Section 14.2
**UC LEAF External Advisory Committee**  
**October 4, 2013**

**Participants:**
Sandra Degen, Chair  
*Associate Chair for Academic Affairs, Department of Pediatrics;*
*Interim Chair, Department of Molecular Genetics, Biochemistry and Microbiology*
Stephanie Goodwin  
*Program Director, LEADER Consortium*
Alice Hogan  
*Founding Program Director, NSF ADVANCE*
Peggy Layne  
*Assistant Provost for Faculty Development & Program Director for ADVANCEVT, Virginia Tech*
Jan Schilling  
*Chief Engineer, General Electric Aviation*
Laura Schweitzer  
*President, Union Graduate College*
Virginia Valian  
*Co-Director for Gender Equity Project, Hunter College CUNY*
Nora Zorich,  
*NLZ Consulting & Former VP for R&D, Proctor & Gamble*

**UC LEAF LEADERSHIP Team:**  
Valerie Hardcastle, Stacie Furst-Holloway, Rachel W. Kallen, Steven R. Howe, Melanie Cushion, Monica Mitchell.

### Agenda

<table>
<thead>
<tr>
<th>Topic</th>
<th>Presenter</th>
</tr>
</thead>
<tbody>
<tr>
<td>Introduction &amp; Welcome from the President</td>
<td>Sandra Degen and Pres. Santa Ono</td>
</tr>
<tr>
<td>Report on Progress of UC LEAF Initiatives &amp; Leadership Transition</td>
<td>Melanie Cushion</td>
</tr>
<tr>
<td>Report from the Accountability &amp; Advocacy Council</td>
<td>Valerie Hardcastle</td>
</tr>
</tbody>
</table>
| Report & Open Discussion:  
  New Dual Career Initiative  
  Social Science Research  
  Climate Survey | Rachel Kallen  
  Stacie Furst-Holloway |
| General Discussion and Lunch  
  -Creating Visibility of UC LEAF Across Campuses  
  -Lessons learned from other NSF Advance programs | Open Discussion |
The External Advisory Board for the University of Cincinnati, UC LEAF ADVANCE Program met with the Leadership Team on October 4, 2013. This report summarizes the observations and recommendations for future action in the form of bullets.

Overall Assessment

Overall, the EAC feels that UC LEAF is performing well. UC LEAF reported a number of unusual accomplishments in first year (e.g., completion of space survey) even though other activities have been behind schedule. Relative to other 1st year ADVANCE programs, LEAF appears to be “way ahead,” and has the right ideas in mind for continuing progress and making an impact. The committee acknowledged that creating sustainable relationships and policy change takes longer than simply starting programming (e.g., workshops, learning communities, and top-down training) that can “die on the vine” after the grant.

Specific areas of discussion are summarized below:

**LEAF Staffing Issues**

- Members of the EAC expressed caution to focus on women and faculty working on the UC LEAF efforts and protect the people doing the work. The institution must make sure the work is valued. There should be shared consensus regarding the importance of the work. Faculty members engaged in LEAF activities should be protected with regard to RPT.
- Another way to protect and promote people of LEAF is to make sure they have the appropriate support to do the job (i.e., staff, administration backing). It is important to protect time as well as career path.
- In response to these concerns, President Ono (PI) promised to provide resource support when needed, to speak with Deans and Heads, and to write RPT letters for LEAF Staff.
- Members of the EAC recommended that the Provost become the PI, given the way UC is organized. Doing so would also free up the President to commit resources to LEAF without incurring a conflict-of-interest.

**Institutional Support and Change**

- The EAC recommended that patterns of evaluation should be established in such a way to advance women and women of color at the right level. Gaining buy-in from women faculty is good, but institutional change is difficult. We need everyday practices to change as well as policy.
- To support this effort, President Ono indicated that he would make diversity part of the next capital campaign.
- In addition, President Ono offered to draft a Memorandum of Understanding of first year outcomes and institutional commitments for his signature based on these commitments. Upon receipt of signed memorandum, we should share the MOU with Beth Mitchneck (NSF PO) as a demonstration of institutional commitment. While this does not obligate the institution to follow through, it does increase the commitment and protection should future changes in administration raise potential challenges to the program’s priorities. MOUs and similar documents are a pro-active way of encouraging institutional commitments that become actions.
- UC’s top leaders should be able to articulate the premise and goals of UC LEAF in ways that demonstrate a deep understanding of the issues of diversity, inclusion, and climate. Consistent support from the top vital!
- UC LEAF must be careful to avoid backsliding. Complacency inhibits institutional change.

**Best Practices / Top-Down Training**

- Members stressed the importance for consistent attention to implicit and subtle ways that women may be
marginalized or disadvantaged in recruitment and promotion decisions. It was suggested that we may emphasize linguistic mechanisms and a shift in norms to implement simple policies that will lead to greater equity (i.e., avoid benevolent labeling, shutting down unfavorable commentary). Challenge inappropriate framing and provide alternatives to reduce marginalization.

**Buy-In / Critical Role of Department Heads**

- Members of the EAC emphasized the important role that department heads play in the change process. Obtaining their support, buy-in, and understanding is critical. LEAF should use data to get buy in from faculty, deans, and heads.
- Members suggested a few programs that have done this well. Virginia Tech and the University of Washington have comprehensive training programs for department heads. LEAF should use these institutions as resources.

**Making an Impact**

- Overall, LEAF needs more visibility – this can be helped by addressing need for centrally located space. Not too closely associated with administration so that faculty are inhibited from utilizing LEAF resources, but not so removed as to appear separate from institution. Office space is a “clear indicator of the institution’s commitment” to the initiative.
- The space survey has been completed and LEAF should communicate results and acknowledge how we are addressing space discrepancies.
- Similarly, we should share the data we’ve collected to date: “State of Sciences” retreat, perhaps at annual event. It is also important to work locally with department chairs and faculty within the departments to get the word out. Additional options discussed included: meeting with departments/faculty to share data, sharing with the faculty senate, and perhaps even the union.
- We should take an institutional approach to improving tenure/promotion goals. If we look department by department, we won’t get there. Looking at the overall picture will identify gains

**Career – Life Supplement**

- Members of the EAC provided a number of suggestions for the work proposed in the Career-Life Balance (CLB) Supplement
  - LEAF should be connected to other HERCs. The committee was encouraged by new planned relationship with Ohio group, but also will facilitate connection with RPI Tech Valley HERC group in NY.
  - We should build bridges at University level and reach out to Maisha Gray-Diggs, the doctoral recruiting manager at Procter and Gamble.
  - Utah state as model for recruiting dual career – they have faculty group that meet with candidates
  - Equity advisors at LEADER; Wright State developed a dual career policy.
  - VT has college liaisons and a program where a ½-time staff person places dual career partners outside of school; Provost’s office meets with HR regularly to discuss faculty hiring.

**Developing LEAF Network**

- UC LEAF should establish and leverage networks with other groups internal and external to UC to promote broader impact, including:
  - Procter and Gamble’s Women in Technology (WIT) group, United Way Women’s network and 250 Career Women of Achievement to promote stronger connections in the community and links to industry
  - The UC AWIS Chapter – use sponsorship of the chapter as an opportunity for leadership
development for a faculty member
  o Cincinnati Chamber of Commerce (Diverse by Design committee) for partnership on CLB supplement; Third Frontier could also be a resource (Ono is on the board)
  • LEAF can be involved in activities that are not limited to women STEM faculty, but should use those opportunities to co-sponsor with appropriate departments, college, or offices.

Sustainability of AAC’s role as go-to place for faculty