Section 15.9
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)?

Major Activities:

**Initiative I: Workshops:** 1) Co-Director Kallen held meetings with the VP for Research, Bill Ball, and Dawn O'Neil, Executive Director-Office of Research, to finalize implementation and co-sponsorship for the three UC LEAF workshop series. Upon recommendation of the AAC, all workshops will be pulled from CET&L with the expectation that targeted versus general appeals will lead to greater impact. The two remaining workshop series will be conducted in Spring 2014. Format will change slightly to allow for in-depth training and interactive work. Dawn has shared a wealth of documentation and procedures necessary for successful implementation. Dr. Kallen also created an advisory group of senior faculty to help determine appropriate topics and facilitators for the sessions. 2) UC LEAF will co-sponsor a one-day workshop presented by the Op Ed Project on 12/6/13. A diverse set of 20 women staff and faculty were selected to participate. If this event generates sufficient interest, we will co-host a yearlong fellows program. APD Kallen attended this workshop following the March 2013 ADVANCE Meeting. Drs. Hardcastle and Furst-Holloway, a member of the organizing committee, will attend. Sponsorship partners: President's Office, Provost's Office, Women’s Center, Journalism, Women’s, Gender, and Sexuality Studies, WIN, and the Diversity Council. **Women of Color (WOC):** Director of Diversity Initiatives, Dr. Monica Mitchell, with co-sponsorship of Associate Provost Martin, held the first breakfast meeting of the “Celebrating Women and Diversity in STEM Series” on 11/12/13. UC Psychology Professor Kathleen Burlew was the guest speaker. She discussed successes and lessons learned, tips for career advancement, the value of collaboration and mentorship, and her unique experiences and perspectives as an African American woman in academia. There
were 24 participants. The next two meetings are scheduled for Spring 2014. **Logic Models**: Mechanical Engineering (9/10/13), Anthropology (9/19/13), and Environmental Health (10/17/13) participated in department logic model training with Dr. Howe. **Training of Heads/Deans**: On 11/18/13, Drs. Howe and Hardcastle presented to 12 people from 10 departments in 3 colleges. Another session is scheduled for 12/5/13. **Best Practices**: Catherine Morrison visited campus 10/21-10/22/13. She offered 4 sessions on negotiation and conflict resolution for senior leaders and faculty on East (e.g., COM) and West campus. Catherine met with the AAC to discuss barriers to change and strategies for negotiating and managing conflict “from the middle”. All events were received with enthusiasm, with lively discussion, requests for materials, and excitement at using workshop tools and resources in their career and classes. In total, 38 leaders and 101 women faculty and physicians attended these events. **Other**: 1) UC LEAF researchers continue to acquire best practices for toolkit development of hiring, retention, and promotion of female faculty; dual career best practices; and work-life balance. These resources will be used for faculty and leader trainings, with toolkits to be distributed to STEM departments and made available through the UC LEAF website. Associate Provost Martin will also incorporate resources in a university wide toolkit. 2) Andrea Burkhardt, a graduate student in the Master’s in Human Resources program, was hired to assist with the Career-Life Balance supplement. She is currently gathering benchmarking data from NSF ADVANCE IT institutions, peer Research I institutions, and select industry organizations to identify dual career policies and programs currently used. Since receipt of CLB funding, UC instituted a new dual career policy and spousal hiring program to be managed through Associate Provost Martin’s office. UC LEAF is working with Dr. Martin to avoid duplication of effort and ensure sustainability of efforts. UC LEAF is evaluating a proposal to join the HERC with northern Ohio institutions who received funding through this mechanism and we are identifying faculty and staff to participate in a large group assessment. 3) Drs. Hardcastle, Kallen and Furst-Holloway attended the 3rd Gender Summit in Washington, D.C. 11/13-11/15. 4) On 9/23/13, the Leadership Team met with newly appointed Provost Davenport to acquaint her with UC LEAF, and received her enthusiastic endorsement and verbal commitment to sustainability. 5) President Ono’s office sent an e-mail communication to STEM faculty on 9/3/13 reminding faculty of UC LEAF resources and encouraging participation in upcoming UC LEAF initiatives. **Initiative II: Visiting Scholars**: 1) Catherine Morrison offered two workshops for women faculty and physicians on negotiation and conflict resolution with 101 women STEM faculty and CCHMC physicians in attendance. 2) Dr. Diane Halpern, Ph.D. will be a visiting scholar in April 2014. Dr. Halpern is a former APA president and is a Professor of Psychology at Claremont McKenna College. Her specialties include gender differences in cognition and work-life issues. 3) The Leadership Team is planning an event with Dr. Christine Grant, Ph.D. for March 2014. Dr. Grant is Professor and Associate Dean in the College of Engineering at North Carolina State University. Her achievements as an African American woman in engineering will make her a great resource for UC faculty. The visit will be part of a large UC LEAF event that will include a keynote by Dr. Grant, a visit to the Diversity in STEM Breakfast Series, and visits for training and best practices with UC Leaders. **Learning Communities**: The three
Specific Objectives:

Learning communities are underway across both campuses and faculty rank. (See significant results). **Other:** 1) Dr. Hardcastle met with Provost Davenport on 11/19/13 to discuss strategies for hiring for diversity in STEM, commitments from the Provost’s office to support this effort, and the best ways to ensure sustainability for LEAF initiatives. (See also significant results). 2) A turnover study of former faculty was approved by IRB and initiated in November. For this study, a brief on-line survey is being sent to all faculty (n ~ 900) who have left UC since 1990. Survey results will allow us to examine reasons why faculty leave UC and whether gender differences are present in reasons for attrition for STEM and non-STEM faculty. These results can provide insight for programming and policy change. **Initiative III:** 1) UC LEAF has worked closely to build a relationship of collaboration and support with Provost Davenport that will lead to encouragement of and sustainability for initiatives. UC LEAF and the Provost will continue to work together to integrate materials and training into Provost’s efforts. The Provost aims to have annual comprehensive training for all heads and LEAF will be responsible for developing modules for this training. 2) Dr. Hardcastle has met with all STEM department heads/chairs. The interactions have been positive, allowing Dr. Hardcastle to bring valuable insight to the Leadership Team and increasing the visibility of UC LEAF, which has led to increased participation in initiatives. She will also be working with departments to put together collaborative hiring plans and to connect departments’ plan with appropriate university resources. 3) The External Advisory Board met on 10/4/13. (See supplemental report) **Initiative IV:**

**Discourse Analysis** - The logistics of analyzing communications proved daunting enough that we adopted a simplified initial analytic approach, which was to code the communications into several broad categories (e.g., recognitions, initiatives), after which we will further code communications for gender/diversity and academic unit. **Social Network Analysis** – Data have been collected from 5 departments with 8 more being scheduled. Preliminary analysis has begun and data have been submitted and presented for presentation at conferences (see Dissemination).

Significant Results:

**Initiative I: UC LEAF Awards:** 22 applications were submitted for the three UC LEAF award opportunities (Career – 10, Leadership – 1, Seed – 11). The Seed award had 2 minority women applicants and the Career award had 1 minority woman applicant. Final awards recipients are to be announced this week.

**Initiative II: Learning Communities:** Seven women faculty members participated in each of the first two Junior West Campus Learning Community (LC) meetings (9/16/13 and 10/21/13). Five women participated in each of the first two Junior East Campus Learning Community meetings (9/20/13 and 10/25/13). The Mid-Career LC met on 9/19/13. After LCs had their initial meetings, Dr. Furst-Holloway brought the facilitators together to share their experiences and brainstorm ideas for making the groups as successful as possible. The Mid-Career LC responded to the initial interest survey that they wanted to focus on methods for acquiring funding. When they actually met they were interested in networking amongst each other. The members will bring their vita to their next meeting to share. The Junior East campus faculty reported feeling isolated so they are going to discuss networking at their next meeting and had Dr. Melanie T. Cushion, Senior Associate Dean for Research at their 11/15/13 meeting for an informal discussion to help them understand how to navigate the university culture.
better. The Junior West Campus Learning Community expressed a desire for
general tools for success in academia. The UC LEAF Leadership Team and the
LC facilitator will be working to make them aware of resources already available
and start to refine what their specific needs are to develop content for future
meetings. The junior LC on West Campus has built a Blackboard group to
facilitate communication and resource sharing between their monthly meetings. In
addition, Dr. Hardcastle has initiated monthly power lunches for the senior STEM
women. Response was overwhelmingly positive. Ten women attended the first
lunch meeting; the second is scheduled for 12/16. Meetings will oscillate between
East and West campuses. Climate: The work-environment survey launched on
9/17/13. Multiple email communications were sent from President Ono and
respective department heads to encourage faculty participation. The survey was
closed 11/21/13 by which time we had achieved ~40% participation. Logic
Models: 3 additional departments participated in trial logic model training that
allowed us to refine our model template, assess what questions units might have,
and learn about challenges to be expected. We then partnered with Dr. Robin
Martin to develop a training workshop for heads and deans, the first of which was
recently presented by Drs. Hardcastle and Howe, and the second of which will be
presented 12/5/2013. The first workshop received generally positive reviews,
although it was clear that we attempted to cover too much ground. A clear learning
was that most participants either already were convinced that targeting recruiting
is a critically important tool or that they had not realized that targeted recruiting is
even possible. Other: 1) During the week of 10/7/13 Drs. Howe and Furst-
Holloway, Associate Provost Martin Donna Bowman (Assistant Director, Equal
Opportunity and Access), Karla Philips (Assistant Director, Equal Opportunity and
Access), Mary Jean Amon (UC LEAF Graduate Research Assistant), and Jamie
Fox (UC LEAF Undergraduate Research Assistant) to discuss development of the
Recruiting Toolkit and how to incorporate this toolkit into Recruitment workshops.
Trainings will be peer to peer, making sure that the presenter has the proper
authority and experience to be delivering the content. The Department heads
have business managers to make sure that all HR requirements are followed,
these trainings will be to provide resources to address the challenges of hiring
women in STEM. 2) Dr. Hardcastle met with Provost Davenport on 11/19/13 and
the Provost outlined plans, including bridge funding for hires, funds to support
targeted diversity hires, and funding to support spouses. Geology has submitted a
proposal for a targeted diversity hire (female Hispanic) to the Dean of A&S and
several departments in A&S are currently working on a proposal for a cluster hire
including Biology, Physics, Chemistry, Anthropology, and Math. CEAS will be
working with Dr. Martin’s office to bring in women engineers as invited guests to
help identify candidates for targeted hires.

Initiative III: 1) The AAC is going to review RPT, workload, and other unit policies
to ensure that they support family-friendly and collaborative initiatives. 2) Efforts
to publicize the AAC’s role as a meditational resource continue, being addressed
in Dr. Hardcastle’s department head meetings and in the 9/3/13 communication
from President Ono. 3) The AAC’s meeting with Catherine Morrison centered
around how best to develop and maintain an advocacy team for STEM faculty.
Karen Faaborg, the new AAC chair, will be spearheading this effort. Revising the
Faculty Hiring Manual was also discussed.
**Initiative IV: Social Network Analysis:** Five departments have participated in the survey: Geology, Biology, Anthropology, Chemistry, and Psychology. A second set of departments is being targeted for completion by 4/1/14, including include Math; Physics; Aerospace Engineering and Engineering Mechanics; Mechanical Engineering; Molecular & Cellular Physiology, Biochemistry, and Microbiology; Economics; Operations, Business Analytics & Information Systems; Environmental Health; Molecular & Cellular Physiology; and Pharmacology & Cell Biophysics. Mapping of grant collaboration and submission has yielded the first model for review. The Research Team chose to start by using the Psychology Department as a model because of the research team’s familiarity, it would be easy to spot any problems. The Research Team has suggested revisions to ease data interpretation. Internal Evaluator Howe and Graduate Research Assistant Brian Eiler met with Josette Riep, Assistant IT Director for UC IT the week of 10/7/13 about retrieving grant and authorship related information from eProfessional necessary to build faculty networks. Josette will be able to retrieve the information on the faculty that we will need from the CEAS and CAS and share it in a usable Excel file by the end of the year. Josette notes that it is likely that the COM will be transferring to the eProfessional system over the next two years also so we will be able to include their information at that time.

**Key outcomes or Other achievements:**

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

1. Catherine Morrison presented training and professional development sessions for junior faculty and senior faculty/university leaders. Junior faculty focused on developing negotiation and conflict management skills specific to the academic environment. Senior faculty and university leaders built their own skills in negotiation and managing conflict, but also considered how to develop and nurture these skills amongst faculty in their home departments.
2. Learning Community meetings and senior power lunches provide training and professional development as faculty members come together to share resources and advice.
3. Training for department heads on logic models and recruitment.
4. Online resources for search committees, heads, and deans.

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

**Initiative I:** UC LEAF primarily uses e-mail and the UC LEAF website to disseminate information regarding activities. E-mail is often used to communicate with university leaders (i.e., department heads) to encourage their involvement and the participation of their faculty. Appropriate UC events are advertised in the campus newsletter. For critical initiatives such as the annual spring event and climate survey, the UC LEAF Leadership Team works with the President’s office to have communication sent from President Ono to highlight the value and importance of the project initiatives. UC LEAF also continues work on the informational brochure. Changes in organizational and leadership structure have delayed these efforts. We are also planning a series of data retreats for Spring 2014 in which we will share results to date regarding the Space survey, climate survey, salary survey, retention analysis, and social network analysis. Targeted audiences include the Provost and relevant Associate Provosts, Deans’ Council, Heads’ Councils, and an open meeting for all faculty. The possibility of sharing these data with the Board of Trustees as also been raised.
The Catherine Morrison Workshops were disseminated through invitations and email announcements, as well as website coverage. The materials that Catherine used during the workshop have subsequently been added to the UC LEAF website.

**Initiative II: Learning Community:** Participants utilize Doodle polls to determine availability for meetings or plan the time to hold the next meeting each time they meet. Learning Community members have access to a Blackboard group to communicate and share resources. Learning Community members are sent reminders prior to each meeting from the LEAF office.

**Training of Heads/Deans:** For the workshops from Catherine Morrison department heads were also contacted via e-mail on 10/14/13 by Dr. Hardcastle with the workshop information and asked to encourage participation from their faculty.

**WOC:** For the Celebrating Women & Diversity in STEM breakfast all female STEM faculty were sent communication on 10/24/13 and 10/28/13, an RSVP deadline reminder on 11/4/13, and those that had confirmed attendance received a reminder 11/8/13.

**Other:** After meeting with Provost Davenport, UC LEAF was asked to develop a logic model-training workshop for department heads. This process will allow us to meet with multiple departments at once instead of setting individual meetings for each department.

**Initiative IV:**

**Discourse Analysis:** Submissions are underway for presentations at upcoming national and international conferences (i.e., SPSSI, WEPAN, Gender Summit IV).

**Social Network Analysis:** Preliminary data were presented twice so far at the Gender and STEM Research Symposium November 13 – 14, 2013 sponsored by ADVANCE-Purdue at Purdue University, and for a network workshop sponsored by the UC Center for the study of Cognition, Action, and Perception on 11/22/13. Submissions are also underway for presentations at upcoming national and international conferences (i.e., SPSSI, WEPAN, Gender Summit IV). We are also organizing a Spring workshop to introduce faculty to SNA, share preliminary results of our data collection, and to provide an opportunity for women STEM faculty to examine their individual results and develop tools for expanding their social networks.

**Other:** 1) Survival analyses were conducted to examine retention issues in STEM. These data were presented at the Gender and STEM Research Symposium 11/13/13, sponsored by ADVANCE-Purdue at Purdue University. 2) President Ono sent an e-mail communication to all faculty to encourage their participation in the climate survey on 10/2/13. UC LEAF leadership has also communicated with each department head to ensure that they are aware of the survey’s implications and will provide encouragement to their faculty to invest the time needed to complete the survey.

3) Dr. Furst-Holloway and Dr. Kallen have been communicating with department heads to make arrangements to set up an introductory meetings for the social network analysis to discuss the objectives and processes of the study and then coordinate time to administer the survey at the department’s next available department meeting.

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

**Initiative I: Workshops** - UC LEAF will begin offering the final two series of professional development workshops in
the Spring.

**Training of Heads/Deans**: Continue development and coordination with Dr. Martin on the use of best practices for RPT, recruitment, and hiring. More specifically, to impact recruitment in the near term we will:

- Reach more women during the recruitment process by increasing UC LEAF visibility and disseminating LEAF materials.
- Use the search committee training to promote the use of best practices when hiring new leaders.
- Increase resources and information provided by UC LEAF through the UC LEAF website and informational brochures.
- Collaborate with the Provost’s office to develop incentives for hiring women STEM scientists.
- Make best practices for hiring women STEM scientists better known and more accessible.
- Aid programs and departments in creating cluster hiring proposals that promote hiring women and diverse faculty in STEM.
- Help connect departments to university resources that promote hiring for diversity.


**Other**: 1) Work with the Provost's office to provide greater prominence and visibility to LEAF initiatives. 2) Conduct the next meeting of the Internal Advisory Meeting.

3) Continue data collection/benchmarking for the Career Life Balance Supplement and conduct the Dual Career Couples workshop in February 2014 with the assistance of Assistant Professor Educator in the Psychology department, Dr. Erinn Green.

**Initiative II**: Continue logistical and content support of Learning Communities. Begin planning for Year 2 of LCs, with the intention to expand the number and reach of LCs across campus.

5. Develop informational brochures for potential hires outlining family friendly policies, benefits and retirement information, and regional childcare opportunities.

**Logic Models**: Another Logic Model training will be held 12/6/13. Drs. Hardcastle, Howe, and Martin will facilitate. The main topics to be addressed will be recruitment strategies, promoting effective evaluations and decision-making, and steering new hires successfully towards promotion and retention. The two-hour workshop is designed to help departments develop unit-specific four-year strategic plans for the recruitment, hiring, promotion, and retention of women STEM scientists. This workshop is designed to help think about what is needed given specific departmental circumstances, creating solutions for the challenges faced in recruiting, hiring, and retaining women. A best practices toolkit was released on the UC LEAF website and as part of department head logic model trainings. We will continue to work with provost to launch department head logic model training and encourage climate improvement as part of department logic models.

**Other**: Meet with STEM departments to discuss information from data retreat and how best to respond to the challenges uncovered. 2) Use the senior women in STEM lunches to push for policy and other changes in the university. 3) The Leadership Team will continue to work with the new Provost on dual career, work–life, special hiring, and family leave initiatives. 4) Continued support of Op Ed workshop that will be held December 6, 2013 through financial, marketing, and coordination involvement. 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).
**Initiative III:** 1) Convene the next meeting of the AAC. 2) Conduct follow-up meetings with participants in search committee meetings to determine effectiveness. 3) Evaluate and provide advice on departments’ logic models. 4) Help monitor and assist on-going STEM faculty searches. 5) Meet individually with female URM faculty in the STEM disciplines to formulate a strategy for improving community and networking opportunities. 6) Hold event to foster collaboration with UC LEAF and other organizations at UC (WISE, UC Women’s Center).

**Initiative IV: Social Network Analysis:** 1) Continue data analysis and collection. 2) Plan for and execute the Spring SNA workshop. Dr. Furst – Holloway has reached out to a potential guest speaker for the networking workshop in April, social network analysis expert Dr. Richard DeJordy who is Assistant Professor of Management and Organizational Development in the D’Amore-McKim School of Business at Northeastern University.

**Discourse Analysis:** Continue data analysis.

**Other:** 1) Our external evaluation team is starting to analyze the climate data for use in presentations and publications. 2) The Turnover study will have 100+ participants and preliminary feedback implemented in programing and resources offered by UC LEAF.

### Supporting Files

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### Products

**Books**

**Book Chapters**

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**Licenses**

**Other Products**

**Other Publications**

**Patents**

**Technologies or Techniques**

**Thesis/Dissertations**

**Websites**
Participants/Organizations

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>Ono, Santa</td>
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Full details of individuals who have worked on the project:

Santa Ono
Email: santa.ono@uc.edu
Most Senior Project Role: PD/PI
Nearest Person Month Worked:

Contribution to the Project:

Funding Support:

International Collaboration: No
International Travel: No

Urmila Ghia
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Nearest Person Month Worked:

Contribution to the Project:

Funding Support:

International Collaboration: No
International Travel: No

Valerie G Hardcastle
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Nearest Person Month Worked:
Contribution to the Project:

Funding Support:

International Collaboration: No
International Travel: No

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Nearest Person Month Worked:

Contribution to the Project:

Funding Support:

International Collaboration: No
International Travel: No

Rachel Kallen
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Most Senior Project Role: Co PD/PI
Nearest Person Month Worked:

Contribution to the Project:

Funding Support:

International Collaboration: No
International Travel: No

What other organizations have been involved as partners?
No organizations entered.

Full details of organizations that have been involved as partners:

Have other collaborators or contacts been involved? No

Impacts

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

Initiative I:

1. UC LEAF received support through the Office of the Vice President for Research to initiate grants for diversity-related research. Dr. Kallen is working with the Vice President on a plan for dispersing these funds. Implementing these grants will enhance UC’s marketability to women by building academic programs and research foci attractive to
them.

2. UC LEAF continues to make progress completing a Best Practices Handbook for Recruitment and Hiring to provide resources and tools for increasing the number of women and URM women who apply for and accept positions at UC. This will address requests that have been made to UC LEAF by multiple departments.

3. UC LEAF has continued presentations to departments on logic models and social network analysis and Dr. Hardcastle completed meetings with almost all department heads. Our increased presence on campus is creating an awareness that we hope is permeating discussions and decisions throughout the university.

4. The disbursement of the UC LEAF award funding is intended to create opportunities for women faculty to advance their careers that they might not otherwise have.

5. We look forward to completing the shift of responsibility for search committee training in STEM departments from HR to the Provost's office. This move is 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. UC LEAF continues to work closely with Dr. Martin on multiple initiatives to ensure a relationship that is conducive to this move once hiring opportunities increase.

6. Select hiring proposals and strategic plans in A&S and CEAS STEM departments highlight commitments to hiring women and URM faculty.

**Initiative II:**

1. The diversity breakfast on 11/12/13 was planned to fill a faculty reported need for more opportunities to discuss career development and build relationships with colleagues.

2. Catherine J. Morrison, J.D. presented workshops open to all levels and areas of the university. The participants appeared eager to implement the resources Catherine shared on conflict management and negotiation, preparing for conversations to achieve their career goals and improve culture as well as developing tools for students and mentees.

3. The senior STEM women have expressed an interest in using the power lunches to promote change in the institution.

4. UC LEAF has completed additional logic model trainings. We believe that the UC LEAF Leadership Team’s work with the Provost's office will further encourage departmental participation so that UC reaches a level in which all areas have and are accountable for strategic plans on recruitment, advancement, and retention of women faculty.

**Initiative III:**

1. Committee members continue to provide creative suggestions to correct the obstacles faced trying to advance women STEM faculty. A pressing topic of conversation continues to be increasing the visibility of the AAC.

**Initiative IV:**

1. UC LEAF continues to work with the Vice Provost of Academic Personnel to address the absence of ethnicity detail recorded from faculty, the lack of records of unsuccessful College of Medicine bids for promotion and tenure, and the lack of record of reasons for faulty 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.

What is the impact on other disciplines?

**Initiative I:**

1. Under the new co-sponsorship arrangement with the Office of Research, the UC LEAF workshop series will reach an even greater number of university wide faculty as a result of increased marketing opportunities and the interest generated by the quality associated with programing from the Office of Research. UC LEAF will continue to open as many events as appropriate to the broader faculty and UC community to promote awareness and increase visibility.

2. UC LEAF’s resources along with the support and collaboration of the Provost’s office 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.

3. The joint efforts of UC LEAF, the Research Division, the Provost’s office, 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.

4. The funding initiatives for faculty and spousal hiring through the Provost’s office will impact hiring in all disciplines.

**Initiative II:**

1. Learning Community participation has been encouraged at the department level and continues to adapt to the needs of cross disciplinary membership. The response from participants has been very positive, the UC LEAF Leadership Team has contemplated launching additional Learning Community sections in Spring 2014.

2. UC LEAF events will continue to cover topics that are relevant to faculty at similar stages in their careers 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.

3. UC LEAF will eventually offer training to disciplines outside of STEM in strategies to improve recruiting, hiring, and retention. It is our intention to make the training useful enough that non-STEM departments will want to adapt a model for planning and management that has been shown to be effective and that is 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.

2. The AAC’s review of policies and practices will impact faculty outside of STEM disciplines.

**Initiative IV:**

1. 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. Providing evidence and recommended practices will make adoption more likely.
What is the impact on the development of human resources?

Initiative I:

1. LEAF Leadership’s presence on and ability to influence key search and advisory committees across campus will continue to present opportunities to advance LEAF initiatives. The discussion of UC LEAF objectives in these gatherings has promoted interest in diversifying faculty and committee membership.

2. 2012 UC LEAF Branch Award recipient Margaret Kuperfele, Ph.D., Associate Professor of Environmental Engineering began her ELATE (the Executive Leadership in Academic Technology and Engineering) fellowship this September.

3. UC LEAF awards 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 awards 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 to increase their participation through specific outreach and programing recommendations.

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

6. Dr. Davenport has been a strong ally in accomplishing UC LEAF’s initiatives. Her contributions have promoted our offices’ mutual desire for campus wide human resource development.

7. The Best Practices in Recruitment and Hiring Handbook, recruiting brochures, and resources available on the LEAF website will be valuable resources for department heads and search committee members that with proper implementation should translate to increased numbers of women and URM women being hired in the STEM disciplines.

8. 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:

1. The workshop series launched this spring based on the initial Ready Set Go! series will provide 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.

3. The baseline gender data and analysis being conducted as part of the evaluation process and logic model training will continue to provide the basis for goals in recruitment, hiring, and retention. What is clear already is that UC’s problem is primarily in recruitment and hiring of women STEM scientists, not in retention per se. This does not mean that retained men and women perceive the climate as equally supportive of success. And the data for retention for African American STEM scientists suggest that there might be a retention issue there.

4. 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 continue to focus on supporting faculty and campus leaders through the hiring, recruitment and retention processes. 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 science 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:**

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 programming we expect that women and URM will obtain necessary tools to succeed in achieving space allocations consistent with their male counterparts. Our initiative will also increase awareness of issues faced by STEM women faculty so that university leaders and faculty peers recognize opportunities and have the resources to become advocates.

2. 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.

2. 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 tools to help them identify, manage and address resource allocation challenges. Leaders are 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 connect with those individuals who are most likely to make decisions regarding physical resources and those faculty with resources that could be shared.

[SH1] *When – was this in our original climate surveys (i.e., pre-grant)? Shouldn’t we say that the space survey results will soon be forthcoming.*

**What is the impact on institutional resources that form infrastructure?**

**Initiative I:**

1. UC LEAF’s desire to partner with other campus organizations such as 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 lacks 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.

2. 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).

3. We are working with Institutional Research to create improvements to the process for collecting human resource data so that UC LEAF (and others) may have more accurate and comprehensive data to aid in program and policy decisions. As a result of UC LEAF Internal Evaluator Steve Howe’s efforts to draw attention to the disparities in information gathering practices for faculty publications and awards between the main UC campus and the Medical Campus it is anticipated that the College of Medicine will be transitioning to using the same eProfessional recording system as the main campus in 2014.

**Initiative II:**

1. Learning communities will impact the University as a result of the institutional action projects required as part of the curriculum. These projects will be designed to address a problem, lack of resources, or other institutional weakness and are vetted by UC 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 their accomplishments. Faculty from many departments have expressed a willingness to bring resources from UC LEAF to their departments to encourage progress 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 climate perceptions, 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.

3. Logic model training will provide planning and monitoring tools that 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 familiar University wide. The logic model training sessions, led by senior LEAF 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 for other groups to create 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 broader issues of culture and climate.

What is the impact on information resources that form infrastructure?

Initiative I:

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 at the UC LEAF spring event on March 12, 2014 or in a contribution to the UC LEAF newsletter so that other faculty may benefit from their experience.

2. 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 serve as a communication center for women faculty.

3. 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.

4. UC LEAF will contribute to and participate in workshops and other events that support faculty in achieving career and personal goals such as grant writing workshops and other invited presentations.

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

Initiative II:

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 women STEM faculty, the
university, and the larger community.
2. Logic models will be a planning and management tool that focuses departments on achieving goals. The UC LEAF logic model training will provide departments with a modern, evidence-based tool that can be used for LEAF and non-LEAF initiatives.

**Initiative III:**

1. The UC LEAF leadership will partner with the AAC to 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:**

1. Changes in faculty diversity will be noted and recognized in the university through data collection and the priority assigned by university leaders, 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 facilitate faculty in the commercialization of their discoveries.

3. 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.

4. The methods for achieving diverse leadership will serve as a model for UC Colleges and other institutions of higher education, especially those in urban areas similar to UC.

**Initiative II:**

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. 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 partner to encourage women STEM faculty in these endeavors.

4. External allies ensure that practices developed though 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 UC 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. Research findings from UC LEAF social science 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:

1. The practices 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.

2. 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:

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 career advancement skills, teams focused on innovation, and approaching the same issue form 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. Consulting with UC LEAF advisory committees on the transferability of the practices will be a crucial element to making sure that UC LEAF work is appealing and scalable outside of our efforts.
2. 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 provided by UC LEAF, 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. The UC LEAF Research Team is currently exploring options to disseminate their work through publications and presentations by consulting with other ADVANCE IT sites to see what successes they have had.

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**Changes/Problems**

**Changes in approach and reason for change**

As discussed and approved by NSF ADVANCE Program Director, Beth Mitchneck, Dr. Melanie Cushion stepped down as Director due to promotion within the College of Medicine to the new Senior VP for Research. Dr. Hardcastle has assumed the new role of Executive Director. Drs. Kallen and Furst-Holloway are no longer titled as Co-Directors. Along with these changes, and with NSF approval, UC LEAF has continued to reorganize to appropriately meet the needs of the proposed initiatives. As such, the position of Program Coordinator is being replaced with a higher level, more experience required, position of Program Director. The position was posted this November, and the search is underway with the aim of the new hire beginning at the beginning of 2014.

**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**

**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.