Previews of Award 1209169 - Annual Project Report

Cover

Federal Agency and Organization Element to Which Report is Submitted: 4900

Federal Grant or Other Identifying Number Assigned by Agency: 1209169

Project Title: Leadership, Empowerment, and Advancement for STEM Women Faculty (LEAF) at UC

PD/PI Name: Santa Ono, Principal Investigator

Urmila Ghia, Co-Principal Investigator

Valerie G Hardcastle, Co-Principal Investigator

Steven R Howe, Co-Principal Investigator

Rachel Kallen, Co-Principal Investigator

Recipient Organization: University of Cincinnati Main Campus

Project/Grant Period: 09/15/2012 - 08/31/2017

Reporting Period: 09/01/2013 - 08/31/2014

Submitting Official (if other than PD/PI): Rachel Kallen

Co-Principal Investigator

Submission Date: 05/29/2014

Signature of Submitting Official (signature shall be submitted in accordance with agency specific instructions) Rachel Kallen

Accomplishments

* What are the major goals of the project?

Initiative I: Improve pathways for women faculty, including underrepresented faculty, in STEM by broadening recruitment, improving hiring, increasing retention, and promoting advancement.

• Bottom Up: Proposed activities include three separate professional development workshop series for women STEM faculty, and a LEAF mini-grants program to support women STEM faculty professional development and research. However, bottom up efforts related more broadly to this initiative are also included below.

• Top Down: Proposed activities include best practices seminars and training workshops for leadership (heads, deans and administrators) and faculty committees responsible for hiring and RPT (reappointment, promotion, tenure). However, efforts related more broadly to this initiative are also included below.
Initiative II: Transform the climate for STEM faculty, including underrepresented faculty, by creating social and collaborative mentoring networks to promote intellectual progress and equity, resulting in an inclusive culture.

- **Bottom Up**: Proposed activities include the establishment of learning communities for women STEM faculty and a Visiting Scholars Program. However, bottom up efforts related more broadly to this initiative are also included below.

- **Top Down**: The primary purpose of this initiative is to assess climate and aid in development and implantation of unit-level logic models for change.

Initiative III: Create interdependence to reinforce mutual responsibility and fosters shared responsibility to enable sustainable dynamic institutional practice and policy.

Initiative IV: Social Science research on climate and transformation of policy and reform, as expressed through message linguistics, subjective experiences, and social networks.

Initiative V: Conduct benchmarking and data collection via the Career Life Balance Supplement to explore the feasibility of a dual career hiring exchange for the region.

* What was accomplished under these goals (you must provide information for at least one of the 4 categories below)?

---

**Goal I, Bottom-Up**

- Ready-Set-Go faculty workshops were held April 15 & 29 on the creation and varied uses of ePortfolios.

- LEAF met with Erin Haynes, Assoc. Prof of Environmental Health and the new director of the Women in Medicine (WIM) group, to discuss potential topics and collaboration on workshops for mid-career women for fall.

- A partnership between UC and news channel WCPO was established to publish a series of Op Ed pieces from UC’s women faculty who participated in the Op Ed Project workshop. To date, four editorials have been published.

- Request for proposals for the 2014-15 LEAF Grants were announced April 25, 2014. These awards will cover the award period of September 1, 2014 –August 31, 2015.

**Goal I, Top-Down**

- On April 3rd and 4th, LEAF sponsored a visit from Dr. Diane Halpern, the McElwee Family Professor of Psychology at Claremont McKenna College. Dr. Halpern’s work is considered groundbreaking and pivotal, especially with respect to gender differences in cognition and balancing work and family. In addition to holding a campus-wide keynote address, “Gender Differences in Cognition and Their Implications for Undergraduate and Graduate Stem Education,” Dr. Halpern engaged in several small group meetings with graduate students, junior and senior faculty in the colleges of medicine, engineering, and arts & sciences, as well as a research incubator session to discuss research related to diversity and inclusion at UC. See EventParticipation.pdf for attendance data.

**Goal II, Bottom-up**

- Six members of Sarah Whitton’s Learning Community met on West Campus on March 26th, 2014.
• Four members of Sian Cotton’s Junior Faculty Learning Community met on East Campus on March 14 and April 11, 2014th.

• Six members of Sandra Degen’s Mid-Career Faculty Learning Community met on East Campus on March 24th.

• African-American STEM faculty lunches, co-sponsored with the Provost’s office, were held March 14 (15 faculty) and March 27 (7 faculty) to discuss the RPT process.

• LEAF staff met with key LBGTQ faculty to ascertain the desirability of starting an affinity group for LBGTQ STEM faculty and to chart a path forward.

• The senior STEM women continued to hold their monthly networking lunches, with 12 attending the March lunch.

• Campus climate is heavily influenced by students; how they perceive and interact with underrepresented faculty can significantly affect a faculty member’s experience at an institution. Therefore, training for students should be included as part of any campus climate transformation. LEAF is collaborating with Director of Campus Life to create a year-long evening discussion series in the dorms for freshman on implicit bias and general etiquette for interacting with faculty, particularly women and underrepresented faculty.

Goal II, Top-down

• LEAF received Logic models from departments in all colleges except for the College of Medicine. We have analyzed and summarized these logic models for the Provost. The Provost is providing general feedback to department heads and deans regarding the content of the models.

• LEAF staff met with new Senior Associate Dean for Diversity in the College of Medicine to discuss potential collaborations and initiatives.

• LEAF staff met with Dean of College of Criminal Justice, Education, and Human Services to discuss potential collaborations and how to formalize “ally” relationships with departments and faculty.

• LEAF staff met with four members of HR to discuss issues with data from Institutional Research on Bargaining Unit members. HR subsequently provided two supplemental data sets and is working on a third.

Goal III

• Reviewed and provided feedback on climate data, indicator tables, completed Logic Models in the colleges of Arts and Sciences and Engineering, and the revised LEAF Evaluation Plan.

• Concluded that the newly revised manual for searches at the University of Cincinnati has been significantly improved but needs additional information on targeted hires and dual-career hires. The committee is reviewing search manuals at other ADVANCE institutions for good language on these two items.

https://reporting.research.gov/rppr-web/rppr?execution=e1s195
• Launched initial meetings with senior faculty in each STEM college who agreed to serve as “allies” for women faculty in need of advice and mediation services.

• Prepared to assist the Provost’s Office in the review of RPT documents from STEM units to assure they are family-friendly and support collaboration opportunities.

**Goal IV**

• Networks: We gathered partial or complete data from 11 departments (GEOL, CHEM, PSYC, ANTHR, MOLEGEN, BIOL, ENGR EDUC, PHYS, ECON, CIVIL & ARCH ENG; BIOCHEM ENG) and currently have two more being scheduled in the College of Medicine. Accordingly, we now have data from each STEM college.

• Discourse Analysis: We completed data management and embarked on the coding. We developed a coding system based on a subset of the data and then refined it. These refined codes have been created as categories in NVivo and we are almost ready to begin coding all of the baseline email communications. We have decided to wait to initiate this work until we consult with an expert from the department of Women, Gender, and Sexuality Studies who has expertise in gender issues in discourse that we believe may inform our efforts.

• Data collection continues in the discourse and social networks social science studies.

• Best Schools Project: We continue to collect data on the representation of women and women of color on the faculties of UC’s peer and aspirant institutions. These data will allow specific disciplines at UC (e.g., Mechanical Engineering, Physics) to compare the composition of their faculty to that of peer, aspirant, and nationally recognized programs. We have focused initial data collection on Colleges of Engineering.

• Turnover: Preliminary data from the survey of former faculty was analyzed and presented at a recent undergraduate conference. Findings suggest that faculty primarily leave for reasons associated with their immediate work environment (e.g., issues with department head, not fitting in department; lack of collaborators).

**Goal V**

• On March 9th, LEAF held a focus group session with nine members of the A&S faculty to explore issues relating to dual career employment at UC. The group consisted of three women and six men, representing the Biology, Geology, Anthropology, Psychology, and Philosophy departments. Participants discussed what went well during the hiring process and what could be improved, and retention issues relating to managing dual careers.

• Completed comprehensive benchmarking study to document the range of work-life and dual career policies used at other institutions, including ADVANCE and non-ADVANCE institutions.
• Completed a total review of the university’s collective bargaining agreement for faculty to compare current UC policies to those being used at other institutions. The LEAF leadership team will meet in June to review this information and develop a set of recommendations to take to the President’s Office, UC HR, and the AAUP.

• Developed and launched a survey for local HR leaders to better understand the extent to which dual career hiring and retention issues are a concern or issue for other organizations in the region, to identify best practices relating to dual career couples, and to gauge interest in a regional hiring exchange.

Other

• The Leadership Team held a Diversity in STEM planning retreat

• The IAC met on March 11. Minutes are attached in IACMeetingMinutes.pdf. They also gave advice and assistance with identification of and creation of diversity groups; Reviewed faculty hiring manual, RPT, and workload documents; Provided departmental support for Social Network Analysis and “Aspirant and Peer” School project; Recruited faculty to attend upcoming events, for example, Social Networking Colloquium/Workshop.

• The EAC set a date of October 3, 2014 for their fall meeting.

• Invitations to establish and join a LEAF Diversity Committee were issued to faculty. The first meeting will be in early fall.

Specific Objectives:

1) Increase the percentage of qualified women candidates for STEM scientist positions at UC.

   a) Deans support and department heads successfully implement unit-specific plans that improve recruitment

      i) Units implement logic model for improved recruitment

      ii) Improved knowledge and awareness of diversity issues related to recruitment among key decision makers

      iii) Creation and implementation of new tools and resources for improved recruitment

2) Increase the percentage of women hired for STEM scientist positions at UC at all levels.

   a) Deans support and department heads successfully implement unit-specific plans that improve hiring

      i) Units implement logic models for improved recruitment

      ii) Improved knowledge and awareness of diversity issues related to hiring among key decision makers

      iii) Creation and implementation of new tools and resources for improved hiring
3) Increase the percentage of tenure-track women who are promoted and tenured.
   a) Junior faculty women establish competitive research programs
      i) Pre-tenure women attend and benefit from workshops on early-career development
      ii) LEAF funding program affords women experience writing and reviewing grants
   b) Deans support and department heads successfully implement unit-specific plans that improve early career mentoring, coaching, and support
      i) Units implement logic model for improved early-career mentoring, coaching, and support
      ii) Improved knowledge and awareness of diversity issues related to reappointment, promotion, and tenure processes, and around early career development among key decision makers
      iii) Creation and demand for new tools and resources for improved mentoring, coaching and support
4) Increase the percentage of women tenured associate professors who are promoted to full professor.
   a) Mid-career faculty women gain visibility and stature
      i) Tenured women attend and benefit from workshops on career development and advancement.
   b) Senior faculty women have enhanced impact upon the institution and the profession
      i) Units create and implement logic model for improved climate
5) Decrease percentage of women STEM scientists who report concerns about UC in terms of work-family integration.
   a) New University policies and practices that promote ability of people to integrate work and family concerns
      i) Best practices speakers help educate stakeholders
      ii) Dual-career hiring and early career programming implemented
6) Increased percentage of women STEM scientists who report feeling as if they belong, feeling supported, and feeling engaged and empowered.
   a) Stronger networks for women
      i) Create vibrant learning communities in which women actively participate
   b) More visibility for women
i) LEAF promotes women in media and in programming

c) Improved access to best practices and role models

i) LEAF models academic excellence by bringing in visiting scholars.

7) Increased percentage of women STEM scientists who report feeling that they are achieving their full potential.

a) Women feel better supported and experience better climate in their units

i) Units create and successfully implement plans for logic model for improved climate

b) More women in leadership positions

i) LEAF actively engaged in searches

8) Minimize the number of instances where bottom-up change is stymied by organizational barriers.

a) Women faculty and allies view AAC as an action-oriented body of significant value in effecting change

i) High awareness of the AAC among women faculty and allies

ii) Deans recruited as allies

9) All successful LEAF initiatives will be supported internally for sustainability.

a) LEAF programming transitions being closely coordinated with Provost by early part of year 4.

i) LEAF Leadership Team closely coordinates all planning with Provost, VP for Research, and President's office

Significant Results: **Goal I. Improve Pathways**

- The Provost's office provided financial support for 5 STEM female faculty in COB, CEAS, and A&S. The Provost office is still working on one female candidate in COB.

- Asked by the College of Engineering and Applied Science to co-sponsor an ELATE participant

- Meetings with LEAF staff included as part of recruiting process in Engineering and Environmental Health with the goal of showcasing LEAF and UC's commitment to women and diversity.

- Logic models are now in use in five A&S departments and all six CEAS departments.

- Targeted recruitment is included in almost all logic models.

- Provost included improved pathways for women into CEAS dean appointment letter.
Goal II. Transform the climate

- All of the learning communities have asked to continue next year.

- The Op-Ed project resulted in 6 op-ed pieces, four of which were authored by STEM faculty, and three of which discuss women’s challenges in academia.

Goal III. Reinforce mutual and shared responsibility

- The AAC created groups of senior faculty in each STEM college who will serve as allies for junior faculty in need of a safe place to discuss work-related issues.

Goal IV. Research

- See Dissemination.

The Theory of Change guiding UC LEAF is based in the belief that institutional change results from coordinated efforts that engage all stakeholders and target both top-down and bottom-up processes. In particular, increasing the representation of women and women of color faculty in STEM departments can only be achieved when traditional methods of faculty support (e.g., professional development workshops, seed grants) synergize with leadership conducting broad and inclusive searches and eliminating unconscious bias in the promotion and tenure process. Similarly, creating an environment in which our women and women of color STEM faculty feel empowered, supported, connected, and confident in their ability to succeed requires that the institution not only values diverse talent but also finds tangible ways to put those values into practice. This may be achieved through greater networking opportunities within and outside of the institution for our women and women of color faculty, and also through policies and practices supportive and career-enhancing for all. Finally, sustained change can only occur when these top-down and bottom-up processes are well-integrated through a system that advocates for faculty and holds leadership accountable for action and change.

Goal I. Improve Pathways

- When the university announced the recipients of several interdisciplinary research grants from the Office of Research, several members of the community noted that none of the recipients were women. These individuals contacted LEAF leadership to investigate this issue and found that although women faculty submitted roughly 30% of the applications, none were awarded. Upon the recommendation of LEAF, the LEAF and the Office of Research investigated past award winners to determine if there is any systematic bias at play. LEAF personnel are now participating in revising grant policies and procedures for the university.

Key outcomes or Other achievements:

- Attendance at workshops and events was steady. We held 14 events with 94 faculty attending, including 52 women and 16 underrepresented faculty. Specific details are available in EventParticipation.pdf
• By request of several faculty, LCs will be expanded to include affiliate faculty and additional STEM departments.

• By request of several faculty and departments, LEAF will work with stakeholders to devise a way to expand its impact beyond the traditional STEM disciplines

* What opportunities for training and professional development has the project provided?

See discussion under Major Activities.

* How have the results been disseminated to communities of interest?

• Data presentation and discussion: Provost, Deans’ and Heads’ Council in the College of Engineering and Applied Science, Arts and Sciences Faculty Senate, College of Medicine Faculty Forum, Deans’ and Heads’ Council in the College of Medicine, IAC.

• Hardcastle, V., Howe, S., & Martin, R. Recruiting, Hiring, and Retaining Diverse Faculty. 6th Annual University of Cincinnati Diversity Conference, Cincinnati (April, 2014).


• Fox, J., & Graber, J. Gender & STEM Turnover Analysis. University of Cincinnati Undergraduate Conference, Cincinnati (April, 2014).


* What do you plan to do during the next reporting period to accomplish the goals?

Goal I. Improve Pathways

• Launch workshops for mid-career women faculty in STEM in collaboration with the Research Division and WIMS.

• Continue LEAF Mini-grants program, with second round of funding beginning Sept 2014, and third call going out fall 2014.

• Systematically survey participants in workshops and other activities and feed results back to leadership team

• Offer grant-writing workshops for underrepresented women STEM faculty. Workshops will be held August and December and potentially co-sponsored by the Office of the President and the Diversity Office.

• Offer a fall workshop to assist underrepresented women STEM faculty on self-promotion strategies to increase their academic and professional visibility.

• Meet with all heads in affiliated departments to discuss how best to collaborate

• Meet with all heads in STEM units to discuss progress and how best LEAF can help
• Develop, as part of an overarching communication plan, strategies to increase the number of faculty who apply for LEAF grants, thereby increasing competition for the grants.

• Develop on-line toolbox for recruiting and retention strategies.

• Work with Provost's office on heads training materials and training materials for all faculty search committees.

Goal II. Transform the Climate

• Secure commitments from two Visiting Scholars for this coming Fall and Spring. We are currently in discussions with Dr. Christine Grant to be this Fall’s Best Practices Scholar. Our aim is to integrate her visit with the annual LEAF conference to be held this Fall.

• Meet with key Latina STEM faculty to discuss interest in holding professional development lunches.

• Develop a survey to gauge interest in an affinity group for LBGTQ STEM faculty.

• Develop a strategy to increase faculty exposure to visiting scholars

• Develop policies and procedures for including faculty allies and departmental affiliates with LEAF

• Finish logic model development (and launch in College of Medicine)

• Lay the groundwork for specific policy changes regarding WFI by benchmarking UC against other universities and against industry

• Determine what WFI issues have been salient for recent hires

• Engage IAC in mentoring strategies for new faculty hires and current tenure-track faculty

Goal III. Reinforce Mutual and Shared Responsibility and Sustainability

• Monitor the results of the goals and actions outlined in the logic models

• Work with the Provost Office, AAUP, and HR to implement new career-life balance policies

• Initiate the review of RPT guidelines in STEM colleges.

• Train senior faculty members (as LEAF allies) before the start of the new semester in August

• Develop a series of workshops for faculty and administrators in AY14-15 to discuss how the network analysis data might be used by departments to be more inclusive and by faculty to understand how and why to grow their networks.

• Develop, as part of an overarching communication plan, strategies to increase awareness of LEAF on campus

Goal IV. Conduct Research

• SNA: Invite other ADVANCE scholars working to campus in Fall 2014 to share their work in this realm, brainstorm new questions to ask, and search for opportunities to collaborate. Invitees will include Ines Mergel (Syracuse), Christina Falci (U. of Nebraska-Lincoln), and Rich DeJordy (Northeastern).

• SNA: Continue to collect departmental-level social network data. Continue collecting archival data on faculty publications and grants to examine collaborative networks as well as persistence behavior.
• SNA: Develop first manuscript for publication utilizing a subset of departmental data collected to date. This manuscript will present case studies of departments to illustrate the connection between network structure, climate for diversity, and representation.

• Discourse Analysis: Schedule a meeting with Amy Lind from Women's Gender and Sexuality Studies and Elaine Hollensbe from Management, subject matter experts at UC, to discuss how to interpret and utilize the data collected thus far.

• Turnover: After one final round of data collection, we will reassess the data and disseminate our findings internally and externally.

Goal V. Complete the Supplemental Career Life Balance Grant

• Use findings from the focus group to shape a set of recommendations.

• Present the data and policy recommendations to the President, Provost, HR, and AAUP.

Other/Administrative:

• Hold a planning retreat to develop the upcoming year's activities in support of goals and objectives.

Supporting Files

<table>
<thead>
<tr>
<th>Filename</th>
<th>Description</th>
<th>Uploaded By</th>
<th>Uploaded On</th>
</tr>
</thead>
<tbody>
<tr>
<td>LeafDataPresentation.pdf</td>
<td>This presentation contains a quick snapshot of the current status of women and URM in STEM at the university, as well as the goals and activities of LEAF. It was presented to several colleges and key administrators across campus.</td>
<td>Rachel Kallen</td>
<td>05/29/2014</td>
</tr>
<tr>
<td>UCFacultyDataPresentation.pdf</td>
<td>This presentation is a summary of data analysis conducted on the entire university faculty. It contains a status of women and URM women and was presented to the Provost as part of LEAF's top-down strategy.</td>
<td>Rachel Kallen</td>
<td>05/29/2014</td>
</tr>
<tr>
<td>Logic Models as of 2014-05-27.pdf</td>
<td>These are unit-level strategic plans (logic models) which identify data, goals, actions and results in order to achieve departmental transformation.</td>
<td>Rachel Kallen</td>
<td>05/29/2014</td>
</tr>
</tbody>
</table>

Products

Books

Book Chapters

Conference Papers and Presentations
Inventions

Journals

Licenses

Other Products
Data and Research Materials (e.g. Cell lines, DNA probes, Animal models).

AAUP Policy Review and Comparison Study: LEAF leadership will meet to review this information and to develop a set of recommendations to be shared with the President's Office, HR, and the AAUP.

Data and Research Materials (e.g. Cell lines, DNA probes, Animal models).

Career Life Balance Benchmarking Study: Data collection was completed in Spring 2014. Information will be shared on the LEAF website and also reviewed by LEAF leadership, who will develop a set of recommendations to include in the feasibility report to be presented to the President’s Office and members of the greater Cincinnati HR community in August.

Survey Instruments.

Dual Career Survey Instrument for local HR Community: Data collection began in May and is expected to be completed by late June, at which time LEAF leadership will review results and develop recommendations to be included in the Feasibility report to be presented to the President’s Office and members of the Greater Cincinnati HR community in August.

Other Publications
Valerie Gray Hardcastle (2014). COLUMN: UC professor says it's time for courts to recognize and respond to brain injured warriors. As part of the Op-Ed project, the author discusses how medical and scientific communities' understanding of behavior clashes with the justice system. Status = PUBLISHED; Acknowledgement of Federal Support = No

Patents

Technologies or Techniques

Thesis/Dissertations

Websites

Participants/Organizations

What individuals have worked on the project?

<table>
<thead>
<tr>
<th>Name</th>
<th>Most Senior Project Role</th>
<th>Nearest Person Month Worked</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ono, Santa</td>
<td>PD/PI</td>
<td>0</td>
</tr>
<tr>
<td>Ghia, Urmila</td>
<td>Co PD/PI</td>
<td>0</td>
</tr>
<tr>
<td>Hardcastle, Valerie</td>
<td>Co PD/PI</td>
<td>1</td>
</tr>
<tr>
<td>Howe, Steven</td>
<td>Co PD/PI</td>
<td>0</td>
</tr>
<tr>
<td>Kallen, Rachel</td>
<td>Co PD/PI</td>
<td>2</td>
</tr>
<tr>
<td>Name</td>
<td>Most Senior Project Role</td>
<td>Nearest Person Month Worked</td>
</tr>
<tr>
<td>---------------------</td>
<td>-------------------------------------</td>
<td>----------------------------</td>
</tr>
<tr>
<td>Beyette, Fred</td>
<td>Faculty</td>
<td>0</td>
</tr>
<tr>
<td>Cotton, Sian</td>
<td>Faculty</td>
<td>0</td>
</tr>
<tr>
<td>Degen, Sandra</td>
<td>Faculty</td>
<td>0</td>
</tr>
<tr>
<td>Hanson, Margaret</td>
<td>Faculty</td>
<td>0</td>
</tr>
<tr>
<td>Holloway, Stacie</td>
<td>Faculty</td>
<td>2</td>
</tr>
<tr>
<td>Montrose, Marshall</td>
<td>Faculty</td>
<td>0</td>
</tr>
<tr>
<td>Solomon, Matia</td>
<td>Faculty</td>
<td>0</td>
</tr>
<tr>
<td>Whitton, Sarah</td>
<td>Faculty</td>
<td>0</td>
</tr>
<tr>
<td>Novelli, Lauren</td>
<td>Other Professional</td>
<td>2</td>
</tr>
<tr>
<td>Burkhardt, Andrea</td>
<td>Graduate Student (research assistant)</td>
<td>2</td>
</tr>
</tbody>
</table>

Full details of individuals who have worked on the project:

Santa Ono  
**Email:** santa.ono@uc.edu  
**Most Senior Project Role:** PD/PI  
**Nearest Person Month Worked:** 0

**Contribution to the Project:** President, University of Cincinnati and UC LEAF Principal Investigator  
**Funding Support:** none.

**International Collaboration:** No  
**International Travel:** No

Urmila Ghia  
**Email:** urmila.ghia@uc.edu  
**Most Senior Project Role:** Co PD/PI  
**Nearest Person Month Worked:** 0

**Contribution to the Project:** Team lead for the Internal Advisory Committee. Acts as an intermediate between the LEAF Leadership Team and the IAC by assisting with senior faculty mentoring efforts, reviewing LEAF activities and providing feedback and possible improvements.

**Funding Support:** none.

**International Collaboration:** No  
**International Travel:** No
Valerie G Hardcastle  
Email: valerie.hardcastle@uc.edu  
**Most Senior Project Role:** Co PD/PI  
**Nearest Person Month Worked:** 1  

**Contribution to the Project:** UC LEAF Executive Director and primary facilitator of all LEAF activities. Assists with top-down and bottom-up outreach across the university to connect faculty and improve LEAF's footprint, impact and sustainability.  

**Funding Support:** none.  
**International Collaboration:** No  
**International Travel:** No

---

Steven R Howe  
Email: steven.howe@uc.edu  
**Most Senior Project Role:** Co PD/PI  
**Nearest Person Month Worked:** 0  

**Contribution to the Project:** Serves as the Internal Evaluator for LEAF.  

**Funding Support:** none.  
**International Collaboration:** No  
**International Travel:** No

---

Rachel Kallen  
Email: rachel.kallen@uc.edu  
**Most Senior Project Role:** Co PD/PI  
**Nearest Person Month Worked:** 2  

**Contribution to the Project:** UC LEAF Associate Director. Serves as a member of the Core Leadership and Research teams.  

**Funding Support:** none.  
**International Collaboration:** No  
**International Travel:** No

---

Fred Beyette  
Email: fred.beyette@uc.edu  
**Most Senior Project Role:** Faculty  
**Nearest Person Month Worked:** 0  

**Contribution to the Project:** Professor, Electronic & Computing Systems and member of the Accountability and Advocacy Committee.  

**Funding Support:** none.  
**International Collaboration:** No  
**International Travel:** No
<table>
<thead>
<tr>
<th>Name</th>
<th>Email</th>
<th>Most Senior Project Role</th>
<th>Nearest Person Month Worked</th>
<th>Contribution to the Project</th>
<th>Funding Support</th>
<th>International Collaboration</th>
<th>International Travel</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sian Cotton</td>
<td><a href="mailto:sian.cotton@uc.edu">sian.cotton@uc.edu</a></td>
<td>Faculty</td>
<td>0</td>
<td>Learning Community Leader</td>
<td>none.</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td>Sandra Degen</td>
<td><a href="mailto:DEGENSJ@UCMAIL.UC.EDU">DEGENSJ@UCMAIL.UC.EDU</a></td>
<td>Faculty</td>
<td>0</td>
<td>Faculty Learning Community Leader</td>
<td>None.</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td>Margaret Hanson</td>
<td><a href="mailto:margaret.hanson@uc.edu">margaret.hanson@uc.edu</a></td>
<td>Faculty</td>
<td>0</td>
<td>Faculty Member of the Accountability and Advocacy Council</td>
<td>none.</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td>Stacie Holloway</td>
<td><a href="mailto:furstse@ucmail.uc.edu">furstse@ucmail.uc.edu</a></td>
<td>Faculty</td>
<td>2</td>
<td>LEAF Associate Director. Serves as a member of the Core Leadership and Research Teams.</td>
<td>none.</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td>Name</td>
<td>Email</td>
<td>Most Senior Project Role</td>
<td>Nearest Person Month Worked</td>
<td>Contribution to the Project</td>
<td>Funding Support</td>
<td>International Collaboration</td>
<td>International Travel</td>
</tr>
<tr>
<td>-----------------------</td>
<td>------------------------</td>
<td>--------------------------------</td>
<td>-----------------------------</td>
<td>-----------------------------------------------------------------------</td>
<td>----------------</td>
<td>-----------------------------</td>
<td>---------------------</td>
</tr>
<tr>
<td>Marshall Montrose</td>
<td><a href="mailto:mhm@uc.edu">mhm@uc.edu</a></td>
<td>Faculty</td>
<td>0</td>
<td>Faculty Member of the Accountability and Advocacy Council</td>
<td>none</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td>Matia Solomon</td>
<td><a href="mailto:solomomb@ucmail.uc.edu">solomomb@ucmail.uc.edu</a></td>
<td>Faculty</td>
<td>0</td>
<td>Faculty Member of Accountability and Advocacy Council</td>
<td>none</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td>Sarah Whitton</td>
<td><a href="mailto:whittosh@ucmail.uc.edu">whittosh@ucmail.uc.edu</a></td>
<td>Faculty</td>
<td>0</td>
<td>Faculty Learning Community Leader</td>
<td>none</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td>Lauren Novelli</td>
<td><a href="mailto:novellln@mail.uc.edu">novellln@mail.uc.edu</a></td>
<td>Other Professional</td>
<td>2</td>
<td>Program Coordinator</td>
<td>none</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td>Andrea Burkhardt</td>
<td><a href="mailto:burkhaaa@mail.uc.edu">burkhaaa@mail.uc.edu</a></td>
<td></td>
<td></td>
<td></td>
<td>none</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Most Senior Project Role: Graduate Student (research assistant)
Nearest Person Month Worked: 2

Contribution to the Project: Graduate Assistant working on the Career Life Balance Supplement

Funding Support: Career Life Balance Supplement

International Collaboration: No
International Travel: No

What other organizations have been involved as partners?
Nothing to report.

Have other collaborators or contacts been involved? Yes

Impacts

What is the impact on the development of the principal discipline(s) of the project?

Goal I. Improve Pathways

• Three of the seven faculty hired in the College of Engineering and Applied Science are female, and they have one remaining offer out to a female aerospace engineer. Psychology hired two women and a Latino male. Biology hired a female biochemist. Political Science hired one woman. Environmental Health has an offer out to a female candidate. The Operations and Business Analytics department in COB is currently negotiating to hire a woman in a position shared with Education as part of a dual-career hire in Education.

• College of Engineering and Applied Science has changed its recruitment policies and practices to include targeted hiring.

• The Operations and Business Analytics department in COB changed their job ad for two positions in analytics after attending LEAF workshop on hiring. The head asked a woman to chair the search committee. Approximately half of the finalists brought to campus were women, though the final hires were both men.

• The Provost included increasing number of women faculty and increasing diversity in the hiring letter for the new dean of the College of Engineering and Applied Science.

• The Women in Medicine group was restarted and reinvigorated.

• The university doubled the number of women nominated and accepted as Fellows in the Graduate School, an honorary designation for the university’s top scholars, including (we believe) their first African American STEM woman. There were three in 2011-2012, two in 2012-2103, and five in 2013-2014.

Goal III. Reinforce mutual and shared responsibility

• Melanie Cushion, who is a member of the UC LEAF Accountability and Advocacy Council, serves on the search committee for the Dean of the Graduate School.

What is the impact on other disciplines?

• Physics invited colloquia speaker on diversifying the discipline.

• The Provost asked LEAF to extend their data analysis to include all campus faculty.

• LEAF asked to help develop head’s training for all heads in collaboration with Provost’s office.
• Freshman Biology will include a week-long section on women in STEM and implicit bias (800 students/semester) after discussions with Diane Halpern’s research incubator group.

• LEAF personnel met with 3 women in cognate STEM fields (IT, cardiology, and surgery) to discuss challenges and strategies.

• Other units are interested in collaborating with LEAF, including Criminal Justice, Secondary STEM Education, and several clinical programs.

• LEAF is part of team reviewing policies and procedures for all internal grant programs sponsored by the Research Division.

• LEAF helped to spearhead a new program of diversity grants sponsored by the Provost, President and Research Division, focused on inequities on campus and how to rectify them.

• Helped connect sponsors of a new Perry Initiative: to promote increasing the number of women in orthopedics, resulting in a new partnership between COM and Engineering.

**What is the impact on the development of human resources?**

• Improved data-sharing and data-analysis between HR, AAUP, and the Provost’s office.

**What is the impact on physical resources that form infrastructure?**

Nothing to report.

**What is the impact on institutional resources that form infrastructure?**

• Space survey will inform future space allocations to STEM faculty

**What is the impact on information resources that form infrastructure?**

Nothing to report.

**What is the impact on technology transfer?**

Nothing to report.

**What is the impact on society beyond science and technology?**

• Continue to staff site visit program sponsored by Committee on the Status of Women in Philosophy.

• PI Ono quoted in the White House’s Council of Women and Girls blog post about Keeping Talented Women in the STEM Workforce, discussing dual-career hiring.

• Op-Ed project alumni publish editorials semi-weekly on WCPO website.

---

**Changes/Problems**

**Changes in approach and reason for change**

• In response to the program officer’s strong recommendation at the time of our second year site visit, we revised the LEAF evaluation plan to include short-term outcomes that roll up to each of the intermediate-term outcomes and that in turn roll up to our long-term outcomes (our long- and intermediate-term outcomes are essentially unchanged from what we submitted with our first year annual report). The Evaluation Plan is attached (EvaluationPlanMar2014.pdf) and is reflected in the objectives section.

• LEAF changed the reporting format to better reflect new efforts of tracking and executing the activities of the grant Future reports will list results, outcomes, and impacts keyed to the short-term, intermediate-term, and long-term outcomes in the evaluation plan.
Actual or Anticipated problems or delays and actions or plans to resolve them
Nothing to report.

Changes that have a significant impact on expenditures
Hired Jessica Donovan as full-time program director; she started 5 May 2014.

Significant changes in use or care of human subjects
Nothing to report.

Significant changes in use or care of vertebrate animals
Nothing to report.

Significant changes in use or care of biohazards
Nothing to report.

Special Requirements
Responses to any special reporting requirements specified in the award terms and conditions, as well as any award specific reporting requirements.
Nothing to report.

Supporting Files

<table>
<thead>
<tr>
<th>Filename</th>
<th>Description</th>
<th>Uploaded By</th>
<th>Uploaded On</th>
</tr>
</thead>
<tbody>
<tr>
<td>EventParticipation.pdf</td>
<td>List of participants from events.</td>
<td>Rachel Kallen</td>
<td>05/29/2014</td>
</tr>
<tr>
<td>HalpernSurveyResults.pdf</td>
<td>Best Practices Event Survey Results</td>
<td>Rachel Kallen</td>
<td>05/29/2014</td>
</tr>
<tr>
<td>IACMeetingMinutes.pdf</td>
<td>Internal Advisory Council Meeting Minutes</td>
<td>Rachel Kallen</td>
<td>05/29/2014</td>
</tr>
<tr>
<td>IndicatorTablesYr2013.pdf</td>
<td>NSF Indicator Tables</td>
<td>Rachel Kallen</td>
<td>05/29/2014</td>
</tr>
</tbody>
</table>