Section 15.5
Preview of Award 1209169 - Interim Project Report

Cover
Federal Agency and Organization Element to Which Report is Submitted: 4900
Federal Grant or Other Identifying Number Assigned by Agency: 1209169
Project Title: Leadership, Empowerment, and Advancement for STEM Women Faculty (LEAF) at UC
PD/PI Name: Santa Ono, Principal Investigator
               Melanie T Cushion, Co-Principal Investigator
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               Rachel Kallen, Co-Principal Investigator
Submitting Official (if other than PD/PI): Rachel Kallen
               Co-Principal Investigator
Submission Date: 06/04/2013
Recipient Organization: University of Cincinnati Main Campus
Project/Grant Period: 09/15/2012 - 08/31/2017
Reporting Period: 06/04/2013 - 06/04/2013
Signature of Submitting Official (signature shall be submitted in accordance with agency specific instructions) Rachel Kallen

Accomplishments

* What are the major goals of the project?

Improve the pipeline for women faculty in STEM by broadening recruitment, improving hiring, increasing retention, and promoting advancement. While the ideal condition is equity in numbers of male and female STEM faculty across the board, each department differs when compared with national norms for representation. Our goals will be to, at a minimum, increase representation across all departments to surpass national averages. We will increase the percentage of qualified women candidates for STEM scientist positions at University of Cincinnati (UC), increase the percentage of women hired for STEM scientist positions at UC at all levels, increase the percentage of tenure-track women who are tenured, and increase the percentage of women tenured associate professors who are promoted to full professor.

Transform the climate for STEM faculty by creating social and collaborative mentoring networks to promote intellectual progress, equity, and an inclusive culture. We will focus on reducing perceptions of isolation, reducing misconceptions that women are advancing and feeling welcome, as well as instituting transparent, actionable policy. The objectives for this initiative are to increase the proportion of STEM women scientists who report feeling empowered, engaged, and achieving their potential; reduce the discrepancy between men and women STEM scientists who report concerns about UC as a workplace due to work-life balance issues or about UC as a supportive workplace where they can project that they will be successful. We anticipate our efforts towards this initiative will lead to an increase in the proportion of women STEM scientists who report positively on their career progress and prospects as well as on representation, recruitment, and retention.
Creating interdependence by enabling sustainable dynamic institutional practice and policy through the Accountability and Advocacy Council (AAC), through this initiative we plan to minimize the number of problems reported in surveys and key informant interviews in which program participants complain that their bottom-up change initiatives have been stymied by organizational barriers, inertia, or (and we do not anticipate this) active resistance by heads or deans. An organizational space will be created in which participants, staff, and administrators can communicate outside of formal organizational channels. This will take the form of something like an ombuds office except that instead of focusing on problem remediation (although that can be done here too) the focus will be on enhancing supportive and positive communications, as when a junior faculty might be able to communicate something important about her career at UC and have it get onto the provost’s agenda.

Our goals will be achieved by a mixture of “top-down” and “bottom up” approaches. The “top-down” approaches will be used to increase awareness of the disparities in the STEM disciplines among our top leadership and provide the tools necessary to address and correct these issues For example, such tools will include implementation of logic models, best practices in diversity recruitment. The “bottom-up” approach will focus on empowering women STEM faculty at all career levels by use of interactive workshops, learning communities, pilot grant awards, and responsibility for institutional action projects intended to improve the culture for women STEM faculty at the University of Cincinnati. The AAC will be used to address and manage conflict that arises from these efforts using mediation methods.

* What was accomplished under these goals (you must provide information for at least one of the 4 categories below)?

**Major Activities:**

UC LEAF held a planning retreat on September 7th that was attended by LEAF leadership, Chairs, and the PI. The retreat time was used to discuss mission, initiatives, work status, define roles, set priorities, and start strategic planning. At this retreat, we established a mission and vision for the LEAF program:

**Mission:** The University of Cincinnati is committed to providing an environment that promotes the advancement and well-being of faculty across all departments. The mission of LEAF is to ensure that these opportunities extend to women faculty in the STEM disciplines (Science, Technology, Engineering and Math) by transforming the culture of the University into one that embraces and champions equity for women STEM scientists.

**Vision:** Our vision is to create a continuous pipeline that integrates bottom up initiatives targeted to women faculty, top down leadership reform, and advocacy and accountability initiatives with programming and policy change that will provide the sustainable support system necessary to develop women STEM faculty to their fullest potential.

At the retreat, we also established a Year One timeline to guide programming efforts. Key deliverables for year one include:

- Creation of workshops for three targeted groups of faculty at the junior, mid, and senior levels following the format of the successful and already sustainable “Ready-Set-Go” series focusing on junior faculty.
- Creation of Seed Awards (LEAF grants) to be awarded in Spring 2013
- Development and delivery of training workshops and best practices seminars
  - These components may be linked in order to deliver targeted messages to deans, heads, and RPT/search committees
  - Topics will include negotiating workload, climate, recruitment, hiring, and work-life balance
- Training seminars and workshops will begin in Spring 2013
We recognized the need to “hit the ground running” upon receipt of the ADVANCE award. Accordingly, we quickly established and leveraged connections with individuals involved with ADVANCE at other institutions that are further along to share best practices so we could have appropriate expectations and proactively design our program. For instance, Stephanie Goodwin, Ph.D. (Program Director, LEADER Consortium – NSF ADVANCE) visited the LEAF team in September to share best practices and lessons learned from the multi-institutional effort.

Our efforts to improve the pipeline for women STEM women faculty include the deployment of LEAF grants that will provide funding to women faculty at all career stages to support new initiatives, career advancement training, and leadership activities.

LEAF leadership has started to develop a call for nominations for each of these grants that will be sent in Spring 2013 to cover the award period of June 1, 2013-May 31, 2014.

Dr. Valerie Hardcastle, Ph.D. accepted the role as chair of the AAC Committee. With assistance from the LEAF Director and Associate Directors, she identified four individuals to serve on the AAC Committee. These individuals represent various STEM disciplines and career-stages and can offer a balanced perspective on issues affecting women and women of color in the STEM disciplines. AAC members are:

- Steve Strakowski, M.D. (Chair, Psychiatry and Behavioral Neuroscience; Vice President of research for UC Health)
- Matia Solomon, Ph.D. (Assistant Professor, Psychiatry and Behavioral Neuroscience)
- Margaret Hanson, Ph.D. (Professor, Physics; Associate Dean, Graduate School)
- Fred Beyette, Ph.D. (Professor, Engineering and Applied Science)

Research-related efforts to date have focused on gathering benchmarking data for both the discourse and network studies. For the discourse study, benchmarking was obtained from several sources. The University’s Office of Equal Employment Opportunity (EEO) provided copies of all job advertisements placed by STEM units over the past 5 years. We also gained access to University listservs to monitor discourse regarding women in STEM. Licenses for nVivo (a text analytics software) were purchased to assist the research team in coding and analyzing the discourse data.

For the network study a list of questions was generated to be used in self-report surveys and the process of pulling co-author information from eProfessional, UC’s online repository for faculty curriculum vitae, was initiated. In addition to compiling benchmarking data, the research team discussed plans and procedures for future data acquisition and record keeping.

To assist in the administration of the two social sciences studies, we secured funding from the Office of the Graduate School and hired two graduate students in the Department of Psychology, Brian Eiler and Mary Jean Amon. Sarah Woodruff, Ph.D. of Miami University agreed to be UC LEAF’s external evaluator. Dr. Woodruff’s team has been working steadily with the UC evaluation team to identify and collect pertinent benchmarking data and to plan subsequent evaluation efforts.

The Internal Advisory Committee (IAC) met for its inaugural meeting on November 26,
2012. At this meeting, Dr. Ono discussed his vision for LEAF and, to a larger extent, the importance of the LEAF’s mission in securing the university competitiveness as a Research I institution. IAC members had an opportunity to ask questions and to discuss their role in supporting LEAF efforts.

We interviewed applicants for the LEAF Program Coordinator position. We made an offer in December that was subsequently accepted by Ms. Nancie Ehlert who joined the team in January.

We worked with the university’s architecture office to secure a centrally located, permanent office. As this space is not yet available, a temporary office space on the university’s west campus was identified and furnished.

Since the award period began, we have actively pursued opportunities to utilize existing structures and resources at the university to avoid duplicating or recreating items that can be slightly adapted to serve our purpose. For example, we established a collaborative relationship with Robin Martin, Ed.D., the Associate Dean for Minority Affairs in the Provost’s office and placed a representative of the LEAF leadership team (Dr. Howe) on her Advisory Committee. Dr. Martin’s office is charged, in part, with overseeing university-wide efforts to recruit and support minority faculty. As such, there is some overlap with her office’s mission and LEAF’s objectives, which are specifically focused on women faculty in STEM disciplines.

LEAF Program Director, Melanie T. Cushion, Ph.D., serves on several pivotal University committees including the Provostal search committee, the Executive Advisory Committee for the UC Office of Research, and the College of Medicine’s Research Cabinet.

Specific Objectives:

With the early career workshops in place (Ready, Set, Go!), we will begin assembling learning communities and mentors during the summer of 2013 by using data from HR to identify new women faculty hires in the STEM disciplines. Potential mentors will be identified from women faculty in all of the STEM disciplines at the Associate or Professor levels and approached by Leadership to serve as senior mentors. Mentors and Learning Communities will be in place for the start of the Workshops in September.

Throughout the funding period, we proposed to invite two individuals annually to be LEAF Visiting Scholars. These individuals will be senior faculty members from a public research university that has completed its ADVANCE-IT grant and/or other eminent women STEM scientists. We have already identified several individuals who meet these criteria and have selected Diane M. Magrane, M.D., Director of the Executive Leadership for Women in Academic Medicine (ELAM) and Executive Leadership in Academic Technology and Engineering (ELATE) programs to come within the next few months depending on her schedule. We will identify a second visiting scholar candidate in Spring 2013.

LEAF has developed a program logic model for use in the planning and the monitoring of progress towards objectives. This model will be used to monitor LEAF goals as a whole and to assess progress at the unit and college/division levels. Training sessions are being planned for department heads, directors, committee members, and key university leaders in STEM and STEM-supporting units to (1) communicate the mission and goals of LEAF and (2) to develop their own unit-level logic models to guide efforts.
relating to the recruitment, development, and advancement of women STEM faculty.

Significant Results: We used the first several months of the award period to begin the process of identifying and establishing a network of LEAF Allies within and outside of the University. A number of faculty have expressed interest in supporting and publicizing LEAF initiatives on the grassroots level. In addition to a number of the members on the Internal Advisory Committee and the Advocacy and Accountability Council, we have begun to establish critical relationships with a group of internal allies among executive leadership. These include:

- Larry Johnson, Ph.D. - Interim Provost and Vice President for University Affairs
- William Ball, M.D. - Vice President for Research
- Robin Martin, Ed.D. - Associate Provost for Diversity & Inclusion
- Pamela Baker, Ph.D. - Director of CET&L
- Barbara Rinto - Director of the UC Women's Center
- Margaret Hanson, Ph.D. – Associate Dean, Graduate School
- David M. Szymanski, Ph.D. - Dean of the UC College of Business

In addition to these UC allies, we have also reached out to several external constituents as well, including P&G and CCHMC. These allies will help us promote LEAF objectives outside of the campus community.

- Margaret Hostetter, M.D., Director, Division of Infectious Diseases, CCHMC
- Jessica Kahn, M.D., MPH, Assistant Chair, Academic Affairs & Faculty Development, CCHMC
- Sian Cotton, Ph.D., Director of the UC Center for Integrative Health and Wellness
- Nora Zorich, M.D., PHD, former Vice President for Research and Development, The Procter and Gamble Co.; YWCA of Cincinnati
- Kathleen DeLaura, Director, Cincinnati Foundation for Biomedical Research and Education

Dr. Monica Mitchell, Associate Professor, Pediatrics & Psychology; Co-Director, INNOVATIONS in Community Research and Program Evaluation, accepted the role of Director of LEAF Diversity Initiatives. Dr. Mitchell is working with leadership in the Provost’s office and the College of Medicine to identify and implement specific diversity initiatives.

Specific research accomplishments to date include:

- We have obtained 25 years of data on STEM appointments at UC and helped the external evaluation team merge the files together so that we can study retention.
- We have obtained 2012 salary data for the required salary study.
- We have worked with the UC architect’s office to gain access to space management system for the required space study.
- We have determined that we can obtain data from the UC provost’s office on reappointment, promotion and tenure decisions from 2011 forward. These will be used in creating the NSF-required Indicator tables for our annual report.
- We have identified the key informants who will be interviewed in the near future by the external evaluation team.
- We have acquired all job ads from last five years for coding.
- We are in the process of mapping out where the data will be obtained for each of the long-term, intermediate-term, and short-term objectives.
- We are in the process of setting up the LEAF office and getting the staff connected.
Key outcomes or Other achievements:

- LEAF leadership has partnered with the Office of the Provost and the Office of Research to establish a new research grant for faculty focused on diversity (broadly defined). In particular, $20,000 in funding will be made available annually through a new University Research Council (URC) Grant to support diversity-related research. An example of diversity-related research would be a plan to change the health disparity in regard to HIV/AIDS in the African American community. African Americans become infected with, and die from, HIV/AIDS far more than any other racial or ethnic group. The HIV/AIDS epidemic in African-American communities results from a complex set of social, individual, and environmental factors including housing instability, incarceration, stigma in the A-A community, education, and inadequate access to healthcare and testing. An interdiction plan targeted at any of these factors would be an appropriate use of funding.

- The President’s Office, the Office of the VP for Research, and the Office of the Associate Provost for Diversity, in addition to several deans, have expressed an interest in collaborating on speakers and programs which will extend what our budgeting is able to accomplish, increasing the program offerings.

* What opportunities for training and professional development has the project provided?*

A critical component of LEAF’s "bottom up" transformation effort is the implementation of three professional development workshops series targeted toward junior-, mid-, and senior-level women faculty. To date, we have developed a sustainable infrastructure for the Ready-Set-Go! series of workshops that started for UC faculty prior to award of ADVANCE grant. Specifically, what started as a stand-alone series of workshops is now an annual workshop series for junior faculty that will be co-sponsored by LEAF and UC’s Center for the Enrichment of Teaching and Learning (CET&L). While CET&L will provide the registration and administration infrastructure for these workshops, LEAF will take the lead in establishing the content, recruiting and training workshop facilitators, and assessing workshop effectiveness vis-à-vis attainment of LEAF objectives. Additionally, the LEAF office will ensure that women STEM faculty are to be recruited separately and given priority registration for their participation in the workshops. Planning continues for the other two workshop series targeted to mid- and senior-level faculty. We will use focus groups, surveys, and literature reviews to add value to future meetings for all participants.

* How have the results been disseminated to communities of interest?*

A LEAF press release announcing the NSF grant award was published on the University of Cincinnati website and received mention in the Cincinnati Enquirer.

LEAF initiated the development of LEAF brand through internal (UC) and external channels. In December, we commissioned The Creative Department, a boutique advertising and branding firm headquartered in Cincinnati, to develop a logo and visual identity (e.g., letterhead, web design) for the initiative.

To facilitate information exchange between the LEAF office and our internal and external audiences, we began working with UC web administrators to develop and launch the LEAF web-site. We also secured LEAF email addresses for our Program Coordinator and Program Directors. Databases were created to monitor LEAF contacts and track conversations and to monitor task ownership among leadership team.

We developed slide presentations and informational pieces (i.e., “cheat sheets”) for broadening exposure to LEAF initiatives.
We began preparations for an official LEAF launch event to be held in Spring 2013. The launch will include a keynote speaker (Scott Page) who will discuss the importance of diversity and inclusion, particularly within the STEM disciplines. He will also conduct a workshop with deans, heads, chairs, senior administration, vice presidents, and members of provost office emphasizing tools and importance for equitable hiring, retention and promotion practices. A reception will also be held with key LEAF members.

* What do you plan to do during the next reporting period to accomplish the goals?

Miami University is going to be administering the Work Life Survey using questions that will allow us to benchmark our results to ADVANCE schools with which Miami has worked. We are getting MU the email addresses they will need to administer the survey. Spring 2013 completion is expected.

Preparations and arrangements for the UC LEAF launch event will continue. Publicity strategy, guest lists, and curriculum will continue to be refined. The entire UC campus will be invited to the main event but STEM women will be given priority for workshop attendance. The diversity and inclusion topic will be pertinent to many individuals on campus at every level and of every title. This will be a great opportunity for LEAF initiatives to cross the boundaries of STEM into all areas of the University.

Recruitment and contact with potential visiting scholars will be an ongoing process. The UC LEAF team has started a list of potential visiting scholars to keep track of individuals that would be excellent contributors to the UC LEAF mission. Ideas for guest speakers are taken from conference presentations or readings LEAF leaders find exceptional.

During the next reporting period the UC LEAF team will continue the development of workshops, Learning Communities, and logic model training. A substantive amount has already been accomplished towards the launch of the initiatives but the development process will continue to investigate how to best serve the needs of UC. We will continue to meet with leaders and faculty members to determine what needs they see so that the discussions that are part of these events will be effective. Creating workshops to cover topics that are at the forefront of the community’s mind will provide the most value and encourage participation.

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**Products**

**Journals**
Nothing to report.

**Books**
Nothing to report.

**Book Chapters**
Nothing to report.

**Thesis/Dissertations**
Nothing to report.

**Conference Papers and Presentations**
Nothing to report.

**Other Publications**
Nothing to report.

**Technologies or Techniques**
Nothing to report.
Patents
Nothing to report.

Inventions
Nothing to report.

Licenses
Nothing to report.

Websites
Nothing to report.

Other Products
Nothing to report.

Participants

Research Experience for Undergraduates (REU) funding

What individuals have worked on the project?

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<tr>
<th>Name</th>
<th>Most Senior Project Role</th>
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<tr>
<td>Santa Ono</td>
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<td>Stacie Furst-Holloway</td>
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<td>Rachel Kallen</td>
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<tr>
<td>Sandra Degen</td>
<td>Faculty</td>
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What other organizations have been involved as partners?
No organizations entered.

Have other collaborators or contacts been involved? N

Impacts

What is the impact on the development of the principal discipline(s) of the project?

Beyond identifying barriers and initiating creative solutions, for real change to occur, there must be cooperative engagement. The primary aim in establishing the Accountability and Advocacy Council (AAC) is to provide a venue in which bottom-up and top-down approaches being used can be reconciled. Dr. Valerie Hardcastle is serving as the AAC Chair, a position we view as critical to the success of LEAF. Dr. Hardcastle has had experience with ADVANCE at Virginia Tech and is ideally suited
for the AAC role. As a former dean, she can interpret the needs of the faculty to the administration and vice versa.

The AAC will bring a diverse group of members from the STEM disciplines together for collaboration that would not typically occur. The AAC will represent various STEM disciplines and career-stages and can thus offer a balanced perspective on issues affecting women and women of color in the STEM disciplines. This established group will share thoughts, concerns, and observations to benefit from the unique suggestions of individuals outside their usual network. Participating in these unique solutions can provide creative approaches that result in success for all involved. By expanding and encouraging the use of this resource people who are looking to solve challenges will meet others who have similar experiences and may benefit from their expertise.

The research that we are going to be conducting through the discourse and network analysis will impact how STEM women approach their careers and how those working with STEM women make them an appreciated asset to the department. We have noticed through the process of addressing the goals and objectives of the award an acceptance of the status quo or disagreement that there is even a problem. The data we collect will be used to highlight the benefits and need for these initiatives.

The IAC will be comprised of STEM faculty and leaders across the University to provide guidance and accountability beyond the UC LEAF Leadership Team. By bringing together a group of individuals with the common interest of advancing women in STEM, the LEAF Leadership Team can ensure that needs are being addressed by evaluating existing initiatives and exploring new initiatives with this committee.

The development of a UC LEAF brand and website will give us a professional visual identity, further establishing the legitimacy of our program. The website will make resources more likely to be used because they will be easily accessible.

What is the impact on other disciplines?

Although the URC (University Research Council) grant developed with the Office of the Provost and the Office of Research on diversity is not limited to women STEM faculty, it signals UC leadership’s support and commitment to diversity efforts and is thus consistent with the mission of LEAF. Further, we anticipate that by providing funding and visibility to diversity-related research (e.g., through recognition at yearly LEAF-sponsored conferences or symposiums), UC will improve its ability to attract and recruit a more diverse faculty.

What is the impact on the development of human resources?

The main impact proposed by UC LEAF is related to the development of human resources. LEAF will support the University’s commitment to providing an environment for its faculty that promotes advancement and well being. LEAF is focused on transforming the culture of the University into one that embraces and champions equity for women STEM scientists by providing a sustainable support system that will help women STEM faculty develop to their fullest potential.

The Ready Set Go! series that is being developed will share best practices for career advancement and success across disciplines. The workshops will be set up so that faculty members from across the university that are at similar career stages will be able to come together to learn, discuss, and collaborate. The junior level workshop was launched prior to receiving the ADVANCE grant and has been very successful in regards to participant evaluations and number of attendees, the second two workshop series will be launched this fall using the same framework.

UC LEAF will be holding a launch event to introduce its initiatives to the UC community. This will be part of our guest lecture series, serving to bring unique resources to UC for the advancement of diversity in STEM women faculty. Our objective will be that participants take information back to their departments and have the tools to apply the initiatives.

What is the impact on physical resources that form infrastructure?

We have identified that one of the challenges women face is in the allocation of physical resources such as lab space and
equipment. These physical resources are often critical to completing the research that leads to tenure. As a result of the resources provided by UC LEAF online, in workshops, in trainings, and at guest lecture events that cover negotiation and the benefits of diversity we expect to see physical resource allocation at UC reach greater equality between men and women.

What is the impact on institutional resources that form infrastructure?

We continue to partner with other areas at UC, such as the Provost’s office, to avoid duplication of efforts, create an infrastructure for sustainability of our efforts, and combine limited resources to create a culture that welcomes diversity in gender and race at UC. This will allow greater impact and more visibility for our programs. By partnering with other efforts and organizations we will be able to reach a broader base and by sharing sponsorship may be able to offer higher quality events.

The seed grants provided will be used by faculty to support new initiatives, career advancement training, and leadership activities. Faculty who are awarded grants for career advancement training and leadership activities will be asked to present an information session to share their knowledge with other faculty members so that others can benefit from their experiences.

As Program Director, Dr. Cushion’s involvement with key committees at UC has allowed her to bring visibility and a voice to LEAF at the upper echelons of the university. The LEAF program leadership has been able to stay apprised of what the relevant topics are at the executive level and contribute to their success, increasing the value of LEAF to the University.

The logic model training will provide planning and monitoring tools that not only help track progress towards LEAF specific goals but will also be transferable to other areas that the department may work in. This will provide another avenue for planning and accountability that will be familiar University wide. These training sessions, led by LEAF senior personnel, will ensure that information is shared consistently across units and that expectations for action are shared equally.

The recruitment of LEAF allies will help the spread of UC LEAF initiatives by word of mouth and action through the University. Faculty from many departments have participated and are willing to bring the resources provided to their departments for internal momentum and discussion. Our allies are internal and external contributors who will help us embrace, support, and promote the LEAF mission. Improving the pipeline for women faculty in STEM will improve perceptions of the climate, but establishing support systems to enable change is also critical. Doing so requires breaking down barriers that exist between faculty, administrators, and decision-makers across all levels of the university community to reduce prejudices and promote equal opportunity policies and access to resources.

As a result of conversations with other ADVANCE institutions we have started engaging knowledgeable external advisors and establishing policies and procedures that guide leadership team decisions and work processes. We are going to heed the advice of our predecessors so that the establishment and organization of UC LEAF will be as professional and seamless as possible.

As Director of LEAF Diversity, Dr. Monica Mitchell will focus on the application and integration of LEAF initiatives for women of color and minorities. While the disparity between white male and female faculty is astonishing the disparity for minorities is even greater. Dr. Mitchell’s impact as a member of the UC LEAF Leadership Team will be the increased participation of women of color and minorities in LEAF initiatives through specific outreach and in the consideration of what programing to offer.

What is the impact on information resources that form infrastructure?

The training workshops and best practices seminars will introduce new information to UC leadership and will encourage the creation of new, UC specific models. One of the objectives set out by UC LEAF is sustainability. Our goal is to introduce curriculum to UC that has such great value through its impact that these processes will become a staple of UC practices.

The visiting scholars program will contribute knowledge to further LEAF initiatives in the UC community. Speakers will be
invited to contribute resources not found at UC. Institutional best practices can have a powerful effect, not only in identifying what UC could accomplish but by informing how to accomplish it. Therefore, the LEAF visiting scholars program will produce intellectual and social support for women faculty.

What is the impact on technology transfer?

The establishment of external allies will be a positive step for the LEAF team to ensure that practices developed through our initiatives will have the input of those outside of academia. In many industries women still experience inequalities when compared to their male peers so the developments that result from the LEAF efforts should be reviewed by collaborators that can advise on its transferability. As a result, resources and recommendations can be made available through LEAF to aid interested parties internally and externally, broadening the reach of our program.

It is our plan to include technology transfer and entrepreneurialism within the framework of our planned workshops and also as special topics seminars. It is clear that women are at a disadvantage versus their male counterparts in this arena of commercialization of research and academic products. Dr. Cushion serves on the selection committee for the new CEO of the UC Research Institute that has as its goal to help and facilitate faculty for commercialization of their discoveries. She has strongly suggested to each of the candidates that an educational component be included in the mission of the UCRI to help faculty step up to this challenge. It is our plan to be a part of the planning of these efforts, which will be facilitated by the Program Director’s membership on the VP for Research’s Advisory Committee.

What is the impact on society beyond science and technology?

The practices that are initiated by UC LEAF will be transferable outside of the STEM fields as evidence-based best practices for inclusion. Women face challenges when compared to their male counterparts in many areas outside of academics. The globalization of the economy has increased the need for the inclusion of individuals so there will be a continued and growing desire for the type of data we are going to provide.

Changes

Changes in approach and reason for change

There have been no substantive changes in the goals or objectives of the proposal. With the hiring of the Program Coordinator, we have implemented a more formal meeting structure that includes an agenda, meeting minutes, ownership of tasks, and reporting structure for progress of individual assignments. This has resulted in less confusion and duplication of efforts.

Actual or Anticipated problems or delays and actions or plans to resolve them

The scheduling difficulties of the President as our PI, and the speaker, Dr. Scott E. Page, for the UL LEAF launch led to a later date than anticipated (Spring 2013). This will provide us with sufficient time to book venues and advertise the launch activities. On the other hand, we have been able to elicit monetary support for the launch from the Offices of the President, Graduate School, Provost, and Dean of the College of Medicine.

Changes that have a significant impact on expenditures

Nothing to report.

Significant changes in use or care of human subjects

Nothing to report.

Significant changes in use or care of vertebrate animals

Nothing to report.
Significant changes in use or care of biohazards
Nothing to report.

Special Requirements

Responses to any special reporting requirements specified in the award terms and conditions, as well as any award specific reporting requirements.

Supporting Files

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