UC LEAF

Sustainability Plan

Section 13.2
UC LEAF Sustainability Model: A Proposal

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Hardcastle, Valerie; Holloway, Stacie; Ghia, Urmila; Kallen, Rachel; Ono, Santa (PI), Leadership, Empowerment, and Advancement for STEM Women Faculty (LEAF) at UC, and ADVANCE Institutional Transformation National Science Foundation Grant. (HRD-1209169), $3.7 million. 09/15/2012 to 08/31/2017.

Introduction
As UC strives to become a top tier research university assessed by aggressive benchmarks and goals, women STEM faculty will play a significant role in achieving this elite status. The work done by LEAF will facilitate the success of UC through a comprehensive program that will broaden participation and enhance the careers of its women faculty in STEM to establish UC as a desired destination for women and minorities.

UC includes 1,739 full-time faculty of whom 44% are women. However, women faculty are substantially underrepresented in STEM in Engineering & Applied Sciences (10%), Arts & Sciences (29%), and Medicine (28%). Further, as academic rank increases, the representation of women in STEM declines. These data demonstrate the compelling need for transformation.

LEAF focuses on STEM research faculty in the College of Engineering and Applied Science (CEAS) and in selected units in the College of Medicine (COM) and the McMicken College of Arts and Sciences (A&S). These colleges vary widely in how the STEM scientists work, the relative emphasis on research and instruction, and the culture in regard to women.

**LEAF Mission:** The University of Cincinnati is committed to providing an environment that promotes the advancement and well-being of faculty in all departments. LEAF ensures these opportunities extend to women and minority faculty in the STEM disciplines.

**LEAF Vision:** LEAF will provide sustainable support for women and minority STEM faculty success through integrating initiatives for women and minority faculty, leadership reform, advocacy, and accountability.

**LEAF Goals:** Increase the participation and advancement of women and minority faculty in STEM fields by

- Conducting research to provide insight for organizational change;
- Transforming the climate to promote intellectual progress and equity;
- Improving pathways for recruitment, hiring, retention and success;
• Sharing responsibility for sustainable, dynamic institutional growth.

LEAF is committed to building a community of change leaders through partnerships at all levels.

Sustainability
The ADVANCE Institutional Transformation contract between UC and NSF requires UC to sustain the activities, practices, and goals of the grant beyond its duration. Our grant activities are complex and sustainability will necessitate programming across several domains. By dispersing LEAF’s activities throughout the structure of the organization, we believe that long-term success in institutional transformation is more likely, as success will not depend on the continuation of any one office or person. We recommend for your consideration:

(1) The Provost’s office will continue and manage the administrative training workshops;
(2) The Research Division will take the lead on faculty development initiatives;
(3) The Chief Diversity Officer will facilitate the programs targeting diversity;
(4) Individual departments will continue the Visiting Scholars Program;
(5) HR will oversee best practices in recruiting and hiring and search committee training;
(6) The AAC will continue as an organization for volunteer allies;
(7) UC will establish UC LEAF as a permanent Office for Women in STEMM (which would include clinical faculty) to coordinate and promote activities specifically targeting women STEMM faculty, as well as offer some of its own programs. It will also be responsible for assessment of all programming for women as well as tracking UC’s continuing success in meeting LEAF’s goals.¹

While most offices would be able to implement the LEAF program successfully without much additional funding or staff (that is, without additional funding or staff currently allocated or planned to be allocated to these activities), the Diversity Office would need to have an increase in funding and staffing to implement transformative programming specific to URM faculty. These costs are not included below. LEAF programming is currently is managed and administered by a team of faculty in conjunction with two full-time staff and two graduate assistants. Going forward, a LEAF Office for Women in STEMM would require at least three permanent staff: a senior faculty executive director (this could be a half-time administrative position), a program director, and a program coordinator.

¹ Some institutions have created Offices for Women, which encompass more than STEM; others have expanded the office to include any underrepresented faculty. Given our size and complexity, we recommend against both options. In particular, given our historical challenges with putting diversity talk into practice, we recommend a partner office (Office for Faculty Diversity), under the purview of the Chief Diversity Officer, focusing on underrepresented faculty at UC.
Estimated Perm Budget:
- LEAF Programming Activities: $50,000
- Faculty Buy-out: [negotiated]
- Program Director: $75,000 + benefits
- Program Coordinator: $35,000 + benefits

Current LEAF Programming (programs to be managed by new LEAF Office for Women in STEMM in italics):
- Best Practices workshops
- College Allies
- Community engagement opportunities
- Conference grants*
- Diversity breakfasts**
- Faculty learning communities
- FORTE workshops (tenured faculty)
- Manuscript writing workshop**
- Networking lunches**
- Op-Ed workshops*
- RPT training
- Ready, Set, Go! workshops (new faculty)
- Recruitment and hiring training
- Recruitment, hiring and retention toolkit
- Research grants*
- Residence hall lecture series
- Speed Mentoring (coming in 2015)
- Sponsorship program (coming in 2015)
- Training grants*
- Visiting Scholars
- Writing Circles

* We do not anticipate these programs to continue beyond the end of the grant.
** These programs should be supported through an Office for Faculty Diversity.