Section 15
UC LEAF

IAC & Dean’s Action Committee Reports

Section 15.1
Remarks from President Ono

- President Ono restated his commitment to the LEAF initiative. He was in attendance at the NSF Advance meeting in Washington, March 3-5, 2013. UC is the 6th cohort and are doing well relative to expectations for new awardees.
  - NIH has no comparable program. The president is on an advisory committee for the NIH, and will raise this issue as part of his participation.
  - We are one of an enviable 32 institutions awarded an NSF ADVANCE collaborative agreement.
  - The launch of the UC LEAF initiative will take place April 8th.
  - We have engaged a nationally recognized speaker, Dr. Scott Page as our keynote speaker.
  - He is an expert in complex systems and speaks to the power of diversity and how that increases value and leverages output and better outcomes.
  - He stresses how differences in thinking (i.e. diversity) allow us to be better, collectively.

Updates on Accomplishments

- Urmila Ghia reviewed the primary UC LEAF Initiatives.
  - Improve pipeline by broadening recruitment, improving hiring, increasing retention, and promoting advancement.
  - Transform climate by creating social and collaborative mentoring networks to promote intellectual progress, equity, and an inclusive culture.
Create interdependence by enabling sustainable dynamic institutional practice and policy through the Accountability and Advocacy Council (AAC).

- Melanie Cushion reviewed LEAF accomplishments to date, including:
  - Logistics
    - Hired UC LEAF Program Coordinator, Nancie Ehlert, who started in January 2013
    - Temporary office established in Edwards 17125
  - Branding
    - LEAF commissioned the services of the Creative Department, a Cincinnati-based advertising and branding firm, to develop a visual brand and identity for the initiative.
    - The website (uc.edu/orgs/ucleaf) will be launched 3/12/13.
    - A UC LEAF design has been established (see top of page)
    - Stock photos on our website will be replaced with actual UC LEAF event photos as they become available.
    - Communication: The brand will be used to keep communications effective and recognizable.
    - We are in compliance with the UC Branding Office.
  - Continuation and Support of Ready Set Go (RSG) Workshops
    - RSG is a series of professional development workshops geared toward junior faculty.
    - Dr. Cushion developed the first series last year. This year, as part of the LEAF initiative, we partnered with CET&L to offer the workshop. The partnership will allow the workshop series to be sustainable.
    - Sustainability is a key goal of the NSF ADVANCE program along with Evidence and Impact.
    - The LEAF program coordinator sends personal reminders to appropriate STEM women faculty to boost their attendance.
    - The development of mid- and senior- faculty training is underway.
  - Internal Funding
    - A call for submissions for UC LEAF seed grants is being developed for a call at the LEAF Launch.
    - LEAF is also working with Dr. Bill Ball (Vice President for Research) to promote a new URC-sponsored diversity grant to support pilot projects related to diversity (very broadly defined). Although potential recipients are not limited to STEM women faculty, this initiative demonstrates support from UC leadership toward the mission of LEAF.
    - President Ono suggested a Career Re-Entry grant/program from the President’s Office. The grant would be used to support women faculty who stepped out of the tenure path (e.g., for maternity leave) temporarily with seed funds upon their return to collect data needed for subsequent external funding proposals.
      - Such an effort would signal commitment and sustainability of effort to NSF
      - An amount of $200,000 was floated
      - LEAF leadership will begin to gather information on similar policies at other universities in preparation of a policy proposal.
• Steve Howe mentioned possibility of also working to include aspects of such a program in upcoming AAUP contract negotiations.
• Potential to use U.C. lobbyists to further program outside of U.C.
  o The LEAF team is preparing for Visiting Scholars
    ▪ Shannon Walker (3/13 – 3/14)
    ▪ Diane Magraine (TBD)
    ▪ Catherine Morrision (Fall 2013)
• Steve Howe provided a review of the logic model training to those in attendance.
  o While the plan for logic model training is in place, the LEAF leadership team has been focused on developing the best plan for rolling out the training to various departments/colleges.
  o The team met with Provost Johnson last week. He reiterated his support for the workshops and will coordinate a communication strategy to emphasize support.
  o We will be piloting the workshops with key departments (e.g., environmental health, psychology, possibly physics and at least mechanical engineering of CEA&S were volunteered).
  o Planning for rollouts will be occurring quickly for opportunity to implement on current faculty searches.
• Rachel Kallen noted that the LEAF team is focused on continued sustainability of our efforts by integrating what we do with other efforts already existing on campus.
  o We are working with Robin Martin on multiple initiatives to avoid duplication of efforts.
  o Robin is coordinating a “Women in STEM Faculty Lunch” with Provost Johnson for April 2013 as part of a faculty lunch series with the Provost.
  o President Ono an expressed interest in organizing a similar “Dinner with the President” exclusively for women in STEM. The date of this event is TBD.
    ▪ Pres. Ono stated he could help with his contacts as well.
  o President Ono suggested that we introduce UC LEAF to our new HR Director, Erin Ascher and EEO Director Matt Boaz so that they can be included in search committee presentations.
• Updates on the Social Science Research Studies
  o Stacie Holloway reviewed progress to date on the social network study.
    ▪ We are in the process of gathering archival data (e.g., citation analysis) to identify professional networks of men and women faculty vis-à-vis their co-authors and collaborators.
    ▪ We will also be gathering survey feedback from men and women faculty regarding their personal and professional networks with the aim of understanding whether and how networks of men and women vary in terms of size, quality, and utility.
    ▪ Shuk-Mei Ho expressed the need for women to be more visible through participation on boards/committees.
      ▪ Helps build network
      ▪ Leaders need to be actively recommending and suggesting appropriate peers for committee membership.
      ▪ UC could provide faculty training on being a board member/committee member.
• We will be relying on a substantial response rate, so will send an invitation to participate through President Ono’s office.
  o Steve Howe provided an update on the Discourse Analysis study.
    ▪ Data is being gathered from job advertisements and other formal communications and input to databases for coding.
  o Stacie Holloway noted that the team is working with Arnie Miller (A&S) to analyze turnover issues. Specifically, they will be collecting survey data from faculty who have left UC to discern patterns/themes in terms of “reasons for leaving” and “factors that may have retained them.” The team will also gather information on where those individuals went after leaving UC and, where possible, how their careers have progressed.
  o Steve Howe reviewed Evaluation efforts to date.
    ▪ The Evaluation team is working with our External Evaluator, Sara Woodruff, to collect all baseline data.
    ▪ The UC Climate Survey.
      • Anticipated Spring/Summer 2013
• The Leadership team provided a summary of the March ADVANCE Meeting at NSF.
  o The meeting was attended by President Ono and Drs. Cushion, Howe, Holloway, Kallen, and Ghia.
  o The team met with ADVANCE Program Officer, Beth Mitchneck.
  o The overall Impression of UC LEAF’s progress is positive and exceeds expectations for newly funded programs.
• Rachel Kallen provided an update on the 1st Year NSF Site Visit.
  o The date is TBD as we are in the process of obtaining more information.
  o NSF will be looking for three specific deliverables: evidence, impact, and sustainability.
  o Rachel Kallen further indicated that the EAC will be convened in fall. We will document all interactions with and utilization of EAC members (informally) to demonstrate that we are relying on the Committee.
• Melanie Cushion updated the group on the UC LEAF Launch on April 8th.
  o Presentation of UC LEAF to community and University.
  o Please make sure that you are discussing and talking it up with faculty and staff.
  o 9:00 – 11:00 opening presentation from UC LEAF Leaders, President Ono, and guest speaker Scott E. Page.
  o Afternoon workshop with Scott E. Page will be by-invitation-only and targeted towards deans, directors, department heads, and other key faculty members.
  o Concurrent with the workshop, we will also hold a networking lunch for STEM women faculty.
  o President Ono proposed awards for those women most involved in diversity initiatives, sponsored by the President’s office.
• Urmila Ghia noted that we are in the process of adding a statement in Faculty Search Announcements.
  o "UC is an ADVANCE institution, with an NSF Institutional Transformation award to increase the participation and advancement of women in STEM academic careers, and provide support throughout all phases of their career development."
• Chair Updates IAC: Urmila Ghia
  o Continue LEAF discussion and support
  o Meeting attendance increase with planning
• Chair Updates AAC: Valerie Hardcastle
  o Committee has been communicating amongst itself, is anxious to meet
• Plan For Next Quarter
  o Launch
  o Learning Communities
    ▪ Recruit Learning Community Mentors
    ▪ Recruit new faculty member participants
    ▪ Convene Learning Communities
• Astronaut Shannon Walker Visit
  o Please participate and encourage students and colleagues to participate.
  o Living in the International Space Station presentation 3/13/13 4:00 p.m. –
    5:30 p.m. in 127 McMicken
  o Women in Science Today Pizza Lunch with Shannon Walker Noon
    3/14/13 Physics Atrium (Geology/Physics Building)
• Next Meeting
  o Please watch for meeting minder, meeting will be scheduled in June/July
    timeframe once NSF ADVANCE Year 1 site visit has been scheduled.
Internal Advisory Committee Meeting
Monday, March 11, 2014
3:00-5:00 PM
Room 220 Van Wormer

Meeting Minutes

Attendees:
Frank Gerner (Representing Teik Lim)
Urmila Ghia
Kay Kinoshita
Robin Martin
Arnie Miller
President Santa Ono
Valerie Hardcastle
Stacie Furst-Holloway
Steve Howe
Rachel Kallen
Monica Mitchell
Karen Faaborg

Remarks by President Ono
- President Ono expressed that he was pleased with the Site Visit and with his conversation with the NSF Program Manager.
- The University needs to identify a better, more centrally located space for the LEAF office, to provide greater visibility to LEAF.
- Bleuzette Marshall, Chief Diversity Officer, should be contacted, to be linked with LEAF.
- We should also link with “Diverse by Design,” a regional group with a plan to grow the base of high-demand talent in the region, including diverse populations and experienced, high-skilled professionals. Mary Stagaman, formerly at UC, is Executive Director, and President Ono co-chairs the Talent Action Team.

Administrative Updates
- Valerie Hardcastle is now UC LEAF Executive Director
- Lauren Novelli is the Graduate student supporting LEAF, half-time.
- Jessica Donovan will be the new LEAF Program Director, starting May 1, 2014.
• Gretal Leibnitz, of the ADVANCE Implementation Mentors network, from Washington State University, was one of our interviewees for the Program Director position. She was rated high, but decided to not move from Washington State. She has agreed to work with us.

Updates on Activities

• Reviewed and discussed update on
  o Faculty Data collected and its analysis
  o Faculty Network Analysis and its relationship with Faculty morale
  o Career-Life Balance program
  o Diversity initiatives
  o Visit of Diane Halpern

Note: Faculty in Engineering and Medicine come to UC, use up their start-up funds, and leave in 3-4 years. After nearly 25 years of much effort, the percentages have not changed in any significant way.

• Climate survey: will include Communications and Political Science departments in future.

• Logic models (also re-named Diversity Strategic Plans) have been developed by Engineering and A&S. Physics produced an excellent plan. Engineering will pursue targeted recruitment. College of Medicine is still working on their plans as the College is undergoing significant reorganization, and possibly address low morale of their faculty.

• Robin Martin and Monica Mitchel are holding monthly meetings with African-American Faculty.

• Steve Howe informed us that Human Resources will be able to provide better data regarding ethnicity.

• Diane Halpern’s visit will focus on Gender differences, how to train Faculty, work-life (work-family integration) issues.
  IAC is requested to encourage faculty to attend, perhaps develop a network of departmental representatives, to send personalized invitations to faculty colleagues.

Plans:

• Human Resources will update ethnicity data.

• Composition of diverse applicant pool needs to be increased. We might review the activities that the Society for Professional Hispanic Engineers (SPHE) organizes to develop young Hispanic professionals as STEM leaders and innovators.

• Climate survey response rate is only 40%; this is rather low. Seek IAC support for better response rate for future surveys.

• Organize mentoring, including RPT Committee meeting with untenured faculty.
• The Network Analysis contains very useful information, and should be written up as a Journal article.

• AAC Committee will review UC’s Hiring Manual, review other ADVANCE institutions’ Hiring Manuals, and identify best practices; review RPT documents, particularly relative to faculty-friendly policies; identify Senior faculty in each college to serve as first points of contact.

• IAC to review Year-1 site visit report and our response, and provide input.

• Blackboard Group for IAC will be set up within the LEAF Blackboard website for maintaining all IAC-relevant documents at one site, and for organizing discussions with the IAC members.

**Announcement:** Third-Year Site Visit will occur during Oct-Dec 2014.

**Next Meeting:** Will be scheduled in June/July timeframe.
Dean’s Action Committee Meeting Summary  
November, 12 2014

(1) We discussed faculty’s lack of knowledge of UC’s family-friendly policies, as well as their concomitant lack of utilization. We know from the climate survey that nearly half of our junior faculty do not know we have a “stop the clock” policy. Many who are aware of our policies often believe that it is arduous to get approval, and that disapproval is a possibility. We need to make these policies as accessible as possible.

Each college was encouraged to come up with a method for communicating what the policies are to department heads and faculty and sending a message that it is “ok” to utilize these policies.

Some of this information is contained in LEAF’s new faculty handout (http://www.uc.edu/content/dam/uc/orgs/ucleaf/docs/NewFacultyTips.pdf) which deans and heads are welcome to distribute widely (and any suggestions for improvement are most welcome). LEAF also has a folder for prospective hires that contains more detailed information on our family friendly policies. These are available for any STEM hire (any other hiring unit is most welcome to use this material; LEAF just cannot support the copying charges, due to limitations in the grant.)

We all agreed that UC’s webpages left something to be desired. LEAF is going to work with Dani to investigate CECH’s “help” link as an additional way to get faculty prompt answers to their question.

(2) Best practices for stop-the-clock policies include RPT language that makes it explicitly clear that (a) faculty taking advantage of leave policies or clock extensions should not be held to a higher standard and – the one we talk about less often -- (b) faculty NOT taking advantage of those policies when they could be should not be implicitly given credit for their “commitment” and “persistence.” Suggested language for inclusion in RPT documents is:

The Department of XXX affirms that individuals and committees participating in RPT reviews understand that any individual who has received a tenure period extension or has requested and received time off under the family leave policy (Article 19) must be held to the same standard - not a higher or more stringent one - to which other candidates without such an extension or leave are held.

In addition, similar language should be included in all letters to external evaluators. The Provost is going to investigate both making the RPT dossier recommendations
page more salient on her website and including this language in the recommendations for external referees.

Similar considerations should perhaps be addressed in departmental workload policies, which would engage faculty in their discussion and make the policies more a part of their daily life. Deans will engage faculty on this topic as their documents come up for review.

(3) Matt Serra, the AAUP, and LEAF are collaborating on training for college-level RPT committees to include (among other things) (a) how to solicit unbiased external letters and to recognize hidden bias in those letters and (b) how to minimize implicit bias in RPT discussions and how to recognize it and react to it when one sees/hears it. One session will run this spring, in advance of reappointment decisions, and a second session will run next fall, in advance of promotion and tenure decisions.

LEAF is going to investigate recording this training as a webinar for use at the departmental level.

(4) We discussed basic issues of dual career management and support. There is anecdotal evidence that some administrators in some colleges do not recognize that family obligations and families can take many forms, and that we need to maintain maximal flexibility. The deans around the table did not really see this as a serious issue in their colleges.

(5) We discussed how to engage in “reverse-mentoring” around faculty of color and URM without provoking a negative reaction. In the end, we decided to tie this idea to the upcoming COACHE survey (in January). LEAF and the deans will help promote the survey as something important. We will also advertise with the survey that LEAF will be bringing in an external facilitator to conduct a follow-up (and confidential) series of focus groups to hear the concerns/challenges of diverse faculty, as these faculty’s issues often get swamped in larger survey instruments. The focus group leader will prepare a series of case studies from the conversations that then will be used as a point of discussion and training for department heads and deans (and who ever else). We discussed that we will need to set the stage for this process carefully and well in advance of the event. LEAF will also meet with Holly Johnson about her “Confronting Racism” event.

Respectfully submitted,

Valerie Gray Hardcastle
Professor of Philosophy, Psychology, and Psychiatry and Behavioral Neuroscience Scholar-in-Residence, Weaver Institute for Law and Psychiatry Executive Director, UC LEAF, an NSF institutional transformation ADVANCE grant