UC LEAF

First Year Site Visit

Section 14.1
IT Grantee institution: University of Cincinnati

Site Visit Date: December 2, 2013

Grant Number: 1209169

Project Director or Contact: Valerie Hardcastle

NSF Participants: Beth Mitchneck
Report prepared by: Beth Mitchneck

Pre-visit notes (concerns, risk factors, etc. if applicable):
Progress to date and budget allocations were significant concerns prior to the site visit.

Site Visit Notes:

Program Management
Commendations: The concrete management team structure appears to be working well with a series of highly engaged and capable individuals in the lead positions.

Recommendations: The program will need to disentangle a number of important aspects of program management that would normally not have significant overlap but do in this case. I specifically mean that key leadership roles in program management (including budget responsibility), internal evaluation and research are held by some of the same individuals. Greater independence and more checks and balances would be appropriate. I recommend that the Provost become a member of the management team – perhaps as either senior personnel or a co-PI because of her prior experience with ADVANCE and her responsibilities at UC.

Campus Leadership
Commendations: The senior administration, the President and the Provost, are strongly supportive of ADVANCE in many ways. Both have a significant sense of the issues, the projects, and what needs to be done. This is a major hurdle that this program does NOT need to address!

Recommendations: I recommend that the leadership work directly with the PI team to determine the most optimal ways of having the campus leadership interface and communicate with the PI team.

Faculty Involvement
Commendations: The AAC and IAC are clearly both highly engaged groups that believe in and support ADVANCE as a UC priority and is actively involved with making UC LEAF a
success. Faculty members were generally very complimentary of the initiatives to which they had been invited or participated in.

**Recommendations:** I recommend that more faculty members become involved and that those individuals involved with the AAC and IAC have deeper and broader communication with the management team about the progress of ADVANCE as well as their specific roles in forwarding the ADVANCE agenda. These groups should have a complementary role to that of the management team and be provided with all materials to assist with that role including interim and annual reports due to NSF, evaluation reports, and any internal evaluation documents as well. I recommend that these groups work as continual consultants and sounding boards.

I recommend that the group spend some time thinking through the various learning communities and making sure that the individuals tasked with facilitating are prepared and knowledgeable for that position. There may be some way to have virtual meetings of those facilitating to share practices.

**Facilities**

**Commendations:** It is appropriate that there is separate space available to the team.

**Recommendations:** New space should be identified immediately so that the team has more visible and appropriate space to insure privacy.

**Steering/Advisory Committee**

**Commendations:** See above related to the AAC and IAC.

**Recommendations:** See above related to the AAC and IAC.

**Other Observations**

**Commendations:** The team has contracted with an experienced external evaluator who will bring great experience to the conduct of the program. The team has moved forward at a rapid pace since the summer and there is much to look forward to in the future!

**Recommendations:** Integrating issues of and programming related to gender, race and ethnicity appears to be a challenge for the program and university in general – despite having excellent university and team support. I recommend that at least one additional member be added to the team to assist with this or alternatively that a separate group be developed to work directly with the director of Diversity Initiatives. I also recommend that additional thought may be given to developing diversity related programming so that faculty and administrators from majority groups have deeper insights into the issues facing faculty and administrators of color including their own role in climate related to diversity. While the research team is moving forward in productive ways, I strongly recommend that some changes be made now to future work. The work environment survey should definitely have gender as a category for analysis and the climate survey should include STEM as well as non-STEM faculty for comparative purposes. In addition, every effort
should be made to increase the response to at least 45 percent. Many ADVANCE program have response rates in excess of 60%.

**Overall Assessment**
The team has moved forward at a rapid pace since the summer and there is much to look forward to in the future! The management team is working hard to develop procedures to move forward. There are a number of unique features of UC and the overall project that are likely to contribute substantially to the ADVANCE literature.

**Follow-up:**
**Separate Response from Grantee Required**
A new budget should be sent to NSF as soon as possible detailing the new allocations for personnel.

**Attachments:**
Site Visit Agenda with names of people involved
Related Correspondence with Grantee
24 February 2014

University of Cincinnati’s First Year Site Visit Response

Site Visit Date: December 2, 2013
Grant Number: 1209169
Project Contact: Valerie Gray Hardcastle
NSF Participants: Beth Mitchneck
Report prepared by: Beth Mitchneck

This memo concerns how the UC LEAF team is addressing the concerns and recommendations made in first year site visit report. Below is a summary of changes we have instituted.

(1) We have clearly delineated everyone’s responsibilities and are extremely cognizant of the potential for conflicts of interest. Budget authority resides with the Executive Director, Valerie Gray Hardcastle. We are in the process of hiring a new Director, and we have hired a new administrative assistant.

(2) For internal reasons, the Provost will be unable to become a member of the management team or co-PI on the grant. However, she is very committed to the success of the grant and we are currently working on devising an appropriate title to highlight her involvement with the project. The management team will be meeting with her on a regular basis to ensure good communication flow.

(3) We have expanded the management team to include Robin Martin as a representative of the Provost’s office and to expand our STEM women faculty of color initiatives; Karen Faaborg, chair of the AAC; and Urmila Ghia, chair of the IAC. We expect this to improve communication among our various groups and to provide more checks and balances on proposed program activities.

(4) We are starting to put together some working committees to focus on making particular policy recommendations that will include faculty allies and members of the AAC and IAC.

(5) We have expanded our Blackboard site to include all members of the IAC and AAC and can upload all relevant documents for sharing there.

(6) An update on the learning communities will be in our next interim report. We believe that you will be pleased by the progress.
(7) The Provost is actively looking for additional and more appropriate space.
(8) In addition to adding Robin Martin to the management team to help our focus on race and ethnic diversity, we have created a diversity advisory committee to help with programming suggestions, etc.
(9) As soon as our new Director is on board, we will begin an analysis of attendance at our events to make sure that they are attended by diverse faculty.
(10) We will be offering a workshop for hiring, recruiting, and retaining underrepresented faculty/faculty of color as part of the university’s upcoming diversity conference.
(11) How better to develop diversity-related programming and what our metrics of success should be have occupied a lot of our attention in management team meetings. However, both issues are still under active discussion at this time.
(12) We will make the suggested changes to the work environment survey and the climate survey. We will make every effort to increase our response rate.

Sincerely,

[Signature]

Executive Director, UC LEAF, an ADVANCE grant initiative