Federal Agency and Organization Element to Which Report is Submitted: 4900

Federal Grant or Other Identifying Number Assigned by Agency: 1209169

Project Title: Leadership, Empowerment, and Advancement for STEM Women Faculty (LEAF) at UC

PD/PI Name:
- Bleuzette Marshall, Principal Investigator
- Valerie G Hardcastle, Co-Principal Investigator
- Stacie Holloway, Co-Principal Investigator
- Farrah Jacquez, Co-Principal Investigator

Recipient Organization: University of Cincinnati Main Campus

Project/Grant Period: 09/15/2012 - 12/31/2018

Reporting Period: 09/01/2017 - 08/31/2018

Submitting Official (if other than PD/PI): N/A

Submission Date: N/A

Signature of Submitting Official (signature shall be submitted in accordance with agency specific instructions): N/A

**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.

Initiative VI: Sustaining ADVANCE Programs Supplemental Grant: Collect and analyze data from ADVANCE institutions in the 2001-2012 cohorts to determine which factors are most strongly correlated with sustainability and impact in ADVANCE programs.

* 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**

**Practice**

- Biology is in the process of hiring Latina and Asian Visiting Assistant Professors into tenure track positions. Half of the candidates for another position are women.
- The following departments hired or have offers out to female faculty:
  - Political Science hired two African American women.
  - Chemistry hired an assistant professor and made an offer to another.
- OBAIS and Geology made offers to women who did not accept.
- OEO conducted 80 search committee training sessions and 12 open educational seminars on affirmative action and equal employment opportunity.

**Objective B: RETENTION & PROMOTION**

**Purpose**

- Associate Provost for Faculty Development and Special Initiatives hosted Department Head workshops on Difficult Conversations on January 31 and Mentoring on February 20.

**Policy**

- Revised the Career Development Plans to incorporate solicited feedback from
Practice

- CEAS provided their heads and program directors with WEPAN Allies Training. LEAF is co-sponsoring.
- Provided LEAF data and mentoring research to senior faculty working on a junior faculty mentoring program and administration working on a Faculty Excellence Center.
- Shared dual career hiring, equity-minded reform, and other best practices resources with the Vice Provost for Faculty Development and Special Initiatives to use during the Faculty Enrichment Center planning process.
- COM distributed a guide for faculty on how to avoid gender bias when writing reference letters for students.
- LEAF Executive Director met with chair of planning team for the Faculty Excellence Center regarding how to incorporate LEAF’s practices and lessons learned into the new center.

Competence

- Co-sponsored a federal research funding consultant to work one-on-one with STEM faculty.
- Sponsored four STEM women to attend grant writing training offered by the Office of Research.

Goal II: CLIMATE

Objective A: INCLUSION

Purpose

- LFA members presented the organizational mission to all UC Deans and asked for support in encouraging Latino faculty to attend a February strategic planning retreat.
- LFA members met with the President and the Vice President for Equity and Inclusion to address a visit from Richard Spencer.
- LFA members presented “Creating a Latino Faculty Association: First Year Lessons Learned” at the 10th Annual Equity and Inclusion Conference.
- LEAF leadership met with Vice President for Equity & Inclusion to coordinate and leverage efforts.

Policy

- The Latino Faculty Association met with staff from Ethnic Programs and Services to discuss synergies and support of Latino students on campus.
- The Latino Faculty Association held a retreat on Feb. 2 (20 attended) to solicit input to develop a strategic plan. They held a breakfast on April 11 (8 attended) to reveal the results of the retreat and the initial draft of the strategic plan.
- The Latino Faculty Association leadership team met monthly to discuss their strategic plan and sustainability.
- The leadership teams for the Black Faculty Association and Latino Faculty Association met to discuss shared goals and activities.

Practice

- LEAF PI and Executive Director Valerie Gray Hardcastle chaired the Head search for Biological Sciences.
- Associate Provost for Faculty Development and Special Initiatives hosted a Department Head workshop on Recruiting and Retaining URM Faculty on April 13.
- Kristi Nelson was appointed Senior Vice President for Academic Affairs and Provost.
Confidence

- Sponsored WIMS meetings: January 31 with Dean William Ball (27 attended); February 28 (39 attended) which included a presentation by Jane Sojka, Professor of Marketing, entitled, “Negotiate like a Girl”; March 28 (19 attended) which included a presentation by Jane Sojka entitled, “How to get over Failure Fast and Move on”; and a general body meeting on April 25 (16 attended).
- Co-sponsored WIMS visiting scholar Teresa Woodruff, Associate Provost for Graduate Education and Dean of Northwestern University Graduate School, who delivered a talk entitled, “Three Breakthroughs that will Change our Lives in the next 10 years” on February 1 (90 Attended).
- WIMS leadership met with the Vice Provost for Faculty Development and Special Initiatives to discuss support for the group.

Contacts

- The Black Faculty Association held general body meetings on January 24, February 14, March 21 and April 11; held a Breakout Room team building exercise; organized a viewing of the Black Panther movie; and arranged a Yates and Provost Graduate Fellowship Mixer.
- The Black Faculty Association held their annual Celebration of Black Excellence in partnership with UC Black Women on the Move and African American and Black Male Professionals on April 15 with 142 faculty and staff in attendance.

Competence

- The Black Faculty Association co-sponsored “The Right to Be Racist in College,” a talk by Joyce M. Bell (University of Minnesota) and Wendy Moore (Texas A&M University).

Objective B: COMMUNICATION

Confidence

- Sent congratulatory messages to 17 women who were awarded external grants.

Contacts

- Added 2 faculty profiles to the Latino Faculty Association website.
- Added 8 events to Black Faculty Association website.
- Posted 25 articles about STEM women and their research and 12 events on the LEAF website. Top visited pages included reports, grants, grant writing training, leadership team, events, and news.
- Sent monthly LEAF newsletters to all STEM women, STEM deans, and STEM department heads.

Goal III: MUTUAL RESPONSIBILITY & SUSTAINABILITY

Sustainability

- The Latino and Black Faculty Associations met with the Vice Provost for Faculty Development and Special Initiatives regarding sustainability and support.
- Met with all STEM department heads to discuss plans for continuing to broaden participation.

Goal IV: SOCIAL SCIENCE RESEARCH

- Analyzed faculty productivity relative to time at UC, college, rank, promotion, and departures for female and male tenure-track faculty in STEM.
- Analyzed promotion, departure, and retirement of faculty at UC between 2004 – 2017 (SurvivalAnalyses.pdf).
Specific Objectives:

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
Significant Results:

regarding diversity initiatives. (From UC Diversity Plan) For UC LEAF, the emphasis 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

Goal I: IMPROVE PATHWAYS

Objective A: RECRUITMENT & HIRING

Policy

- The Provost’s Office merged funds that support the Dual Career and Strategic Hiring programs to allow for more flexibility when hiring.

Practice

- Biology hired a STEM woman as department head.

Objective B: RETENTION & PROMOTION

Competence

- Associate Professor Leila Rodriguez Soto (Anthropology) received UC’s Community-Engaged Research Award.
- Associate Professor Heather Norton (Anthropology) is the new Director of UC’s S2TC, the Skin Science Technology Collaborative.
- The National Institute of Environmental Health Sciences named Associate Professor Erin Haynes’ (Environmental Health) Manganese study a “Paper of the Year.”
- Three STEM Women and one African American STEM man were inducted as Fellows of the Graduate School: Professor Gail Fairhurst (Communication), Associate Professor Nancy Jennings (Communication), Professor Paula Shear (Psychology), and Professor James Mack (Chemistry).
- Whitney Gaskins, Assistant Professor and CEAS’ Assistant Dean of Inclusive Excellence and Community Engagement, is highlighted in SWE—The Magazine of
the Society of Women Engineers as a Woman Engineer You Should Know. She also received the NAMEPA K-12 Champion Award.

- Assistant Professor Jaime Windeler (OBAIS) received a Faculty Excellence award and an Association for Information Systems (AIS) Early Career Award.
- Yan Yu, Joseph S. Stern Professor of Business Analytics, was chosen as a Fellow of the American Statistical Association.
- Amy Bunger, Assistant Professor of Medical Education and incoming WIMS president, was a finalist for the 2018 Cincinnati Business Courier Health Care Hero award in Manager category.

Goal II: CLIMATE

Objective A: INCLUSION

Purpose

- The President asked to speak with the Latino and Black Faculty Associations to discuss the impact of a campus visit from Richard Spencer.

Policy

- Several Deans and Associate Deans sent messages to Latino Faculty encouraging attendance at a February Strategic Planning meeting. The Deans also asked that the LFA present the results of the meeting and continue to partner on initiatives.
- The President released a statement on sexual assault, sexual harassment and sexual misconduct.

Practice

- Littisha Bates, Associate Professor of Sociology, delivered the keynote at the Martin Luther King Coalition’s 2018 MLK Day for Cincinnati. Her speech was entitled, “If Not Now, When?”
- The Provost’s Office is supporting six women to attend the Women of Color Faculty Retreat (WOCFR), which will be held October 5-7, 2018 in Sautee Nacooche, GA.

Goal III: MUTUAL RESPONSIBILITY & SUSTAINABILITY

Sustainability

- The university’s new strategic plan includes the creation of a one-stop physical and cyber center Faculty Enrichment Center to support faculty throughout their UC careers.
- The AAUP is supporting a junior faculty mentoring program.

Goal I: IMPROVE PATHWAYS

Objective B: RETENTION & PROMOTION

Policy

- COM developed a process for addressing salary inequities.
- COM equalized family leave availability across all faculty types.

Goal II: CLIMATE

Objective A: INCLUSION

Policy

- The President included Faculty Investment and Inclusive Excellence as major areas of emphasis in the university’s new strategic direction.
Goal III: MUTUAL RESPONSIBILITY & SUSTAINABILITY

Sustainability

- The College of Arts & Sciences is organizing three summer writing workshops for faculty that focus on turning a dissertation into book, writing a second book, and writing journal articles.
- UC Women Lead was relaunched as an experiential leadership development program designed to develop core leadership skills for women faculty and staff who wish to advance to senior academic and administrative positions.
- Whitney Gaskins, Assistant Professor Educator of Engineering Education, was appointed Assistant Dean for Inclusive Excellence and Community Engagement in CEAS.

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

See above.

How have the results been disseminated to communities of interest?


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

Structured departmental dialogs and our final climate survey revealed that underrepresented faculty often struggle with multiple competing identities (e.g., mother, scientist, Christian). Our Career Development Plan (CDP) tool and accompanying workshops focus on how to align personal values with one’s academic identity. We now need to revise the CDP and accompanying materials to account for a more complex professional identity. The primary focus of the short second extended funding period (through December 31, 2018) will be to do develop, pilot, and test a CDP-2 for faculty with multiple competing identities. The second extended period will also allow us to do a three-month follow up to the WEPAN Allies Training program that we are co-sponsoring this August. Our recent sustainability analysis of all ADVANCE programs did not include allies training programs, and we have a unique opportunity to determine whether the training altered behavior from both the trainees’ and women’s perspectives, comparing mandated with voluntary programs.

Supporting Files

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Products

Books
Book Chapters

Inventions

Journals or Juried Conference Papers


Licenses

Other Conference Presentations / Papers


Other Products

Other Publications

Patents

Technologies or Techniques

Thesis/Dissertations

Websites

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Participants/Organizations

What individuals have worked on the project?

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Full details of individuals who have worked on the project:

Bleuzette Marshall
Email: bleuzette.marshall@uc.edu
Most Senior Project Role: PD/PI
Nearest Person Month Worked: 0

Contribution to the Project: PI & Vice President for Equity, Inclusion, & Community

Funding Support: n/a

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:** 2

**Contribution to the Project:** Professor, Philosophy & Psychology; UC LEAF Co-PI and Executive Director

**Funding Support:** n/a

**International Collaboration:** No  
**International Travel:** No

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**Stacie Holloway**  
**Email:** Stacie.furst-holloway@uc.edu

**Most Senior Project Role:** Co PD/PI  
**Nearest Person Month Worked:** 2

**Contribution to the Project:** Associate Professor, Psychology. LEAF Co-PI and Co-Director. Member of the Core Leadership and Research Teams.

**Funding Support:** n/a

**International Collaboration:** No  
**International Travel:** No

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**Farrah Jacquez**  
**Email:** Farrah.jacquez@uc.edu

**Most Senior Project Role:** Co PD/PI  
**Nearest Person Month Worked:** 0

**Contribution to the Project:** Associate Professor, Psychology. LEAF Co-PI and Director of Diversity Initiatives. Member of the Core Leadership Team.

**Funding Support:** n/a

**International Collaboration:** No  
**International Travel:** No

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**Littisha Bates**  
**Email:** littisha.bates@uc.edu

**Most Senior Project Role:** Faculty  
**Nearest Person Month Worked:** 0

**Contribution to the Project:** Associate Professor, Sociology. AAC Member. Black Faculty Association Executive Team.

**Funding Support:** n/a

**International Collaboration:** No  
**International Travel:** No

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**Erin Haynes**  
**Email:** erin.haynes@uc.edu

**Most Senior Project Role:** Faculty
**Nearest Person Month Worked:** 0

**Contribution to the Project:** Associate Professor of Environmental Health. Faculty Member and President of WIMS.

**Funding Support:** n/a

**International Collaboration:** No
**International Travel:** No

**Steve Howe**

*Email:* steven.howe@uc.edu

**Most Senior Project Role:** Faculty

**Nearest Person Month Worked:** 0

**Contribution to the Project:** Professor Emeritus, Psychology; UC LEAF Internal Evaluator

**Funding Support:** n/a

**International Collaboration:** No
**International Travel:** No

**James Mack**

*Email:* james.Mack@uc.edu

**Most Senior Project Role:** Faculty

**Nearest Person Month Worked:** 0

**Contribution to the Project:** Associate Professor of Chemistry. Chair of the AAC Committee. Chair of the Black Faculty Association.

**Funding Support:** n/a

**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 Director.

**Funding Support:** n/a

**International Collaboration:** No
**International Travel:** No

**Carolyn Noe**

*Email:* carolyn.noe@uc.edu

**Most Senior Project Role:** Other Professional

**Nearest Person Month Worked:** 1

**Contribution to the Project:** LEAF Program Coordinator
Funding Support: n/a

International Collaboration: No
International Travel: No

What other organizations have been involved as partners?
Nothing to report.

What other collaborators or contacts have been involved?
Deans, Associate, Deans, Department Heads, Vice President for Equity and Inclusion, Title IX Office, Office of Equal Opportunity and Access, Vice Provost for Academic Personnel, Sr. Vice Provost for Academic Affairs, AAUP, Women in Medicine and Science Group, Black Faculty Association, and Latino Faculty Association.

Impacts

What is the impact on the development of the principal discipline(s) of the project?
- The Academic Health Center brought Dr. Benjamin Reese, PsyD from Duke University and an expert in implicit bias, to facilitate a faculty development training on how to mitigate implicit bias in interprofessional health education, mentoring, and admissions.
- Writing Circles continue to meet without LEAF support.

What is the impact on other disciplines?
- Women comprise 40% of Chemical Engineering and 60% of Biomechanical Engineering first-year undergraduate students.
- Geology's undergraduate and graduate programs are now both majority women.
- A&S has continued its mentoring program for non-STEM female faculty.
- The Provost’s Office, CET&L, and the Office of Equity and Inclusion brought Dr. Chavella Pittman to UC to speak to underrepresented faculty on “Incivility in the Classroom: Effective Strategies for Faculty.”
- The Provost’s Office offered a workshop entitled, “Bias in the Tenure and Promotion Process: Implications for Faculty of Color.”
- Judge Marianna Bettman, the first woman elected to the Ohio First District Court of Appeals, delivered the keynote address at an Emeriti Association luncheon.
- The President and Board of Trustees revoked Bill Cosby's honorary degree in a statement expressing support for survivors of sexual assault.
- LEAF Executive Director Valerie Gray Hardcasle served as advisor for the Demographics in Philosophy Project, who is working on a draft set of "Practices to Consider" to help journal editors diversity their audience, authors, and editorial boards.

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?**
Nothing to report.

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### Changes/Problems

#### Changes in approach and reason for change

- The College of Business dean resigned. Nick Williams, Associate Dean for Graduate Programs is serving as interim dean.
- The College of Medicine dean resigned. Andrew Filak, Senior Associate Dean, was named interim dean.
- Executive Director Valerie Gray Hardcastle was named Vice President for Health Innovation and Executive Director of the Institute for Health Innovation at Northern Kentucky University. She will continue as an adjunct research professor for UC LEAF.
- Program Director Jessica Donovan resigned to take another UC position.

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

Nothing to report.

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

Jessica Donovan will no longer draw a salary.

#### 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.

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### Special Requirements

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

Nothing to report.