UC LEAF

NSF Year 1, Interim 3

Section 15.7
Preview of Award 1209169 - Interim Project Report

Cover
Federal Agency and Organization Element to Which Report is Submitted: 4900
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Project Title: Leadership, Empowerment, and Advancement for STEM Women Faculty (LEAF) at UC
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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: 08/30/2013
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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?

*Initiative I: Improve pathways for women faculty, including women faculty of color, in STEM by broadening recruitment, improving hiring, increasing retention, and promoting advancement.*

- **Bottom Up:** Proposed activities include three separate professional development workshop series for women STEM faculty, and a LEAF mini-grants program to support women STEM faculty professional development and research. However, bottom up efforts related more broadly to this initiative are also included below.
- **Top Down:** Proposed activities include best practices seminars and training workshops for leadership (heads, deans and administrators) and faculty committees responsible for hiring and RPT (reappointment, promotion, tenure). However, efforts related more broadly to this initiative are also included below.

*Initiative II: Transform the climate for STEM faculty by creating social and collaborative mentoring networks to promote intellectual progress and equity, resulting in an inclusive culture.*
• **Bottom Up:** Proposed activities include the establishment of learning communities for women STEM faculty and a Visiting Scholars Program. However, bottom up efforts related more broadly to this initiative are also included below.

• **Top Down:** The primary purpose of this initiative is to assess climate and aid in development and implantation of unit level logic models for change.

*Initiative III: Create interdependence to reinforce mutual responsibility and fosters shared responsibility to enable sustainable dynamic institutional practice and policy.*

*Initiative IV: Social Science research on climate and transformation of policy and reform, as expressed through message linguistics, subjective experiences, and social networks.*

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

**Initiative I: Bottom-Up**

1. To encourage faculty participation and maintain the quality of the *UC LEAF workshop series*, the Leadership Team evaluated CET&L as an appropriate partner organization. Given concerns about the capabilities of CET&L and feedback from the Accountability & Advocacy Council (AAC) and participants about CET&L programs, the Leadership Team has sought a more suitable organization to support this programming. UC LEAF will now co-sponsor workshops with the Office of Research. We are finalizing details for continuation of the junior faculty workshops, as well as initiation of mid and senior career workshops for the fall.

2. A request for applications was sent July 31st for the three UC LEAF award opportunities (Seed, Branch-Career, Branch-Leadership). Applications are due September 16th and funding will be available November 1st. We have begun gathering reviewers. The leadership team will use the reviewer’s scores to determine final award recipients, with at least one of each of the three awards being awarded to a woman of color.

3. UC LEAF social networking sites, Facebook and Twitter, have been launched. Faculty members will be sent an announcement e-mail to notify them that sites are available and will be used as an additional source for dissemination of information about upcoming events and to promote connections amongst members.

4. UC participation in the Op Ed Project is being developed. The Op Ed Project will provide a series of trainings for women faculty to increase comfort and skill in publishing opinion editorial pieces. Women currently only contribute 10% – 20% of published pieces. A mini-workshop is being prepared for fall 2013 and the full program is being considered for the 2014/2015 academic year if funding can be arranged. This will be a UC wide program organized by faculty and staff from the UC Women’s Center and the Departments of Journalism, Psychology, and Women, Gender, & Sexuality Studies (WGSS). As a co-sponsor, UC LEAF is going to leverage its support to make sure that STEM women are a focus.

**Initiative I: Top Down**
1. UC LEAF is acquiring best practices to support hiring, retention, and promotion of female faculty. This will be used for trainings formed with the Provost’s office, for toolkits to be distributed to STEM departments, and will also be made available through the UC LEAF website.

2. UC LEAF received notification August 8th that the Career-Life Balance supplement was awarded by NSF ADVANCE. Planning has begun to initiate proposed activities.

3. UC LEAF has submitted a modification to its IRB to include a data collection to allow examination of reasons for faculty attrition. Meanwhile, the survey instrument has been developed and contact information for more than 500 former faculty has been obtained. We anticipate launch of the survey in mid-September.

Initiative II Bottom Up:

1. Provost Davenport-Sypher expressed interest in working with UC LEAF on developing dual career, work life, and family leave initiatives and would like UC LEAF to identify ways to begin this work.

2. Learning Community facilitators continue preparations for their first LC meetings this fall. Dr. Sian Cotton will be replacing Christy Holland as the junior faculty LC facilitator on the East Campus (COM) as Dr. Cotton was determined to be a better fit for the role. A planning meeting amongst LC facilitators and LEAF leadership was held on August 15th to discuss recruitment, goals, and facilitator roles. It was also discussed that there could be a stigma amongst some faculty about participation in this type of group such that faculty may feel they will be perceived either as not capable or that learning community effort is unproductive. To battle this stigma and encourage participation, the Leadership team had facilitators and department leaders reach out to eligible faculty individually. We are pleased that this strategy worked as we now have 8-12 faculty in each of the LCs.

3. Preparations for UC LEAF Visiting Scholar Catherine Morrison’s visit on October 21-22 are progressing. Faculty were sent a save the date e-mail July 31st. One session will be for junior and mid-level faculty and a second session for senior faculty and University leaders. The workshop will provide both groups with tools tailored to their positions and a common framework for approaching faculty issues.

4. Attracting women of color continues to be a priority. In June, Dr. Mitchell met again with the Associate Provost Martin to discuss UC LEAF diversity efforts. Networking is the biggest need identified by women of color. UC LEAF is planning a breakfast seminar series to begin in October to bring diverse faculty together with guest speakers for professional development and discussion. The series will be co-sponsored by Dr. Martin to promote sustainability and collaboration and to disseminate programming information.

Initiative II Top Down:

1. UC LEAF continues progress on implementation of logic models. Interest in participation is lower than expected partly because of the limited number of faculty hires currently available. However, when the leadership team met with Provost Davenport-Sypher she was enthusiastic and discussed executing logic models through standardized training and expectations for
Specific Objectives:

Significant Results:

1. A UC LEAF informational brochure is being designed and printed to increase visibility. The UC LEAF brochure will be distributed to deans and department heads for all UC LEAF STEM colleges, to UC Human
Resources, and will be used at conferences attended by UC LEAF delegates.

Initiative I – Top Down:

1. UC LEAF was awarded the Dual Career Supplement ($27,912) from the NSF.

Initiative II – Bottom Up:

1. Currently 30 faculty have responded to the invitation to participate in Learning Communities. The mid-level faculty (East Campus) LC will have 12 participants. The junior faculty LCs (East and West Campus) will have 10 and 8 participants, respectively.

Initiative II – Top Down:

1. The Physics department received the first logic model training. It was determined that more time than anticipated was needed to go over UC LEAF and the logic model theory, going forward 2 hours will be allotted for training sessions. The Physics department will be sending Dr. Howe their model when it is complete for evaluation. This will be incorporated into revised plans for implementation.

Initiative III:

1. AAC recommendations from their first meeting have driven many of the UC LEAF Leadership Team’s activities during this reporting period. This most recent meeting on August 28, 2013 focused in part on developing a stronger profile for UC LEAF and ideas for a Public Relations campaign. Also discussed was additional mechanisms to further develop the AAC as a meditational source for women STEM faculty. Karen Faaborg was identified as ideal to take the lead on this due to her extensive administrative, legal and meditational expertise. Also, now that she is retired, she has an ideal separation from administrative or academic offices, but maintains the essential working knowledge of the University and its policies.

Initiative IV:

1. The data for the discourse study have been prepared for analysis.
2. Revisions to the social network analysis survey are complete and data collection begins with the Biology department this September. The Associate Program Directors are currently scheduling additional departments for collection in the Fall.

Key outcomes or Other achievements:

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

1. UC LEAF has continued to support Ready Set Go! workshops.
2. Facilitators for the three learning communities that will be launched this fall were brought together to prepare for the upcoming year on August 15, 2013 and were provided guidance by the Program Directors on what tools or topics might be beneficial and how to keep meeting discussions realistic yet positive. A survey was created that will be disseminated to LC participants to aid in identifying this year’s projects.
3. The LEAF awards will assist faculty in seeking the training and other resources necessary to advance their careers in ways that might not otherwise have been available. The UC LEAF team looks forward to sharing
the successes faculty have had as a result of the funding they received.
4. On August 29, 2013, UC LEAF co-sponsored with University of Cincinnati’s Department of Corporation & Foundation Relations an informational workshop to support STEM faculty applying for The Sloan Foundation Research Fellows Program. The fellowship provides $50,000 to encourage early career research.

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

Initiative I – Bottom Up:

1. All eligible faculty were sent personalized e-mails with information on the available funding for the three UC LEAF sponsored grants. A separate e-mail was sent to all leaders in STEM departments so they were also aware of the opportunity and could encourage their faculty to apply. A follow up reminder will be sent via e-mail September 3, 2013 to faculty and leaders.

Initiative I – Top Down:

1. As UC LEAF has launched initiatives such as grants and learning communities, appropriate leaders at the university have received e-mails regarding the opportunities. Leaders can be a source of powerful encouragement therefore the Leadership Team has worked to provide suggestions for leaders to show support for UC LEAF activities.

Initiative II – Bottom Up:

1. Eligible faculty received notifications via personalized e-mail about Learning Communities and the opportunity to participate this fall. Recipients were invited to contact the UC LEAF office if they were interested in participating to make sure enough facilitators were available. Facilitators also sent e-mails to the participants in their group to encourage participation.

2. All potential participants for Catherine Morrison’s workshops were sent a “save the date”. Details were posted on the UC LEAF website and will continue until the event.

Initiative II – Top Down:

1. UC women STEM faculty were sent a communication from President Ono’s office to alert them to UC LEAF related programing that will be continuing or introduced this academic year. It is our expectation that this display of support from the President will reiterate the value of UC LEAF programing and encourage faculty participation.

Initiative IV:

1. The UC LEAF Leadership and Research Teams are currently evaluating the best manner to collect the social network analysis and climate surveys to encourage the greatest level of participation. UC LEAF is working to attend department meetings to administer the survey. This is favorable because faculty are present and will have the time allotted to complete the survey for prompt participation. The UC LEAF team will work with the Provost and University President to have a letter of support included with the climate survey to emphasize the importance of faculty participation.

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

Initiative I – Bottom Up:

1. The topics for the remaining two series of workshop have been determined and the leadership team is working with UC Office of Research and departments to finalize facilitators.

2. UC LEAF awards will be presented to the selected women STEM faculty.

Initiative I – Top Down:

1. Continue development and coordination with Dr. Martin on the use of best practices for RPT, recruitment, and
hiring.
3. Discuss faculty candidates available for open positions and proactively seek/suggest new hires.
4. Reach more women during the recruitment process by increasing UC LEAF visibility.
5. Work to use the collective bargaining agreement to mandate search committee training and the use of best practices when hiring new leaders.
6. Increase resources and information provided by UC LEAF through the LEAF website.
7. Support LEAF allies in implementing change.
8. Create incentives for hiring women STEM Scientists.
9. The next IAC meeting is scheduled for October 2013.
10. The First EAC Meeting is scheduled for October 4, 2013.

Initiative II – Bottom Up:

1. The first meetings of the Learning Communities will occur in the Fall of 2013.
2. Catherine Morrison workshop presentations are scheduled for October 22, 2013.
3. The Leadership Team will continue to work with the new Provost on dual career, work life, and family leave initiatives.
4. OpEd workshop will be held December 6th for 20 faculty, including several STEM women faculty.

Initiative II – Top Down:

1. Work with new Provost to encourage logic model participation.
2. Encourage climate improvement as part of department logic models.
3. Call greater attention to issues facing women STEM faculty.
4. Provide prominence and visibility to LEAF initiatives, avoiding sounding punitive.
5. Offer greater support for women in achieving goals (i.e., equal space and salary).
6. Continue support for UC’s competitiveness in recruiting and retaining STEM women (e.g., better start up packages, connect with other UC women and women of color).
7. Evaluate logistics and need for employing a new hire negotiation specialist.

Initiative III:

1. Conduct follow-up meetings with participants in search committee meetings to determine effectiveness.
2. Evaluate and provide advice on departments’ logic models.
3. Help monitor and assist on-going STEM faculty searches.
4. Meet individually with female URM faculty in the STEM disciplines to formulate a strategy for improving community and networking opportunities.

Initiative IV:

1. The UC LEAF Research Team continues to work with the external evaluation team on the content and timeline for the climate survey. Leadership Team members are aware that the Provost’s office is planning on conducting a climate survey continued collaborative efforts and communication will be necessary to keep efforts aligned.
2. Data collection for the Social Network Analysis will commence in September. Ensuring accurate feedback and achieving the amount of participation needed continues to be an area of development.
3. The turnover study will continue its progress, results will be used to shape the workshop content, best practices, and logic model training.

Products

Journals

Books
Book Chapters

Thesis/Dissertations

Conference Papers and Presentations

Other Publications

Technologies or Techniques

Patents

Inventions

Licenses

Websites

Other Products

Participants

Research Experience for Undergraduates (REU) funding

What individuals have worked on the project?

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<th>Name</th>
<th>Most Senior Project Role</th>
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<td>Santa Ono</td>
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Name | Most Senior Project Role | Nearest Person Month Worked
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Margaret Hanson | Faculty | 0

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?

Initiative I Bottom Up:

1. UC LEAF obtained support through the Office of the Vice President for Research to initiate grants for diversity-related research. Preparations are being coordinated for dispersing these funds. Implementing these grants will enhance UC’s marketability to women by building academic programs and research foci that will be of interest to them.

2. All faculty participating in CET&L’s New Faculty Institute are required to attend the Ready Set Go! workshop series. We plan similar institutionalization for the mid- and senior level career workshops when they are launched over the next reporting period, which will provide institutional sustainability for all career workshops.

3. During the upcoming reporting period UC LEAF will be completing work on and releasing a Best Practices Handbook for Recruitment and Hiring to provide resources and tools for attracting more women and URM women to apply at UC. This will address the requests that have been made to UC LEAF by multiple departments.

Initiative I Top Down:

1. The coordination with Dr. Martin on shifting the responsibility from HR to the Provost’s office for search committee training in STEM departments continues but has taken a lower priority due to lack of hiring opportunities. This move will be an important signal to perspective faculty that conducting broad and inclusive searches is a strategic necessity and central to the academic mission of the university rather than simply a compliance issue.

Initiative II Bottom Up:

1. UC LEAF Visiting Scholar Catherine Morrison, J.D. from Johns Hopkins University will be presenting workshops for faculty and university leaders on conflict management and negotiation. Catherine will present resources to help participants effectively engage in conversations to achieve career goals and improve culture.

2. As part of Catherine Morrison’s visit she will also have a working breakfast with the UC LEAF Accountability and Advocacy Council. The AAC will continue acting as a forum for collaboration between leaders and faculty. It is of particular value that they have these additional resources in conflict management and negotiation to help them fulfill their role.

Initiative II Top Down:

1. UC LEAF completed the first logic model training with the Physics Department in June. Dr. Howe is currently waiting to receive a draft of their model to determine the success of the session. The UC LEAF Leadership team will continue work with the new Provost to encourage departmental participation to reach a level in which all areas have and are accountable for strategic plans on recruitment, advancement, and retention of women faculty.

Initiative III:
1. The design of the Accountability and Advocacy Council has thus far served to provide balanced perspectives on issues that affect women and women of color at UC. Committee members have brought their unique views and resources together to provide creative suggestions to correct the obstacles faced trying to advance women STEM faculty.

Initiative IV:

1. UC LEAF, with the new Vice Provost of Academic Personnel will address the absence of ethnicity detail recorded from faculty, the lack of records for unsuccessful College of Medicine bids for promotion and tenure, and the lack of record of reasons for faculty departure from the University. Having this information available at the university level will encourage additional analysis by other organizations, hopefully resulting in increased efforts to improve faculty climate. Dr. Howe, having been on the search committee for the Vice Provost, has favorable positioning to start the resolution of these issues during the next reporting period.

What is the impact on other disciplines?

Initiative I Bottom Up:

1. When the UC LEAF workshop series is launched this fall it will be open to all faculty so participants benefit from cross-discipline collaboration. With the launch of the mid- and senior level workshops UC LEAF will reach an even greater number of university wide faculty. We will continue to open as many events as appropriate to the broader faculty and UC community to raise awareness and increase visibility.

2. The work UC LEAF is involved in with the Vice Provost of Academic Personnel and the Associate Provost for Diversity and Inclusion will improve UC's ability to recruit a more diverse faculty university wide, not just in the STEM disciplines. UC Leadership’s support and commitment to UC LEAF efforts continues to display commitment to diversity at a high level.

Initiative I Top Down:

1. The joint efforts of UC LEAF, the Associate Provost for Diversity and Inclusion, and the Office of Equal Opportunity and Access to improve the way UC hires faculty is not limited to STEM disciplines but applies across all disciplines.

Initiative II Bottom Up:

1. When the UC LEAF workshops and Learning Communities are launched this fall it is anticipated that participation will be encouraged and incorporated at the college level in and outside of STEM disciplines. These new groups will be modified to address the specific needs of the particular faculty members. The UC LEAF team will enthusiastically provide assistance to any college that wants to implement similar programs.

2. UC LEAF professional development training will continue to cover topics that are relevant to faculty at similar stages of their career across many disciplines. The cross discipline collaboration will be a better use of resources than departments covering the same training independently and will provide an enhanced experience for participants. This collaboration could provide resources for new trainings that otherwise might not have been available.

Initiative II Top Down:

1. UC LEAF will offer logic model training to disciplines outside of STEM because it is likely that these departments will find value in the planning and management of diversity. As logic model training becomes more prevalent at UC we expect that non-STEM departments will want to adapt a model for planning and management shown to be effective and supported by the Provost.

Initiative III:

1. The work of the AAC will reach well beyond STEM disciplines to be a voice for women and URM faculty across campus.

Initiative IV:
The research conducted by UC LEAF will be applicable to how women in and outside of STEM approach their careers. This research will also change the approaches of those who work with women faculty. We expect that through the dissemination of results the evidence and recommended practices will make adoption more likely.

What is the impact on the development of human resources?

Initiative I Bottom Up:

1. LEAF Leadership’s presence on and ability to influence key search and advisory committees across campus will continue to lead to greater opportunities for gender equality. The discussion of UC LEAF objectives in these gatherings continues to lead to increased interest in diversifying faculty and committee membership.

2. UC LEAF Brach Award recipient Margaret Kuperfele, PhD., Associate Professor of Environmental Engineering will begin her ELATE (the Executive Leadership in Academic Technology and Engineering) fellowship this September.

3. UC LEAF pilot grants will provide funding for projects on diversity that will help to support nascent research by women and URM women in STEM. With dwindling funds, it is anticipated that the Office of Research will be required to reduce internal grant offerings. The UC LEAF grants will be an alternate source for depleted funds previously reserved for this purpose.

4. Dr. Mitchell will continue to focus on the application and integration of UC LEAF initiatives for women of color and minorities. Dr. Mitchell’s efforts will increase participation of women of color and minorities in LEAF initiatives through specific outreach and programming recommendations.

5. UC LEAF will participate in the Office of Research’s long-term planning for undergraduate female STEM student research.

6. After UC LEAF’s first meeting with new Provost Dr. Beverly Davenport-Sypher, who met with UC LEAF in her first 7 days at UC, it is believed that she will be a strong ally in accomplishing UC LEAF’s initiatives. Dr. Davenport-Sypher is familiar with NSF ADVANCE from her previous experience at Purdue and is looking forward to supporting the mission of UC LEAF.

Initiative I Top Down:

1. The Best Practices in Recruitment and Hiring Handbook will be a valuable resource for department heads and search committee members that should translate into increased numbers of women and URM women being hired in the STEM disciplines.

2. The UC LEAF informational brochure will be a recruitment tool, informing faculty candidates of UC LEAF and NSF ADVANCE’s presence on campus and the subsequent available resources.

Initiative II Bottom Up:

1. The Ready Set Go! Series has already provided multiple opportunities for professional development. The mid- and senior level series that will be launched this fall follows the same framework, providing opportunities for de novo networking and mentoring as well as essential information for a successful research career to an even greater number of faculty.

2. Workshops utilize participant diversity by drawing on different perspectives that result from each individual’s unique experiences during the interactive and problem solving sections.

Initiative II Top Down:

1. The baseline gender data and analysis being conducted as part of the evaluation process and logic model training will provide the basis for goals in recruitment, hiring, and retention.

2. Climate data will provide faculty and University leadership with information about the current culture in respect to diversity and inclusion for all faculty and staff (including but not limited to STEM). Ongoing assessment data will allow us to identify progress as we implement UC LEAF goals and objectives.

Initiative III:
1. The AAC will focus on supporting faculty through hiring, recruitment and retention. As the AAC works with opportunities that arise, best practices will be developed and disseminated that can be used in HR at UC and in industry to advance women’s positioning within an organization.

Initiative IV:

1. The data that results from the social sciences studies will provide evidence-based practices that can be used to create a smoother career path for women STEM and URM women faculty.

What is the impact on physical resources that form infrastructure?

Initiative I Bottom Up:

1. One of the disparities that we discovered between male and female STEM faculty members is in physical resources such as lab space and equipment. Lab space and equipment can have a profound effect on the research a faculty member is able to conduct, which relates almost directly to their ability to achieve job satisfaction and tenure. Through UC LEAF programing, including the upcoming negotiation workshop from Catherine Morrison, we expect that women and URM women will gain tools and increased confidence to succeed in negotiating for space allocations consistent with their male counterparts.

Initiative I Top Down:

1. Start-up packages and space allocation will reflect greater equity between gender and URM as a result of UC LEAF online resources, workshops, and events focused on negotiation and the benefits of diversity.

Initiative II Bottom Up:

1. We anticipate that networking environments supported by UC LEAF will lead to increased collaboration resulting in shared instrumentation and larger College Institutes/Centers that may involve shared facilities.

Initiative II Top Down:

1. University leaders will be key in the achievement of resource and space allocation equity. UC LEAF will offer seminars and create online resources to provide University leaders with the tools to help them identify, manage and rectify resource allocation issues. Leaders will be encouraged to include the use of these tools in their logic models.

Initiative III:

1. Inequities in space, facilities and instrumentation facing current faculty will be mediated by the AAC and solutions to provide more equitable allocation of physical resources will be achieved.

Initiative IV

1. Indirect results from the network analysis will enable women STEM faculty to identify and then connect with those individuals who are most likely to make decisions regarding physical resources and those faculty who have resources that could be shared.

What is the impact on institutional resources that form infrastructure?

Initiative I Bottom Up:

1. UC LEAF’s desire to partner with CET&L and the Office of Research to provide the UC LEAF workshop series is to set the foundation for sustainability. To date, the university has lacked a cohesive strategy and set of programs to develop faculty skills outside the scope of research (e.g., grant writing) and teaching. A range of interpersonal skills and leadership competencies are needed to complement research and teaching if women (and men) are to develop and advance their careers. Accordingly, we envision that the framework we establish for the workshop series will continue long after the UC LEAF funding period.
Initiative I Top Down:

1. It is possible that best practices in recruitment, dual career hiring, retention, and career enhancement being developed by UC LEAF will alter institutional policies and practices, particularly if we are able to demonstrate empirically that these practices improve key outcomes of interest (e.g., retention, engagement).
2. We are working with Institutional Research to create improvements to the process for collecting human resources data so that UC LEAF (and others) may have more accurate and comprehensive data to aid in program and policy decisions.

Initiative II Bottom Up:

1. Learning Communities will impact the University as a result of the institutional action projects required as part of the program. These projects will be designed to address a problem, lack of resources, or other institutional weakness and are vetted by LEAF leadership, Learning Community members and Learning Community facilitators. Further, Learning Communities for mentoring will become sustainable as they translate to different University settings, e.g. Center for Clinical and Translational Science and Training which has a mentoring component and CCHMC Mentoring Institute.
2. The recruitment of LEAF allies will help the spread of UC LEAF initiatives through the University by word of mouth and by their achievements. Faculty from many departments have expressed a willingness to bring resources from UC LEAF to their departments to encourage internal momentum and discussion. Our allies are internal and external contributors who will help us embrace, support, and promote the LEAF mission. Improving the pathway for women faculty in STEM will improve perceptions of the climate, but establishing ally support systems to enable change is also critical. A group of strong and diverse UC LEAF allies will help us break 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.

Initiative II Top Down:

1. 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 the department may work on. Logic models will provide another avenue for planning and accountability that will be familiar University wide. The logic model training sessions, led by LEAF senior personnel, will ensure that information is shared consistently across units and that expectations for action are shared equally.

Initiative III:

1. The AAC will be model faculty advocates, it is expected that their processes will serve as an example to other groups creating similar committees.

Initiative IV:

1. We anticipate that findings from the discourse analysis and social network studies will be used to design and implement evidence-based practices for recruitment, advancement, and retention as well as the broader issues of culture and climate.

What is the impact on information resources that form infrastructure?

Initiative I Bottom Up:

1. UC LEAF pilot grants will provide faculty with the opportunity to further their knowledge through support for advanced training in a particular discipline relevant area or in training programs that help prepare faculty for positions of academic or professional leadership. Grant recipients will be asked to share the information they learned with the UC LEAF community through a presentation or contribution to the UC LEAF newsletter so that other faculty may benefit from their experience.

Initiative I Top Down:
1. The UC LEAF website will disseminate UC LEAF related information such as resources for common challenges, announcements for and information from UC LEAF events, and will serve as a communication center for women faculty.

2. The UC LEAF website will be a one-stop-shop for policies, toolkits and best practices for the University as well as other higher education institutions.

3. UC LEAF co-sponsored the Sloan Foundation Fellowship workshop to encourage faculty participation in external funding opportunities. Faculty will be able to create higher quality proposals as a result of the resources made available to participants.

4. As UC LEAF starts work on the NSF ADVANCE Career Life Balance Supplement we will have additional resources focused on breaking down a complex barrier for potential applicants making UC a more competitive employer.

Initiative II Bottom Up:

1. The UC LEAF website will be used in addition to e-mail to share information on LEAF events and related accomplishments to increase visibility and awareness of LEAF programs. There will also be opportunities for women faculty to share, communicate, and exchange ideas through posts and e-mail. Social networking (e.g., Facebook, Twitter) will be utilized to encourage interaction, idea exchange, and dialogue amongst our women STEM faculty, the university, and the larger community.

Initiative II Top Down:

1. Logic models will be a planning and management tool that help focus departments on achieving goals. The UC LEAF logic model training will provide departments with a modern, evidence-based tool that they can use for LEAF and non-LEAF initiatives.

Initiative III:

1. The AAC will help UC LEAF leadership evaluate data collected on diversity and faculty attitudes, and develop a plan for action based on the results. The data reports will be disseminated to faculty and leadership.

Initiative IV:

1. UC LEAF will disseminate findings from the social science studies to audiences internal and external to UC, representing academic (research and administrative) and industry circles. Plans include presentations at academic conferences and events as well as publications to be submitted to academic and practitioner journals. Underlying these efforts will be the development of databases for both the discourse and network studies to be used by university leadership for monitoring progress and/or maintenance of LEAF-related objectives.

What is the impact on technology transfer?

Initiative I Bottom Up:

1. Changes in faculty diversity will be noted and recognized, furthering the cause of cultural transformation.

2. 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 the area of commercialization of research and academic products. UC LEAF will be partnering with the newly founded UC Research Institute that has as its goal to help and facilitate faculty in the commercialization of their discoveries. UC LEAF plans to be part of these development efforts aided by the Program Director’s membership on the VP for Research’s Advisory Committee.

Initiative I Top Down:

1. Dissemination of UC LEAF best practices will be accomplished by participation at social network analysis conferences and other venues such as the AAMC annual meeting and local ADVANCE Conferences, influencing other institutions to adopt similar successful programs.
2. Influencing leadership diversity will serve as a model for UC Colleges and other institutions of higher education, especially those in urban areas similar to UC.

Initiative II Bottom Up:

1. Outcomes of the institutional action projects by the Learning Communities will improve the social, environmental and research conditions of the University.
2. UC LEAF Awards will improve the research and professional condition of women and URM women in STEM.
3. At this point in the life of the award, the impact on technology transfer is only in a nascent stage. UC LEAF leadership anticipates that the first set of pilot project awards and institutional action projects will initiate an impact on technology transfer. It is also a goal to include the University of Cincinnati Research Institute, which intends to facilitate commercialization of faculty intellectual property and aid in entrepreneurialism, as a major focus of UC LEAF activities to encourage women STEM faculty in these endeavors.

Initiative II Top Down:

1. External allies will ensure that practices developed through our initiatives have the ability to be transferred to institutions outside of academia. In many industries women still experience inequality when compared to their male peers so the developments that result from LEAF efforts should be reviewed by external collaborators that can advise on transferability. Resources and recommendations will be made available through LEAF to aid interested parties internally and externally, broadening the reach of our program.

Initiative III:

1. Outcomes negotiated by the AAC will improve the environment of women and URM STEM faculty, serving as an example for the adoption of similar practices.

Initiative IV:

1. Dissemination of findings from social sciences studies will allow for new knowledge to be transferred to entities in government, academia, and industry.
2. It is possible that research findings from these studies will result in the creation of new evidence-based practices at UC (within and across colleges) focused on communication practices and/or networking.

What is the impact on society beyond science and technology?

Initiative I Bottom Up:

1. The practices that are initiated by UC LEAF will be transferable outside of 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 inclusion so we anticipate that there will be a continued and growing desire for data in the field.

Initiative I Top Down:

1. The benefits of inclusion and diversity are not unique to UC or even to a university setting. The methods and results that are a product of these practices will be easily transferred externally. We believe that through publications and presentations other organizations such as non-profits, other universities, and corporations will implement the practices that we develop.

Initiative II Bottom Up:

1. The AAC, professional development workshops, Learning Communities, and combined bottom up and top down approach are models that could be used to improve the climate in almost any organization. The ability to join ideas from staff and have them heard by interested leaders, the development of workforce skills in career advancement, teams focused on innovation, and approaching the same issue from the top and bottom of the organization are all concepts that are generating great excitement in industry. To be able to translate these new interests into evidence based practices through our research will only increase their popularity.
Initiative II Top Down:

1. Logic models are a new tool to many at UC for tracking the planning and management of goals. The logic models can be transferred to goal progress monitoring for almost any size project in almost any discipline or situation. It is expected that with thorough training faculty will understand how the models apply in the context of UC LEAF but also to their own goals and projects.

Initiative III:

1. The establishment of a diverse group who can serve as advocates and accountability monitors could be useful in many organizations. As the AAC continues its activities the Leadership Team will gather best practices and along with the UC LEAF advisory committees develop models and recommendations that will allow the concept to be transferred to other university and industry settings.

Initiative IV:

1. To the extent that research findings from the social sciences studies are presented at conferences and published in outlets outside the realm of UC LEAF (e.g., Society for Human Resource Management, Academy of Management), we will be able to reach scholars and practitioners who serve a increasingly diverse public. As many of these findings may be generalizable outside the boundaries of STEM, it behooves the research team to plan activities that will reach the broadest audience.

Changes

Changes in approach and reason for change

Initiative I Bottom Up:

1. Upon release of the UC LEAF Award call for applications, UC LEAF received a number of inquiries from faculty about eligibility. In favor of attracting as many intriguing and innovative ideas as possible, the UC LEAF Awards were opened to proposals from all women faculty members in STEM fields to include educator faculty.

2. We are working with the Office of Research to coordinate a partnership for the workshops. The Office of Research played a large role in launching the Ready Set Go! workshops prior to receiving the ADVANCE grant and we are confident that this partnership will ensure the workshop's success and sustainability. The Office of Research brand carries with it a reputation for quality that will encourage faculty participation.

Initiative I Top Down:

Initiative II Bottom Up:

1. Instead of using rank to determine faculty participation in Learning Communities, UC LEAF decided to use the number years faculty members have been at UC to open up and balance the groups. The early groups will be opened to all pre-tenure faculty, the mid-level will be open to faculty that have been at the University seven or more years, and the senior will be open to all full professors.

Initiative II Top Down:

1. After the first logic model presentation it was determined that it is necessary to include more information in the session than anticipated so the UC LEAF team will budget two hours for logic model training going forward. This will support the team's ability to make the models more valuable to participants through greater detail and support. Further, the new Provost suggested that UC LEAF work with the provost's office to establish training for Department Heads. The objective would be to place responsibility for implementing models with the department heads, but with appropriate training for them to then be able to distribute responsibility in the most efficient way within individual units. This will allow UC LEAF to work to create far-reaching and
sustainable practices for improving and maintaining equitable recruitment, hiring, and retention policies. Ideally, these practices will be shared across all departments, STEM or otherwise.

Initiative III:

1. Accountability and Advocacy Council member Stephen Strakowski transitioned from Senior Associate Dean for Research at the UC College of Medicine to Senior Vice President of Strategic Planning and Business Development at UC Health. Since Dr. Strakowski is no longer in his particular role at the College of Medicine our AAC chair, Dr. Hardcastle, has invited Dr. Marshall Montrose, Chair of Molecular and Cellular Physiology and interim Chair of Pharmacology and Cell Biophysics at the UC College of Medicine, to join as the COM representative.

Initiative IV:

1. The survival analysis completed by Dr. Howe caused the UC LEAF team to move from a focus on retention, promotion, and tenure to supporting women comprehensively in their first few years at the university and then focusing on helping seasoned professors capitalize on, prepare for, and earn leadership opportunities in academia and industry.

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

**Changes that have a significant impact on expenditures**

**Significant changes in use or care of human subjects**

Initiative IV:

1. We have submitted a modification to the IRB protocol to include the turnover study mentioned earlier. We are currently awaiting notice from IRB to determine whether the modification was accepted under the current exempt status or whether this portion of our work has been determined to be human subjects-related. We anticipate that a second modification will need to be filed to account for the proposed work with the Work-Life supplement.

**Significant changes in use or care of vertebrate animals**

**Significant changes in use or care of biohazards**

**Special Requirements**

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