Section 14.3
UC LEAF External Advisory Committee  
October 3, 2014

Participants:
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  Professor of Philosophy, Psychology, and Psychiatry and Behavioral Neuroscience
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Laura Schweitzer  
  President, Union Graduate College
Virginia Valian  
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Nora Zorich,  
  NLZ Consulting & Former VP for R&D, Proctor & Gamble

UC LEAF LEADERSHIP Team:  
  Valerie Gray Hardcastle, Stacie Furst-Holloway, Rachel W. Kallen, Karen Faaborg, Steven R. Howe, Jessica Donovan

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| General Discussion and Working Lunch:  
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The External Advisory Board for the University of Cincinnati, UC LEAF ADVANCE Program met with the Leadership Team on October 3, 2014. This report summarizes the observations and recommendations for future action.

**Overall Assessment**
Overall, the EAC believes UC LEAF continues to perform well. The committee believes that an ultimate division of responsibility may work to promote sustainability, as greater institutional transformation is more likely achieved when sustainable programs are spread over multiple offices. Specific areas of discussion are summarized below.

**Institutional Support**
- LEAF continues to work diligently with the President and Provost, as well as the Office of Research (which is establishing a comprehensive program for faculty development).
- The committee believes clear communication with and among the President, Provost and Office of Research is critical for long-term sustainability and institutional change.
- The EAC recommends discussing the long-term sustainability of LEAF activities with the President’s Executive Council. This will ensure all involved offices are in agreement regarding current and future responsibilities and accountability for LEAF activities.
- The Committee also requests that the Provost attend the next EAC meeting, to be held October 2015.

**AAC**
- The EAC is impressed with how quickly and broadly the faculty allies have been established, especially as a service activity. Members provided a number of suggestions to augment current activities:
  - Ensure department heads understand it’s acceptable for women faculty to use allies.
  - Request LEAF external evaluators survey allies in order to be able to report the issues back to the UC community.
  - Measure the pre-, during, and post-effect allies have on climate.
  - Link the allies’ work to LEAF social science research through the social network analysis in order to evaluate the day-to-day experience of women faculty.
  - Encourage community outside of LEAF activities by providing faculty with a list of attendees after each event.
  - Provide a mechanism to recognize allies for their work.

**Discourse Analysis**
- LEAF has been examining whether social inequality expressed through written communication and policy decreases as a function of institutional changes related to ADVANCE.
- Data analysis for this project has proved unprofitable. Both LEAF and EAC members do not think the current direction of the Discourse Analysis is proving valuable.
- The EAC recommends LEAF complete this project as expeditiously as possible and then focus efforts on expanding the Turnover Study and Social Network Analysis.

**Turnover Study**
- The EAC emphasized the need to tie findings back to the goals and activities of the grant to demonstrate how LEAF is addressing turnover.
- It was suggested that LEAF produce a document illustrating the cost of losing a person: salary, startup, grant money, indirects, etc. Include this in the department head training.
- The Committee had a number of possible suggestions for expanding the study:
  - Conduct an Un-Exit Survey. Find out why faculty stay at UC and capitalize on the findings.
  - Analyze offer letters for differences in start up packages and whether there is a link to why faculty leave UC.
- Analyze RPT letters for differences in language based on the gender of the faculty member.
- Conduct a study similar to Harvard, geographically mapping where faculty live, to discern if faculty are connected to one another. LEAF may consider creating neighborhood affinity groups to help connect faculty.

**Career – Life Supplement**

- The committee is pleased LEAF is trying to address career-life integration issues aggressively. It is surprising UC does not have state-of-the-art practices (e.g., back up childcare, paid leave for family reasons beyond childbirth/adoption; dual career support) compared with other institutions.
- They recommended that LEAF provide Department Head training to emphasize the importance of meeting career-life expectations to retain faculty and to create a Best Practices flier for departments to use.

**Third Year Site Visit**

- All university leadership involved with LEAF should be able to articulate the goals, achievements and challenges of UC LEAF in ways that demonstrate a deep understanding of the issues of diversity, inclusion, and climate.
- LEAF should be prepared to show benchmark data, the current status of faculty at UC, transformation goals and how successful LEAF programs feed into such goals.