Preview of Award 1209169 - Annual Project Report

Cover | Accomplishments | Products | Participants/Organizations | Impacts | Changes/Problems | Special Requirements
**Accomplishments**

* What are the major goals of the project?

* **Initiative I:** Improve pathways for women faculty, including underrepresented faculty, 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, including underrepresented 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.*

*Initiative V: Conduct benchmarking and data collection via the Career Life Balance Supplement to explore the feasibility of a dual career hiring exchange for the region.*

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

**Goal I: IMPROVE PATHWAYS**

**Objective A: RECRUITMENT & HIRING**

**Policy**

- The Provost's Office gave the psychology department $1500 to bring in 3 women candidates (two international, one URM) for a PSYCH-CAP search.

**Practice**

- Met with 6 department heads/faculty to discuss best practice strategies for recruiting women.

**Objective B: RETENTION & PROMOTION**

**Policy**

- Collaborated with the AAC and Provost's Office to develop recommendations for upcoming contract negotiations.

**Practice**

- Worked with the AAUP and the Vice Provost of Academic Personnel to create RPT training.
- Collaborating with the Office of Research to develop a mentor-training program for Fall 2015.

**Confidence**

- Elke Buschbeck (Biology) led the West Campus LC for new faculty (28 attended).
- Anna Gudmundsdottir (Chemistry) led the West Campus LC for faculty approaching tenure (23 attended).
- Erin L. Winstanley (Health Outcomes) led the Medical Campus LC for new faculty (6 attended). Faculty indicated interest, but do not actually attend. This LC was merged with the West Campus pre-tenure LC.
- Nominated three STEM women faculty for campus awards from Environmental Health, Philosophy, and Psychology.

**Competence**

- Awarded 12 LEAF grants (14 applications received)

- Established weekly Writing Circles for STEM women to work on writing projects (23 attended).

**Goal II: CLIMATE**

**Objective A: INCLUSION**

**Purpose**

- The Internal Advisory Committee met. (See IACMarchMeeting.pdf for meeting details).
- The LEAF Diversity Advisory Committee met. (See DiversityAdvisoryCommitteeMeeting.pdf for meeting details).
- Dr. Ellen Ernst Kossek delivered a keynote that shared research related to workplace flexibility (49 attended).
- Drs. Barbara Fivush and Mike Weisfelt delivered keynote (JohnsHopkins.pdf) on “Supporting Women and Diversity in Medicine” (18 attended).
- Met with the chair of the search committee for new Senior Associate Provost position to discuss LEAF’s involvement.

**Practice**

- Previewed “Truth Values: One Girl's Romp Through M.I.T.’s Male Math Maze” at Indiana University on April 28 in order to determine whether we should bring the show to UC’s campus.

**Confidence**

- Provided contact information to the STEM women in COM so they can advocate for their interests.

**Contacts**

- Met with an African American STEM faculty member to develop leadership for African American affinity group.
- Held Celebrating Women in STEM Diversity Breakfast entitled, “Integrating Innovation and Design Thinking into STEM Research,” featuring Professor Lori Crosby, from Cincinnati Children's Hospital/COM. She presented research, successes, lessons learned in academia, and tips for promotion and career advancement. (33 attended).
- Co-hosted meetings for the Latino/Latina/Hispanic faculty affinity group. Members met with: Provost to discuss recruitment of Latino faculty and students and formation of an Office for Hispanic and Latino Affairs (16 attended); Office of Admissions to discuss UC’s recruitment of Latino students (9 attended); Chief Diversity Officer and Sr. Vice
President for Student Affairs to discuss the formation of an Office for Hispanic and Latino Affairs (14 attended).

- Held 3 networking receptions for STEM women faculty (41 total attended).

**Competence**

- Co-sponsored Geology Visiting Scholar Dr. Sora Lee Kim, University of Chicago (31 attended departmental colloquium, 18 attended roundtable discussion).
- Co-sponsored Physics Visiting Scholar Dr. Mayly Sanchez, Iowa State University (48 attended departmental colloquium, 6 attended small meetings).
- Co-sponsored Engineering Education Visiting Scholar Dr. Monica Cox, Purdue University. Dr. Cox was the plenary speaker at the American Society of Engineering Educators North Central Section Conference.

**Objective B: COMMUNICATION**

**Purpose**

- Met with the President, Executive Vice President (twice), Chief Diversity Officer (monthly), President’s Diversity Council, Provost, Vice Provost for International Affairs, the Provost’s Chief Communications Officer, A&S Dean, COM and CEAS Associate Deans, CEAS Head’s Council, the A&S Faculty Senate chair, the all university faculty Chair, and several A&S department heads to discuss progress toward goals, sustainability, and coordination of efforts.

**Policy**

- Began preparing a Status of Women in STEM report to disseminate university-wide this summer. The report concerns women in STEM at UC over the past 25 years.

**Practice**

- Met with members of the National Society of Hispanic MBAs to discuss strengthening relationships between Hispanic and Latino faculty and the Greater Cincinnati Hispanic community.

**Confidence**

- Highlighted faculty in campus and city media. Thirty-five articles published about STEM women on the LEAF website, 47 on the UC website, 40 highlighted in the university’s e-Newsletter, five on the Cincinnati WCPO (ABC Affiliate) website, and two in the Business Courier.
- Sent monthly personal cards congratulating STEM women who received an external grant.

**Contacts**

- Notified home departments of LEAF grant recipients to ensure they receive greater publicity for their award.

**Goal III: MUTUAL RESPONSIBILITY & SUSTAINABILITY**

**Accountability and Advocacy Council**

- Worked on suggested language for RPT criteria and workload documents, and gathered information on emergency child-care policies for HR's consideration.
- Worked with one STEM department and the Dean in Arts & Sciences (A&S) regarding the future of departmental leadership and mentorship of its junior women faculty.
- Began development of recommendations for policies and procedures regarding joint appointments.
- Began development of RPT recommendations for how to manage and reward the burden of informal mentoring on URM faculty.
- Began exploring ways in which RPT criteria can better align with current mission of the University.
- CEAS Allies, LEAF Leadership, and CEAS administration provided group mentoring to new faculty hires.
- Met with LEAF Leadership to determine whether LEAF's efforts would benefit from targeted AAC efforts.

**Goal IV: SOCIAL SCIENCE RESEARCH**

- Collected full or partial intradepartmental data for 16 departments. Seven departments have met the 70% threshold. Currently using completed departmental data to develop manuscript for publication that combines promotional data (from archival sources) with network structure data to illustrate the link between collaboration, mentoring, and diversity networks with promotion and retention rates. The target journal is *Social Networks*.
- Gathering archival data to measure productivity within STEM departments to map these data onto network information.
- Working with CEAS leadership and Co-Pi Urmila Ghia to complete data collection in CEAS.
- Per 3rd year site visit recommendations, stopped analysis new content for the discourse analysis given the lack of substantive findings and utility from initial efforts.
Specific Objectives:

- Submitted an IRB for a series of archival and experimental studies regarding the implicit bias research program.
- Made requests for archival search committee and RPT documents, and began developing coding schemes for pre- and post-institutional impact evaluation. Coding schemes focus on linguistic as well as quantitative analysis.
- Worked with collaborators in Psychology and Cincinnati Children’s to finalize experimental methods and gain access to passive motion tracking systems necessary for data collection. Primary aims of the studies are to gather behavioral (physiological, movement) and nonverbal data to inform applications for interventions (implicit bias training).
- Continuing to investigate best equipment (i.e.; virtual reality systems) for development of implicit bias training interventions.
- Initiated collaborations with members of Project Implicit and other ADVANCE institutions as part of the development of the trainings.

EVALUATION


Specific Objectives: Objectives listed in this section reflect changes made as a result of feedback from the NSF Third Year Site Visit. See "Changes" section for specific details.

Goal I (IMPROVE PATHWAYS): All colleges and departments at the University of Cincinnati will attract, retain, and promote an increased number of historically underrepresented and other diverse faculty in tenure and clinical track positions, including faculty at advanced ranks. (From UC Diversity Plan). For UC LEAF, this refers to women in STEM, including women from underrepresented groups, particularly in tenure/tenure track positions.

Objective A (RECRUITMENT AND HIRING): In five years, every college will increase the percentage of African American, women and other traditionally unrepresented faculty of color in tenure-track positions consistent with college goals established as part of the implementation of the UC Affirmative Action Plan. (From UC Diversity Plan). For UC LEAF, the emphasis will be on women in STEM, including women from underrepresented groups. The specific goals will be set at the departmental level.

Top-Down Purpose: Improved knowledge and
awareness of diversity issues related to recruitment, hiring and early career support among key decision makers.

**Top-Down Policy:** The Provost, deans and department heads create and support college and department-level plans to improve recruitment and hiring.

**Top-Down Practice:** Creation and implementation of new tools and resources for improved recruitment, hiring and early career support, including LEAF involvement in searches.

**The Accountability and Advocacy Council:** The AAC will identify and help remove barriers to implementation of these initiatives in specific departments, in specific colleges, and at the provostal level.

**Bottom-Up Confidence, Contacts & Competence:** This objective concerns recruitment and hiring, so the targets of these searches cannot be engaged in bottom-up change efforts before their arrival. But LEAF will support, via its own advocacy efforts and the efforts of the AAC, the promotion of better practices and policies in the area of recruitment and hiring.

**Objective B (RETENTION AND PROMOTION):** Colleges and departments will develop and implement strategies to retain a diverse faculty through the probationary period leading up to and beyond the tenure decision. (From UC Diversity Plan). For UC LEAF, the emphasis will be on women in STEM, including women from underrepresented groups. Retention presupposes academic success, so an important indicator will be how well STEM women are doing vis-à-vis STEM men.

**Top-Down Purpose:** Improved knowledge and awareness of diversity issues related to retention and promotion among key decision makers.

**Top-Down Policy:** The Provost, deans and department heads create and support University, college and department-level interventions to improve retention and promotion.

**Top-Down Practice:** Creation and implementation of new tools and resources for improved retention and promotion (e.g., family leave, RPT language).

**The Accountability and Advocacy Council:** The AAC will identify and help remediate issues of concern to new women and other under-represented STEM faculty.
Bottom-Up Confidence, Contacts & Competence: Increased proportion of women STEM scientists who report achieving up to their potential, who report being engaged, and who report being empowered.

Goal II: (CLIMATE): The University of Cincinnati will create and support a learning and working environment that reflects the university’s mission which includes a commitment to excellence and diversity. (From UC Diversity Plan). For UC LEAF, this refers to ensuring that women in STEM, including women from underrepresented groups, particularly in tenure/tenure track positions, thrive and succeed, and that there is no discrepancy between the ideals of UC and its Diversity Council and what women in STEM experience.

Objective A (INCLUSION): Increase education and professional development related to diversity and inclusion for students, faculty and staff. (From UC Diversity Plan). For UC LEAF, the emphasis will be on women in STEM, including women from underrepresented groups.

Top-Down Purpose: Improved knowledge and awareness of diversity issues related to academic climate issues among key decision makers.

Top-Down Policy: New initiatives to change the culture of UC in ways that promote career success and work-life balance for women STEM scientists.

Top-Down Practice: Creation and implementation of new tools and resources for improved administrative practices.

The Accountability and Advocacy Council: Minimize instances where bottom-up change is stymied by organizational barriers, and instances where top-down change in keeping with LEAF’s goals is facing resistance in departments and colleges.

Bottom-Up Confidence: Decreased percentage of women who report inequitable practices.

Bottom-Up Contacts: Decreased percentage of women who report feeling isolated.

Bottom-Up Competence: Decreased percentage of women who report concerns about support for career success.

Objective B (COMMUNICATION): Improve quality and scope of communications plan regarding diversity initiatives. (From UC Diversity Plan) For UC LEAF, the
emphasize will be on women in STEM, including women from underrepresented groups. Further, LEAF is concerned with communication in the broadest possible sense, including, for example, what policies say, how they are interpreted by different actors, whether they are credible, and how we recognize the accomplishments of faculty and elevate their profiles.

**Top-Down Purpose:** UC’s policies and practices align with its mission, vision, and strategic plans in the area of diversity.

**Top-Down Policy:** Policy changes and enhancements promote the interests of women in STEM, and they are aware of and support these changes.

**Top-Down Practice:** All successful LEAF initiatives will be supported internally for sustainability.

**The Accountability and Advocacy Council:** AAC actively involved in promoting improvement and sustainability.

**Bottom-Up Confidence:** STEM women are confident about their ability to succeed in their careers at UC.

**Bottom-Up Contacts:** STEM women are able to connect to the resources that they need to be successful and advance their careers.

**Bottom-Up Competence:** STEM women are supported by sponsors, mentors, and coaches.

**Significant Results:**

**Goal I: IMPROVE PATHWAYS**

**Objective A: RECRUITMENT AND HIRING**

**Top-Down Purpose/Policy/Practice**

- Department heads in Political Science, Civil & Architectural Engineering & Construction Management, OBAIS, Mechanical & Materials Engineering, Environmental Health, and Geology requested folders compiled by LEAF for prospective faculty.
- The College of Medicine asked LEAF to participate in Department Head training for the 2015-16 academic year.
- The Provost’s hiring initiative assisted STEM departments in hiring a number of female and underrepresented faculty members, including dual-career couples.

**Objective B: RETENTION AND PROMOTION**

**Top-Down Purpose**
- As a result of the Best Practices speaker Ellen Ernst Kossek’s visit: LEAF leadership has been meeting regularly with Human Resources to get progress updates on the university’s Wellness Program, Performance Management program, and Alternative Work Policy; to serve as an advocate for faculty; and to explore future partnerships.
- Outcomes from the Beyond Diversity workshop will become the blueprint for LEAF’s priorities for inclusion. A summary of the workshop is in BeyondDiversity.pdf.

**Top-Down Policy**

- In May, the Dean of A&S sent a letter to all faculty and staff acknowledging bias and urging faculty and staff to create and maintain an inclusive environment.
- The College of Medicine’s Office of the Dean encouraged women faculty to attend an interactive workshop on avoiding career burnout sponsored by The Women’s Faculty Association and the Cincinnati Children’s Hospital Medical Center's Office for Faculty Development.

**Top-Down Practice**

- The Dean of A&S gave a TEDx Talk on the importance of diversity in STEM.
- The College of Medicine partnered with Cincinnati Children’s Hospital Medical Center to offer Career Development Seminars.

**Bottom-Up Confidence/Confidence/Contacts**

- The women faculty who attended the Manuscript Writing workshop submitted a proposal to LEAF to support a peer-to-peer writing circle that cultivates a supportive group of productive researchers and improves the research productivity of STEM women at UC. Details of the proposal are in WritingCirclePilot.pdf. This activity will be co-sponsored by LEAF, the Provost’s office, and STEM departments.

**Goal II: CLIMATE**

**Objective A: INCLUSION**

**Bottom-Up Confidence**

- LEAF and the Hispanic/Latino/Latina affinity group submitted a proposal for forming an Office of Latino Affairs to the Office of Diversity and the Provost’s office.

**Bottom-Up Contacts**

- LEAF leadership submitted a proposal to the Office
of Diversity to co-sponsor a speaker series in STEM for Latinos.

- The Chief Diversity Officer, LEAF, the office of Ethnic Programs and Services, and the Cincinnati Chapter of the National Society of Hispanic MBAs are coordinating a networking event for Hispanic and Latino faculty, students, and community-based organizations.

- The Department of Political Science asked LEAF to assist in bringing the NSF Women in Cyber Security Conference to UC in Spring of 2016.

**Objective B: COMMUNICATION**

**Top-Down Policy**

- LEAF asked the AAUP to better publicize and encourage faculty to take advantage of benefits. In their January e-Newsletter, the AAUP included an article titled “Life Happens” that explains how to handle an illness or death, which is available online: [https://gallery.mailchimp.com/0923a9d11f/files/Life_Happens.pdf](https://gallery.mailchimp.com/0923a9d11f/files/Life_Happens.pdf)

**Top-Down Practice**

- There was a 104% increase in STEM women featured on the UC website and a 93% increase in STEM women featured in the university-wide e-newsletter.

**Bottom-Up Contacts**

- Since December 2014, there has been a 66% increase in LEAF followers on Twitter (39% re-tweet rate, 164% mention rate), a 25% increase in LEAF Facebook likes, and a 38% increase in news stories posted to the LEAF website. The LEAF website experienced a 94% increase in total page views, 104% increase in unique pageviews, and top pages always include LEAF events.

**Bottom-Up Competence**


- Shuk-mei Ho, Jacob G. Schmidlapp Professor and Chair of Environmental Health and Hayden Family Endowed Chair and Director of the Cincinnati Cancer Center, received the university’s George Rieveschl Jr. Award for Distinguished Scientific Research.

- Stacie Furst-Holloway, Associate Professor of
Key outcomes or
Other achievements:

Psychology, Co-PI and Co-Director of UC LEAF received the university’s Mrs. A.B. “Dolly” Cohen Award for Excellence in Teaching.

- Awatef Hamed, Director for Center for Intelligent Propulsion, became the named Brian Rowe Professor of Aerospace Engineering and received a university Faculty Career Award.
- Nancy Rogers, Professor-Educator of Psychology and Graduate Program Director, received the university’s George Barbour Award for Good Faculty-Student Relations.
- Urmila Ghia, Professor of Mechanical Engineering, ASME Fellow, Co-PI of UC LEAF, and Kathleen Ossman, Associate Professor of Engineering Education, were inducted into the Fellows of the Academy for Teaching & Learning
- Tiina Reponen, Professor of Environmental Health, and Heidi Maibom, Professor of Philosophy, were inducted as Fellows of the Graduate School
- A participant of the Manuscript Writing workshop submitted her manuscript for publication in May after attending the workshop in March.

Goal III: MUTUAL RESPONSIBILITY & SUSTAINABILITY

Accountability and Advocacy Council

- The A&S Dean has exhibited a willingness to work directly with the AAC and LEAF on specific issues arising at the departmental level in cases where the interests of women and minority STEM faculty are at risk.
- The AAC’s roster now includes, among its seven members, three junior and mid-career women faculty, including one junior woman of color. This has enhanced direct communication to AAC of important issues confronting women and minority STEM faculty, and has positively impacted AAC’s intended future focus.

Sustainability

- COM and A&S (both with new deans) have committed to incorporating college Allies into the college administrative structure.
- Family leave policies were formally adopted by UC and incorporated into the faculty contract.
- The College of Medicine is instituting department head training fall 2015.

LEAF’s Theory of Change was revised per the recommendations of the Third Year Site Visit. The full Theory of Change is found in the SiteVisitResponse.pdf. An excerpt follows:
We believe that at the University of Cincinnati institutional change can only result from coordinated efforts that engage all University stakeholders and target both women and women of color STEM faculty. UC has quite distinctive colleges, which differ from one another in terms of their climates and challenges. We posit that change will occur via three sets of interdependent, and mutually-aligned processes: (1) bottom-up efforts that boost the competence, confidence, and contacts of our women and women of color in STEM, (2) top-down efforts aimed at academic and university leadership that help to shape policy and practice but also provide a clear sense of purpose as to why a diverse faculty is important for our institution, and (3) accountability and advocacy mechanisms that can be used to align these first two processes.

Goal I: IMPROVE PATHWAYS

Objective A: RECRUITMENT & HIRING

Top-Down Purpose/Policy/Practice

- A number of STEM women and URM faculty were hired for the upcoming academic year. Psychology hired 3 women, including one Latina and one joint hire with CEAS. Electrical Engineering hired one woman. Mechanical Engineering hired an African-American male. The College of Medicine hired one woman as part of a dual-career hire. Physics hired one woman.
- A number of departments are currently still negotiating with STEM women and URM faculty for positions beginning Fall 2015. Environmental Health is in the process of hiring one URM woman. The Department of Civil and Architectural Engineering and Construction Management is in the process of hiring one woman as part of a dual-career couple. Mechanical Engineering is in the process of hiring a female visiting assistant professor.

Goal III: MUTUAL RESPONSIBILITY & SUSTAINABILITY

The Accountability and Advocacy Council

- The AAC is developing recommended changes to RPT and workload policy language recognizing unequal service burdens.
- The AAC is developing recommended contract negotiations points for AAUP and administration.

Sustainability

- LEAF leadership and the Office of Research are
developing a mentor-training program for the university. The training is slated to begin in Fall 2015. This training is part of a larger faculty development initiative from the Office of Research that will coordinate campus-wide efforts to better support and train faculty research efforts. This plan includes current LEAF programming (e.g., RSG and FORTE) and a sponsorship role (e.g., nominating/supporting ELAM and ELATE participants), but will also provide complementary support via research-specific training and development opportunities. The Office of Research will also provide support for college-specific mentoring and development efforts.

**Goal IV: SOCIAL SCIENCE RESEARCH**

- Using data from completed departmental networks, identified method for linking network and node characteristics to climate-related factors (e.g., diversity climate, intentions to leave). Using these data to inform future manuscripts and potentially new or revised programming.
- LEAF obtained funding support to hire a Post Doc specializing in social network analysis to facilitate data collection, analysis, and dissemination of findings. The search for this position is currently active.

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

**Goal I: IMPROVE PATHWAYS**

**Objective A: RECRUITMENT & HIRING**

**Purpose**

- Best Practices speakers Dr. Barbara Fivush and Mike Weisfelt from the Johns Hopkins School of Medicine met with 17 College of Medicine department/division heads on May 5th to discuss college-wide recruitment strategies.
- Dr. Mike Weisfeldt from the Johns Hopkins School of Medicine met individually with six College of Medicine department and division heads on May 5th to discuss recruitment strategies specific to each discipline.

**Practice**

- In collaboration with OEO, LEAF Leadership provided search committee training to four STEM committees.

**Objective B: RETENTION & PROMOTION**

**Purpose**

- Work-life integration expert, Dr. Ellen Ernst Kossek (Purdue University), visited UC on January 29-30 as a Best Practices speaker and work-life integration specialist. She met with the Vice Provost for Academic Personnel and Human Resources staff to discuss policies that impact the work-life integration of employees.

**Contacts**

- In collaboration with Office of Diversity, LEAF sponsored five STEM women faculty to attend the Ohio Leadership Summit.
Competence

- Five Ready, Set, Go! workshops were held for new faculty members. Sixty-eight were in attendance at the sessions held December through May. A full description of the series is online: [http://www.uc.edu/orgs/ucleaf/what-we-do/events/workshops/2014-2015-ready--set--go--workshop-series.html](http://www.uc.edu/orgs/ucleaf/what-we-do/events/workshops/2014-2015-ready--set--go--workshop-series.html)
- FORTE workshops were held January 28th for Pathways to Leadership, and March 25th on Effective Communication & Organizational Dynamics. Sixteen women attended.
- A Manuscript Writing workshop targeting underrepresented women STEM faculty was held at Deer Creek Lodge outside Columbus, Ohio March 26 - 29. The workshop was co-sponsored by the Office of Diversity and the home departments of the participating faculty. Dr. Alexandra Quittner, Professor of Psychology, Pediatrics, and Otolaryngology at the University of Miami; Dr. Mike Riley, Professor of Psychology at UC; and Dr. Monica Mitchell, Professor of Psychology and Pediatrics (CCHMC) facilitated. Fourteen faculty members (4 URM) attended to receive training and personalized feedback on draft manuscripts. They are eligible for a $500 mini-grant upon successful submission of their manuscript. A full schedule of the workshop is on the LEAF website: [http://www.uc.edu/orgs/ucleaf/what-we-do/events/workshops/WritingWorkshop.html](http://www.uc.edu/orgs/ucleaf/what-we-do/events/workshops/WritingWorkshop.html)
- Sponsored five STEM women to attend a series of three Grant Writing seminars offered by UC Research Programs in April. Women who attended these seminars are eligible to participate in an intensive one-on-one grant proposal workshop being offered in the fall.
- Co-sponsored seven STEM women to participate in UC’s Op-Ed project.
- Work-Life Integration Best Practices speaker Dr. Ellen Ernst Kossek from Purdue University visited campus January 29-30. The visit included workshops with STEM women (13 attended) and dual-career couples (18 attended) on Work Life Integration topics. A full description of the visit is described in detail online: [http://www.uc.edu/orgs/ucleaf/what-we-do/events/best-practices/EllenKossekEvents.html](http://www.uc.edu/orgs/ucleaf/what-we-do/events/best-practices/EllenKossekEvents.html)
- Best Practices Speaker Barbara Fivush from the Johns Hopkins School of Medicine conducted meetings with College of Medicine STEM women faculty to discuss professional development opportunities and departmental climates. Sixteen STEM women attended.

Goal II: CLIMATE

Objective A: INCLUSION

Policy

- LEAF partnered with the Office of Diversity to host a series of four workshops run by the YWCA entitled, “Beyond Diversity”, in order to facilitate dialogue about structural racism and improving the climate on UC’s campus. These workshops were intended to challenge conventional thinking about diversity and inclusion, and provide a new framework for achieving diversity. They also provided tools to help analyze UC’s policies, processes, and procedures to avoid racialized outcomes. Sixty-two faculty and administrators attended the sessions held March-April.

Practice

- LEAF Leadership attended a lecture by Shankar Vedantam, NPR Social Science Correspondent and Author entitled, “The Hidden Brain: Understanding and Reducing Unconscious Bias in Healthcare, Law and Justice.” The lecture was designed to provide new understanding of barriers to inclusion and how we can overcome these barriers to reduce disparities and improve outcomes. The visit resulted in new collaborative relationships with community organizers focused on diversity in the greater Cincinnati region.

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

- LEAF is active daily on social media outlets of Facebook, and Twitter.
- The LEAF website is updated daily with news, events, policy changes, and faculty profiles.
- LEAF presented at the UC Diversity Conference on April 1, 2015 on Intradepartmental Professional Networks: How Networks Impact Career-Related Outcomes for Women STEM Faculty.
- AAC leadership presented at the UC Diversity Conference on April 1, 2015 on College Allies: Creating Inclusive Environments Through Faculty Advocates.
LEAF Leadership presented at the UC Diversity Conference on April 1, 2015 on Limiting Implicit Bias in the RPT Process.
LEAF presented faculty promotion data to Office of Research and college leadership (COM, CEAS, A&S) participating on the creation of the new faculty development initiative.
LEAF presented data to the all university Faculty Senate in January, with a second meeting scheduled at their August retreat.

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

LEAF will hold an annual strategic planning retreat on June 18. All programming will be fleshed out in detail at this retreat.

Goal I: IMPROVE PATHWAYS

Objective A: RECRUITMENT AND HIRING

Top-Down Policy

- Meet with all STEM and affiliate departments over the summer to discuss logic models, faculty hiring and LEAF-related activities in general.
- Meet with relevant stakeholders regarding policies and procedures for joint appointments.

Top-Down Practice

- Distribute the “Tips for New Faculty” document in August to incoming STEM faculty.
- Continue meeting with CEAS job candidates.

Objective B: RETENTION AND PROMOTION

Top-Down Purpose

- Hold strategic planning meetings over summer term with all STEM and affiliate departments to discuss progress on logic models.

Top-Down Practice

- Offer RPT training for committees, in collaboration with the AAUP and the Vice Provost of Academic Personnel.
- Plan and execute Best Practice Workshops to train mentors.

Bottom-Up Confidence, Contacts & Competence

- Sponsor two STEM faculty women to attend the WEPAN Change Leader Forum in Denver, CO on June 9-11.
- Host networking get-togethers for STEM women.
- Send out the RFP for LEAF Visiting Scholar grants, evaluate applications and award grants to departments.
- Offer the Ready, Set, Go! workshop series.
- Offer the FORTE workshop series.
- Determine whether the Manuscript Writing Workshop will continue as a stand-alone program or whether it will be implemented as a Writing Circle.
- Continue to support the OpEd project.

Goal II: CLIMATE

Objective A: INCLUSION

Top-Down Purpose

- Interview the final round of candidates for the new Sr. Vice Provost for Academic Affairs.
- Partner with the College of Arts & Sciences to bring Jennifer Eberhardt, Associate Professor of Psychology at Stanford University, to campus as a Best Practices speaker Fall 2015.

Top-Down Policy
• Meet with relevant stakeholders regarding changes in RPT and workload documents regarding service burdens for underrepresented faculty.

**Top-Down Practice**

• Develop a workshop for faculty and administrators to discuss how the network analysis data might be used by departments to be more inclusive and by faculty to understand how and why to grow their networks.

• Include International Affairs in professional development workshops for women.

**Bottom-Up Contacts**

• Identify leaders for the 2015-16 Learning Communities, recruit participants and provide support to see these groups succeed.

• Plan and hold a Celebrating Women and Diversity in STEM Breakfast fall semester.

• Host networking get-togethers for STEM women.

• Coordinate monthly senior STEM networking lunches.

• Continue to coordinate Hispanic/Latino/Latina affinity group.

• Convene African-American affinity group.

**Bottom-Up Competence**

• Send out the RFP for LEAF Visiting Scholar grants, evaluate applications and award grants to departments.

• Identify leaders for the 2015-16 Learning Communities, recruit participants and provide support to see these groups succeed.

• Coordinate and promote both in-person and virtual writing circles for STEM women.

**Objective B: COMMUNICATION**

**Top-Down Purpose**

• Meeting with all university Faculty Senate.

• Continue meeting with senior administration.

**Top-Down Policy**

• Broadly disseminate the Status of Women in STEM report.

**Bottom-Up Confidence**

• Send welcome letters to new STEM women and URM faculty.

• LEAF will continue to featured LEAF grant recipients, and other STEM women news, on the LEAF website to help promote their research across all media channels on campus. We will also continue to partner with PR offices on campus to promote faculty, events and funding opportunities for STEM women.

• Continue personalized cards for STEM women grant recipients.

**Bottom-Up Competence**

• Nominating group continue its activities.

**Goal III: MUTUAL RESPONSIBILITY & SUSTAINABILITY**

**The Accountability and Advocacy Council**

• Provide diversity training for all allies.

• Help align UC’s priorities with its RPT and workload documents and expectations.

• Develop policy recommendations for joint appointments.

• Provide general training for new allies.

• Work with LEAF Leadership on dissemination plant for RPT, workload, and contract negotiation recommendations.

• Develop a communication plan to further raise awareness of Allies within each college.

• Communicate AAC’s willingness to work directly with College leadership when appropriate in COM and A&S, as it already has done in CEAS.

**Sustainability**


• Develop college-level Department Head training with the COM.
• LEAF, the Provost’s Office, and OEO will develop a comprehensive Search Committee Training plan.
• Collaborate with Provost’s office on university-level Head’s training.
• Develop sustainability plan with President and Chief Diversity Officer.
• Work with the Office of Research’s cross-campus faculty development task force.
• Associate Deans assigned to coordinate and work with Allies in COM and A&S.

**Goal IV: SOCIAL SCIENCE RESEARCH**

• Complete first manuscript on Social Networks, Promotion, and Retention by Fall 2015.
• Executive Director to work with COM leadership to identify more effective method for gathering departmental-level data. Continue to work through CEAS leadership, particularly Co-PI Urmila Ghia to complete CEAS data collection.
• Complete (archival) data collection on productivity measures for STEM departments participating in the SNA study.
• Begin initial data collection/coding for archival and experimental implicit bias studies.
• Continue to submit internal funding proposals to secure virtual reality systems.

**Supporting Files**

<table>
<thead>
<tr>
<th>Filename</th>
<th>Description</th>
<th>Uploaded By</th>
<th>Uploaded On</th>
</tr>
</thead>
<tbody>
<tr>
<td>SiteVisitResponse.pdf</td>
<td>LEAF’s response to the Third Year Site Visit Report.</td>
<td>Rachel Kallen</td>
<td>06/02/2015</td>
</tr>
<tr>
<td>InternalEvaluation.pdf</td>
<td>Internal Evaluator’s Report</td>
<td>Rachel Kallen</td>
<td>06/02/2015</td>
</tr>
<tr>
<td>ExternalEvaluation.pdf</td>
<td>External Evaluation Team’s Report</td>
<td>Rachel Kallen</td>
<td>06/02/2015</td>
</tr>
<tr>
<td>IndicatorTables.pdf</td>
<td>Indicator Tables from the External Evaluation Team.</td>
<td>Rachel Kallen</td>
<td>06/02/2015</td>
</tr>
</tbody>
</table>

**Products**

**Books**

**Book Chapters**

**Conference Papers and Presentations**


**Inventions**

**Journals**

**Licenses**

**Other Products**
Other Publications

Patents

Technologies or Techniques

Thesis/Dissertations

Websites
LEAF Website
http://www.uc.edu/orgs/ucleaf.html

LEAF posted 35 articles about STEM women and their research, eight faculty profiles, and 13 events on the program website. There was a 94% increase in total page views and a 104% increase in unique homepage views.

Participants/Organizations

What individuals have worked on the project?

<table>
<thead>
<tr>
<th>Name</th>
<th>Most Senior Project Role</th>
<th>Nearest Person Month Worked</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ono, Santa</td>
<td>PD/PI</td>
<td>0</td>
</tr>
<tr>
<td>Ghia, Urmila</td>
<td>Co PD/PI</td>
<td>0</td>
</tr>
<tr>
<td>Hardcastle, Valerie</td>
<td>Co PD/PI</td>
<td>1</td>
</tr>
<tr>
<td>Howe, Steven</td>
<td>Co PD/PI</td>
<td>0</td>
</tr>
<tr>
<td>Kallen, Rachel</td>
<td>Co PD/PI</td>
<td>1</td>
</tr>
<tr>
<td>Buschbeck, Elke</td>
<td>Faculty</td>
<td>0</td>
</tr>
<tr>
<td>Gudmundsdottir, Anna</td>
<td>Faculty</td>
<td>0</td>
</tr>
<tr>
<td>Hanson, Margaret</td>
<td>Faculty</td>
<td>0</td>
</tr>
<tr>
<td>Holloway, Stacie</td>
<td>Faculty</td>
<td>1</td>
</tr>
<tr>
<td>Miller, Arnold</td>
<td>Faculty</td>
<td>0</td>
</tr>
<tr>
<td>Winstanley, Erin</td>
<td>Faculty</td>
<td>0</td>
</tr>
<tr>
<td>Donovan, Jessica</td>
<td>Other Professional</td>
<td>6</td>
</tr>
<tr>
<td>Novelli, Lauren</td>
<td>Other Professional</td>
<td>1</td>
</tr>
<tr>
<td>Paraskevopoulos, Nancy</td>
<td>Other Professional</td>
<td>6</td>
</tr>
</tbody>
</table>

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: 0

Contribution to the Project: PD/PI
Funding Support: None.
International Collaboration: No
International Travel: No

Urmila Ghia
Email: urmila.ghia@uc.edu
Most Senior Project Role: Co PD/PI
Nearest Person Month Worked: 0

Contribution to the Project: Co-PI, Chair of the External Advisory Committee and Campus Programs Liaison.
Funding Support: None.
International Collaboration: No
International Travel: No

Valerie G Hardcastle
Email: valerie.hardcastle@uc.edu
Most Senior Project Role: Co PD/PI
Nearest Person Month Worked: 1

Contribution to the Project: Executive Director
Funding Support: None.
International Collaboration: No
International Travel: No

Steven R Howe
Email: steven.howe@uc.edu
Most Senior Project Role: Co PD/PI
Nearest Person Month Worked: 0

Contribution to the Project: Internal Evaluator
Funding Support: None.
International Collaboration: No
International Travel: No
Rachel Kallen
Email: rachel.kallen@uc.edu
Most Senior Project Role: Co PD/PI
Nearest Person Month Worked: 1

Contribution to the Project: Co-Director and member of the Core Leadership and Research Teams.

Funding Support: None.

International Collaboration: No
International Travel: No

Elke Buschbeck
Email: elke.buschbeck@uc.edu
Most Senior Project Role: Faculty
Nearest Person Month Worked: 0

Contribution to the Project: Learning Community Leader

Funding Support: None.

International Collaboration: No
International Travel: No

Anna Gudmundsdottir
Email: annag@uc.edu
Most Senior Project Role: Faculty
Nearest Person Month Worked: 0

Contribution to the Project: Learning Community Leader.

Funding Support: None.

International Collaboration: No
International Travel: No

Margaret Hanson
Email: margaret.hanson@uc.edu
Most Senior Project Role: Faculty
Nearest Person Month Worked: 0

Contribution to the Project: Faculty Member of the Accountability and Advocacy Council

Funding Support: none.

International Collaboration: No
International Travel: No

Stacie Holloway
Email: furstse@ucmail.uc.edu
Arnold Miller
Email: millerai@ucmail.uc.edu
Most Senior Project Role: Faculty
Nearest Person Month Worked: 0
Contribution to the Project: Chair of the Accountability and Advocacy Council.
Funding Support: None.
International Collaboration: No
International Travel: No

Erin Winstanley
Email: erin.winstanley@uc.edu
Most Senior Project Role: Faculty
Nearest Person Month Worked: 0
Contribution to the Project: Learning Community Leader.
Funding Support: None.
International Collaboration: No
International Travel: No

Jessica Donovan
Email: jessica.donovan@uc.edu
Most Senior Project Role: Other Professional
Nearest Person Month Worked: 6
Contribution to the Project: Program Manager.
Funding Support: None.
International Collaboration: No
International Travel: No

Lauren Novelli
Email: novellln@mail.uc.edu
Most Senior Project Role: Other Professional
Nearest Person Month Worked: 1
Contribution to the Project: Program Coordinator

Funding Support: none.

International Collaboration: No
International Travel: No

Nancy Paraskevopoulos
Email: nancy.Paraskevopoulos@uc.edu
Most Senior Project Role: Other Professional
Nearest Person Month Worked: 6

Contribution to the Project: Program Coordinator.

Funding Support: None.

International Collaboration: No
International Travel: No

What other organizations have been involved as partners?

<table>
<thead>
<tr>
<th>Name</th>
<th>Type of Partner Organization</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>National Society of Hispanic MBAs</td>
<td>Other Nonprofits</td>
<td>Cincinnati, OH</td>
</tr>
</tbody>
</table>

Full details of organizations that have been involved as partners:

**National Society of Hispanic MBAs**

Organization Type: Other Nonprofits
Organization Location: Cincinnati, OH

Partner's Contribution to the Project:
Financial support
Personnel Exchanges

More Detail on Partner and Contribution: The Cincinnati Chapter of the National Society of Hispanic MBAs is working with LEAF and other campus offices to coordinate a networking event for Hispanic and Latino faculty, students and community-based organizations.

What other collaborators or contacts have been involved?

NSHMBA.

**Impacts**

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

- The university is obtaining a membership to the National Center for Faculty Development and Diversity.
- The College of Medicine and CEAS are each developing a college-wide faculty-mentoring program.
• The Office of Diversity is creating a database to track diversity programming across campus. LEAF is providing pre-launch feedback.
• The College of Engineering and Applied Science hired an African-American male assistant professor, who was recruited while he visiting campus as a LEAF Visiting Scholar.
• President Ono agreed to be the first U.S. institution to sign onto the UN Women’s HeForShe Campaign, committing to improve gender equity within the institutions.
• The COM women are organizing to advocate for their interests.
• First manuscript developed with SNA data will be one of the first to link mentoring network structure with promotion and retention data, which may inform mentoring practice.

What is the impact on other disciplines?
• The Provost’s office is partnering with LEAF to run a Search Committee train-the-trainer for all STEM searches.
• Staff from the Office of Admissions who attended Best Practices Speaker Ellen Ernst Kossek’s keynote lecture requested a meeting with Human Resources to discuss work life integration issues.
• LEAF will be working with the College of Education, Criminal Justice, and Human Services to develop RPT training on implicit bias.
• The Office of Research has agreed to support mentoring training in the non-STEM disciplines.

What is the impact on the development of human resources?
Nothing to report.

What is the impact on physical resources that form infrastructure?
Nothing to report.

What is the impact on institutional resources that form infrastructure?
Nothing to report.

What is the impact on information resources that form infrastructure?
Nothing to report.

What is the impact on technology transfer?
Nothing to report.

What is the impact on society beyond science and technology?
• LEAF is currently in negotiations to provide training for the government of Taiwan on implicit bias, women’s leadership, and work-life integration policies.
• After meeting with the Hispanic/Latino/Latina affinity group, the Office of Admissions agreed to increase Hispanic/Latino recruitment efforts. Admissions will utilize faculty connections to translate recruitment fliers in an effort to increase Hispanic student attendance and families at established events. Admissions is also open to coordinating a recruitment event promoted by or co-sponsored with community based organizations, provided they have a grad student on board to help plan the event.

Changes/Problems

Changes in approach and reason for change
• Littisha Bates, an African-American assistant professor of Sociology, joined the AAC to increase voice and representation of the URM STEM faculty. Matia Solomon, an African-American assistant professor of Psychiatry, resigned from the group.
• Farrah Jacquez, a Latina associate professor of Psychology, joined LEAF Leadership as the new Director of Diversity Initiatives. Monica Mitchell, the previous director, resigned from the position.
Arnold Miller, Professor of Geology, now chairs the AAC. The previous chair, Karen Faaborg, resigned as chair, though remains on the committee.

Bleuzette Marshall, UC’s Chief Diversity Officer, and Mia Mallory, Associate Provost for Diversity for the COM, have been added to the Diversity Committee, to provide for greater integration with UC’s programming and to assist with sustainability.

James Mack agreed to lead an African-American Affinity Group for LEAF during the 2015-16 academic year.

The research team is in the process of hiring a post-doc to assist with the research projects.

We have hired a full-time program coordinator and will no longer be using graduate students for administrative support so that we can ensure timely and professionally managed activities.

LEAF’s Third Year Site Visit resulted in five major recommendations for change that LEAF agreed to implement for the duration of the grant. The following is a summary of the progress made on those recommendations for change.

- **A plan that fully integrates issues of race and gender throughout every project activity.**
  - LEAF aligned all goals and activities with the University’s official Diversity Strategic Plan. LEAF’s Logic Model (LEAFLogicModel.pdf) reflects this alignment. As a result, considerations of race and gender are at the center of more discussions in STEM departments, a stronger partnership with the President’s Chief Diversity Officer exists, the Hispanic/Latino/Latina faculty affinity group has become more active on campus and LEAF will convene an African-American faculty affinity group fall semester. A planning retreat will be held over the summer to ensure alignment of next year’s activities with the new strategic direction.

- **A revised theory of change and conceptual framework that maps onto a logic model.**
  - LEAF revised the Theory of Change and submitted it with the Site Visit report response (SiteVisitResponse.pdf). It aligns with the LEAF Logic Model (LEAFLogicModel.pdf) and is evaluated both internally and externally.

- **A revised management plan that reconstitutes the required internal steering committee and restructures the AAC so there is a clear line of engagement, if not reporting, to a group of PIs.**
  - The internal steering committee was reconstituted and is comprised of the Deans of the Colleges of Business, Arts & Sciences, Engineering & Applied Science, and Medicine, the Provost, the Associate Provost for Special Projects, the Chief Diversity Officer, and the Executive Director of LEAF. They met in March (IACMarchMeeting.pdf) and provided suggestions for improving one of LEAF’s faculty analysis, as well as the best strategy for LEAF’s programming to make a clear impact in each college.
  - The AAC is now chaired by a senior tenured professor who attends all LEAF Leadership Team meetings to ensure effective communication and coordination.

- **A research plan should be sent to the ADVANCE program office that details the concrete revisions to the social network study and outlines the bare minimum of research activities for the next two and a half years.**
  - A revised research plan was submitted in the Site Visit Response (SiteVisitResponse.pdf).
  - The research team continues to face challenges obtaining departmental data given meeting schedules, lack of attendance at in-person meetings, and low response rates to on-line options. They are working with LEAF leadership to identify a more effective plan.
  - The research team is in the process of hiring a post-doctoral fellow to assist with data collection.

- **A plan for evaluation that clearly distinguishes how both internal and external evaluation findings will be integrated into project management and the revision of or inclusion in the project.**
  - A summary of the division of labor for evaluation was submitted as part of the Site Visit response (SiteVisitResponse.pdf).
  - Miami University’s external evaluator team will have exclusive responsibility for the summative outcome evaluation in year 5 of the grant, and they will continue to help LEAF in giving us formative outcome feedback and summative process feedback through formal presentations of their results in narrative form and with follow-up face-to-face meetings. They will play the traditional role of the evaluator and, in particular, benefit LEAF with their knowledge of comparable programs.
  - Our internal evaluator will continue to work collaboratively with the LEAF leadership team in real time, which helps us implement and refine our activities as they are occurring.
  - A graphic depicting the division of labor is illustrated in Appendix A of the ExternalEvaluation.pdf.
Actual or Anticipated problems or delays and actions or plans to resolve them

- Upper administration churn continues to be a significant problem. The Associate Provost for Diversity, the Associate Provost for Administration, and the Senior Associate Provost are all leaving their positions. As of yet, we do not know who our liaison will be in the Provost’s office, and an institutional membership to the National Center for Faculty Diversity and Development is being delayed until such positions are filled.
- The Director of HR resigned and the position is currently filled by an interim. The Director of OEO continues to remain unfilled. As a result, progress on search committee training is both delayed and uneven.
- The A&S Dean is replacing all of the associate deans in the college. This has delayed integrating the A&S allies into the college.
- Three STEM departments in COM continue to be led by interim appointments. As a result, they are not as engaged as they should be in LEAF’s activities or in promoting LEAF’s goals. This situation has been discussed with the COM administration; plans are being developed to hire permanently into those positions.

Changes that have a significant impact on expenditures

- Hired Nancy Paraskevopoulos as full-time program coordinator, starting January 5, 2015.
- Graduate student Lauren Novelli graduated and is not being replaced.

Significant changes in use or care of human subjects

Nothing to report.

Significant changes in use or care of vertebrate animals

Nothing to report.

Significant changes in use or care of biohazards

Nothing to report.

Special Requirements

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

See attached.

Supporting Files

<table>
<thead>
<tr>
<th>Filename</th>
<th>Description</th>
<th>Uploaded By</th>
<th>Uploaded On</th>
</tr>
</thead>
<tbody>
<tr>
<td>JohnsHopkins.pdf</td>
<td>Presentations from the Johns Hopkins Best Practices Keynote.</td>
<td>Rachel Kallen</td>
<td>06/02/2015</td>
</tr>
<tr>
<td>WritingCirclePilot.pdf</td>
<td>STEM Women proposal to create a writing circle.</td>
<td>Rachel Kallen</td>
<td>06/02/2015</td>
</tr>
<tr>
<td>DiversityAdvisoryCommitteeMeeting.pdf</td>
<td>Diversity Advisory Committee Meeting Summary.</td>
<td>Rachel Kallen</td>
<td>06/02/2015</td>
</tr>
<tr>
<td>BeyondDiversity.pdf</td>
<td>Beyond Diversity Workshop Summary.</td>
<td>Rachel Kallen</td>
<td>06/02/2015</td>
</tr>
<tr>
<td>Filename</td>
<td>Description</td>
<td>Uploaded By</td>
<td>Uploaded On</td>
</tr>
<tr>
<td>-------------------------------</td>
<td>--------------------------------------------------</td>
<td>---------------</td>
<td>---------------</td>
</tr>
<tr>
<td>LEAFLogicModel.pdf</td>
<td>LEAF Logic Model</td>
<td>Rachel Kallen</td>
<td>06/02/2015</td>
</tr>
<tr>
<td>IACMarchMeeting.pdf</td>
<td>Internal Advisory Committee Meeting Summary.</td>
<td>Rachel Kallen</td>
<td>06/02/2015</td>
</tr>
</tbody>
</table>