacco use

Education and Capacity Building Strategy

We want to...

Develop new and innovative curriculum content

To accomplish this, we will...

- Develop new curriculum content on tobacco, nicotine, and other drug use that reflect use patterns of priority populations
- Integrate lived experiences in the development and evaluation of curriculum content



Implementation and Research

Implementation and Research Objective

Develop an implementation strategy centered on the collective impact model and that has a data-driven evaluation framework. Develop and implement an agenda for research priorities that addresses gaps in implementing optimal cessation approaches for all tobacco use in disproportionately impacted populations.



Implementation and Research

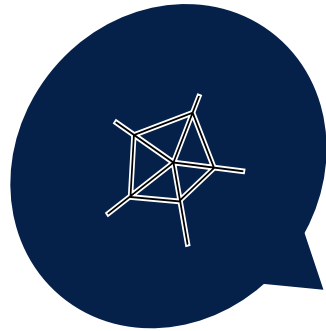
What is collective impact?

“Collective impact is a network of community members, organizations, and institutions who advance equity by learning together, aligning, and integrating their action to achieve population and systems-level change”

-Collective Impact Forum

Common Agenda

Collectively define the problem and create a share vision to solve it



Strong Backbone

A team dedicated to aligning and coordinating



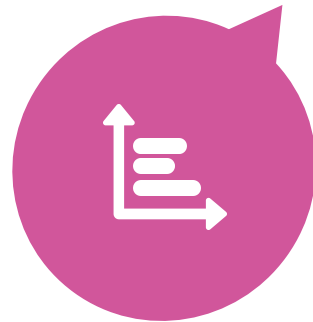
Mutually Reinforcing Activities

Integrating activities to maximize results

Collective Impact

Shared Measurement

Tracking progress in the same way, allowing for continuous learning



Continuous Communication

Building trust and strengthening relationships



Implementation and Research Strategy

We want to...

Use the collective impact model as our primary implementation framework

To accomplish this, we will...

- Communicate and operationalize the model in all aspects of SCLC's work
- Create an evaluation framework where all SCLC's activities are measured against the collective impact model

Implementation and Research Strategy

We want to...

Map out evaluation frameworks and data systems needed to implement all of SCLC's activities

To accomplish this, we will...

- Identify frameworks for implementation and evaluation like RE-AIM, reaching intended audiences, measuring effectiveness, measuring adoption, evaluating implementation, and fostering maintenance and sustainability
- Create a structure and implementation manual to operationalize RE-AIM for all SCLC activities

Implementation and Research Strategy

We want to...

Seek funding opportunities to increase implementation of evidence-based tobacco treatment into settings and systems serving populations that are disproportionately impacted

To accomplish this, we will...

- Build a team of collaborators within and outside of UCSF to jointly engage in funding opportunities
- Conduct place-based research to integrate tobacco treatment into systems and settings
- Engage learners with lived experience from UCSF and through our national partners by supporting their training and professional development



Community Engagement

Community Engagement Objective

Develop a community engagement strategy that reflects the community's core values and that integrates lived experience and partner experience in the co-creation and dissemination of information and resources



Community Engagement Strategy

We want to...

Develop a structure to integrate lived experience, community partners, and scientific advisors into the structure of SCLC so that all our activities are informed by this input

To accomplish this, we will...

- Create a community engagement plan where lived, scientific and community advisory boards are representative of individuals and providers either with tobacco use and behavioral health conditions or serving these populations
- Create a community engagement strategy that engages in an authentic partnership model that is relational and reflects the community core values

Community Engagement Strategy

We want to...

Create a community engagement plan that ensures diversity across criteria such as race/ethnicity, gender, sexual orientation and geography, among others

To accomplish this, we will...

- Ensure consistent representation of diverse groups in advisory boards and partnerships, and document efforts to meet these standards
- Develop a compensation structure to fairly compensate advisory board members for their time and contribution



Looking forward, together

As SCLC evolves toward collective impact, we will continue to provide training and technical assistance to our partners. We aspire to make our vision a reality by working together with you to [eliminate tobacco](#) use as a leading cause of disability and death in all our populations.

UCSF

University of California
San Francisco