UC LEAF

NSF Year 1, Interim 2

Section 15.6
Preview of Award 1209169 - Interim Project Report

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

Federal Grant or Other Identifying Number Assigned by Agency: 1209169

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

PD/PI Name: Santa Ono, Principal Investigator
Melanie T Cushion, Co-Principal Investigator
Urmila Ghia, Co-Principal Investigator
Steven R Howe, Co-Principal Investigator
Rachel Kallen, Co-Principal Investigator

Submitting Official (if other than PD/PI): Rachel Kallen
Co-Principal Investigator

Submission Date: 06/07/2013

Recipient Organization: University of Cincinnati Main Campus

Project/Grant Period: 09/15/2012 - 08/31/2017

Reporting Period: 06/07/2013 - 06/07/2013

Signature of Submitting Official (signature shall be submitted in accordance with agency specific instructions): Rachel Kallen

Accomplishments

* What are the major goals of the project?

The central goals of LEAF are three-fold:

1. To improve the pipeline for women faculty in STEM by broadening recruitment, improving hiring, increasing retention, and promoting advancement.

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

2. To transform the climate for STEM faculty by creating social and collaborative mentoring networks to promote intellectual progress, equity, and an inclusive culture.

We will focus on reducing perceptions of isolation, reducing misconceptions that women are advancing and feeling welcome, as well as instituting transparent, actionable policy. The objectives for this initiative are to increase the proportion of STEM women scientists who report feeling empowered, engaged, and achieving their potential; reduce the discrepancy between men and women STEM scientists who report concerns about UC as a workplace due to work-life balance issues or about UC
as a supportive workplace where they can project that they will be successful. We anticipate our efforts towards this initiative will lead to an increase in the proportion of women STEM scientists who report positively on their career progress and prospects as well as on representation, recruitment, and retention.

3. Create interdependence by enabling sustainable dynamic institutional practice and policy through the Accountability and Advocacy Council (AAC).

Through this initiative we plan to minimize the number of problems reported in surveys and key informant interviews in which program participants complain that their bottom-up change initiatives have been stymied by organizational barriers, inertia, or (and we do not anticipate this) active resistance by heads or deans. An organizational space will be created in which participants, staff, and administrators can communicate outside of formal organizational channels. This will take the form of something like an ombuds office except that instead of focusing on problem remediation (although that can be done here too) the focus will be on enhancing supportive and positive communications, as when a junior faculty might be able to communicate something important about her career at UC and have it get onto the provost’s agenda.

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

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

Major Activities: UC LEAF Launch Planning. Throughout this period of the grant we continued the process of planning the UC LEAF launch event, scheduled to take place April 8, 2013.

- The LEAF team secured the services of Dr. Scott E. Page from the University of Michigan to provide the keynote address.
- The keynote will be followed by two simultaneous group workshops. One workshop will be focused on women STEM faculty with a roundtable discussion by senior STEM women faculty who will provide insights into their personal career trajectories in conjunction with a question and answer period that is intended to be one of positive problem solving. The second session will include selected LEAF allies (defined as key senior faculty that are supportive of the UC LEAF goals and initiatives). This session will be open to both women and men faculty and will be facilitated by LEAF and Dr. Page. It will further explore Dr. Page’s presentation on diversity in organizations and best practices for implementation.
- Funding of Dr. Page’s visit could not be fully supported by the NSF ADVANCE award. Accordingly, the LEAF leadership team secured additional sponsorships from the Offices of the President, Provost, Graduate School and the Dean of the College of Medicine. Thus, we leveraged resources and in doing so, forged new alliances across the university campus.

Committees.

- The second meeting of the UC LEAF Internal Advisory Committee (IAC) was held March 11, 2013. The primary function of the meeting was to update members on LEAF activities and to discuss observations and ideas related to upcoming actions.
- As a result of the meeting the President requested a funding proposal to be submitted to the president’s office for career re-entry grants to aid women in
returning to academia after an absence, or to help in maintaining a continuous research program during leave periods.

- The President also requested UC LEAF to organize a dinner to discuss ideas and opportunities specific to STEM women faculty. UC LEAF has been asked to provide a guest list for the event.

- IAC members identified Departments to demonstrate the Logic model. Dr. Shuk-Mei Ho, the Chair of Environmental Health (EH), volunteered her department to be the first participant. This will be an important benchmark, as EH is the second largest department in the College of Medicine. The Department of Mechanical Engineering was also volunteered.

- UC LEAF was encouraged to pursue a contact in the UC Equal Employment Opportunity Office to increase visibility by having LEAF resources represented in UC faculty orientations.

**Dissemination.**

- The UC LEAF Program Director will present a summary of the UC LEAF goals and objectives in a round table sponsored by the Graduate Program in Biology, College of Arts and Sciences, which will discuss careers in STEM disciplines and dual career management (April 1).

- The UC LEAF team completed the branding design process and received the artwork for a UC LEAF logo, fliers, and website. The artwork has been incorporated in the design of the UC LEAF website and in e-mail communications.

- The UC LEAF website was formally launched on March 12, 2013 at uc.edu/orgs/ucleaf. The website will serve as a hub for women STEM faculty, campus leaders, and community members to learn about events and gather resources. Throughout the upcoming reporting periods resources related to UC LEAF initiatives will be made available and updated.

**Networking.**

- UC LEAF leaders continue to meet regularly with Robin Martin, Ed.D., Associate Provost for Diversity and Inclusion. Our partnership serves to ensure collaboration occurs whenever our goals intersect so there is no duplication of efforts.

**Research-related efforts.**

- UC LEAF has proposed two social science studies that are currently in development. Archival data collection and initial coding and organization of the data for both social networks and discourse analysis have begun, with the assistance of graduate students and undergraduate research assistants.

- The evaluation team is completing a question bank and discussing options to ethically encourage survey participation for the network analysis component. The survey will require effort in retrieving requested information on the participants’ part and will take about 30 minutes to complete.

- To assist the research team in the compilation and analysis of the social network data, the LEAF leadership team has submitted an internal grant to the UC Faculty Development Council (FDC) to support the attendance of Associate Directors (and lead researchers) Dr. Kallen and Dr. Furst-Holloway to attend a 5-day social network analysis workshop sponsored by the Links Center at the University of Kentucky’s Gatton College of Business. Additional funds from ADVANCE will be used to support attendance of two graduate students who will be assisting with the social network study. The workshop will be held June 3-7, 2013.

- The file type the discourse analysis data was received in from the University has
provided challenges so team members are consulting with experts to streamline the preparation process. Baseline data has been received from University sources for NSF expected reporting.

Specific Objectives:  Bottom-up approaches.

- UC LEAF supported the Ready Set Go! junior faculty workshops. Over this reporting period three sessions took place: on 1/10/13 titled "Funding Your Research Program: the NIH and Other Funding Processes", on 2/14/13 titled "Time Management", and on 3/14/13 titled "Understanding Organizational Structures and Planning for Career Advancement". Junior women STEM faculty are sent an e-mail reminding them of the opportunity 5 days before the event occurs to encourage them to participate. Attendance at each session has ranged from 17 – 37 faculty members from across the University.
- Meetings have been ongoing with the Director of the Centers for the Enhancement of Teaching and Learning regarding the workshops (Jan. 14, 29 2013).

Top-down approaches.

- UC LEAF leadership met with the Provost and two associate provosts to discuss their support for participation in logic modeling and assistance in holding departments accountable for logic models.

Significant Results: As of 3/11/13 the below ADVANCE statement is included in faculty search announcements: "UC is an ADVANCE institution, with an NSF Institutional Transformation award to increase the participation and advancement of women in STEM academic careers, and provide support throughout all phases of their career development."

Key outcomes or Other achievements:

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

The UC LEAF team organized an nVivo training webinar on January 30, 2013 for several members of the research team, including Dr. Kallen, Dr. Furst-Holloway, and several graduate students, who will be assisting with the social science studies.

As part of the UC LEAF mini-grants program, UC LEAF takes considerable pride in supporting the fellowship of Margaret J. Kupferle, Ph.D., P.E., from the University of Cincinnati College of Engineering and Applied Sciences for the ELATE (Executive Leadership in Academic Technology and Engineering). Dr. Kupferle has been accepted into the second incoming class for ELATE at Drexel University (http://www.drexel.edu/engineering/programs/special_opp/ELATE/)

- The program focuses on increasing personal and professional leadership effectiveness, leading and managing change initiatives within their institutions, using strategic finance and resource management to enhance the missions of their organizations, and creating a network of exceptional women who bring organizational perspectives and deep personal capacity to the institutions and society they serve.
- The fellowship year concludes with the completion of an Institutional Action Project, developed in collaboration with the fellow’s dean or provost. We will leverage this project for UC LEAF goals and objectives. (e.g., a mid-career learning community) or the creation of new programming to support Engineering women faculty in STEM.

UC LEAF co-hosted with the Graduate Fellows, astronaut and scholar Shannon Walker, PhD. to UC in March. Shannon has a BA in Physics and a PhD in Space Physics from Rice University. As an astronaut that has worked on the International Space Station, she gave a very well attended presentation on what is was like to live on the International Space Station.

- Shannon also met with UC STEM faculty and students for a discussion on what it is like to be a woman in science today
having worked in a male-dominated arena her entire career. She also discussed working internationally in science, which is a challenge faced with ever greater frequency by STEM women.

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

Dr. Kupferle was featured for her acceptance into the ELATE program: [http://www.uc.edu/news/NR.aspx?id=17561](http://www.uc.edu/news/NR.aspx?id=17561)

We have found that word of mouth is a low tech, but simple and compelling way to disseminate the “worth” of a particular workshop or event. It is also important to have a level of redundancy with our announcements for events.

The UC LEAF website is now active so it is also being used to disseminate information on UC LEAF activities and resources in an easily accessible format.

Outreach to College leaders is another strategy to provide an overview of our goals and objectives; progress towards those goals; and identification of Allies. On January 29, 2013, the Program Director presented those topics to a small group at the College of Business, including the Dean (David Szymanski, Ph.D.) and the Directors of the Undergraduate and Graduate Schools. The College of Business is not typically asked to be a participant in STEM initiatives, but there are at least 2 divisions (Economics, Business Operations and Analytics) that are considered STEM therein and as such, we believe it is important to be more inclusive.

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

The launch event for UC LEAF will provide an opportunity to the UC community to gain awareness of the positive impacts of diversity and provide an opportunity for discussion strategies for improving the climate. The keynote will present data to support diversity and the workshops being held afterwards will provide opportunity to put knowledge into practice.

Social science research will continue. We intend to have the climate survey distributed in the summer or fall when all faculty members are regularly back in their offices. The networking survey will go out over the summer when interested faculty members will have enough time to contribute thoughtful responses.

- UC LEAF plans to launch its second and third workshop series and the Learning Communities initiative in the Fall.
- Facilitators will be trained, participants recruited, and curriculum developed.
- During the next reporting period we are going to identify potential facilitators from past workshop participants and work with UC Human Resources to get new and recently hired faculty information for workshop participant recruitment.
- Logic model training will begin in May. Curriculum and facilitators will be finalized along with any accountability measures identified. The UC LEAF team continues to evaluate needs of the executive teams that would be using the information to make curriculum relevant.

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**Products**

**Journals**
Nothing to report.

**Books**
Nothing to report.

**Book Chapters**
Nothing to report.

**Thesis/Dissertations**
Nothing to report.
Conference Papers and Presentations
Nothing to report.

Other Publications
Nothing to report.

Technologies or Techniques
Nothing to report.

Patents
Nothing to report.

Inventions
Nothing to report.

Licenses
Nothing to report.

Websites
Nothing to report.

Other Products
Nothing to report.

Participants

Research Experience for Undergraduates (REU) funding

What individuals have worked on the project?

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

Have other collaborators or contacts been involved? N
Impacts

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

A central component of UC LEAF is the bottom-up efforts that promote training, networking, and mentoring opportunities for women faculty in STEM disciplines. Through workshops focused on, for example, setting up a lab, time management, applying for funding, etc., UC LEAF will provide women faculty with the knowledge and tools they need to be productive scholars at each level of their careers. Through networking activities as will occur in learning communities and attendance at best practice workshops, LEAF will provide new opportunities for women faculty to interact with scholars from other disciplines and will thus promote new collaborations that cross disciplines. Accordingly, evidence of impact will be found in the number of collaborations developed within and across faculty in the STEM disciplines within and external to UC.

What is the impact on other disciplines?

While the differences between male and female faculty members are often the greatest in STEM, many disciplines can benefit from the professional development training and logic modeling practices UC LEAF will provide. The professional development training that is offered will cover topics that are relevant to faculty at similar stages of their career in many disciplines. It will be a more efficient use of resources if all disciplines that would usually provide training on the topic can collaborate for one training session. The potential is that this could open even more opportunities for training and encourages cross functional dialogue. Logic modeling is an organizational practice that is transferable to initiatives outside of those UC LEAF is focusing on, units will have the expertise to monitor their progress toward any of their goals and think creatively about solutions.

What is the impact on the development of human resources?

We are poised to begin the transformation of UC to an environment that understands, proactively develops, recognizes, and values the talent within our women STEM faculty. We will accomplish transformation by creating a pipeline that begins with the balanced and transparent recruitment of women STEM scientists, targeting first the areas of greatest need where women faculty are clearly underrepresented. LEAF will initiate programs that address career challenges through early-, mid- and senior-career stages to ensure that women STEM scientists are supported through their academic trajectory and achieve maximal career impact. Critical features will be the use of structured learning programs (year-long workshop series) coupled with learning communities (LCs) that not only introduce necessary skills but also help women situate themselves within social and professional networks that can provide additional support and that will serve as reference groups and supports at earlier stages of their careers. A second critical feature will be the development of unit-level logic models of desired change. This feature acknowledges the great diversity among units in starting conditions while still emphasizing that every unit will be expected to make specific plans that contribute to the proposal’s aims. Collectively, these efforts develop the human resources capacity at UC through a focus on professional skills that extend beyond teaching and scholarship to promote a more functional, inclusive, and effective working environment for all.

What is the impact on physical resources that form infrastructure?

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. By empowering women with tools for negotiation and disseminating the values of diversity we hope that the results of our program will lead to more evenly disbursed physical resources. The AAC will be available as a resource to help faculty members explore ways to address and rectify grievances.

What is the impact on institutional resources that form infrastructure?

Logic models will be shared with all departments over the course of the grant period through training and follow up coaching
sessions lead by LEAF leadership. These models will be presented in the context of mapping progress and determining goals for UC LEAF related initiatives but it is anticipated that these groups will take these methods and apply them to their own initiatives to help organize and track progress.

The UC LEAF team will continue to work to make workshops and Learning Communities sustainable at UC. Our effort will be devoted to providing a quality logistics and operations set up for the program and include other areas of the campus (such as the Center for the Enhancement of Teaching & Learning) so that in time a well oiled and established program can be accepted into another division with ease. Through these programs faculty should gain the advice and knowledge they need to be successful, increasing faculty quality and satisfaction. Departments will be encouraged as necessary to provide their own supplementary training but the initial trainings will serve to ensure that the same level and quality of training is available for all faculty members.

What is the impact on information resources that form infrastructure?

The UC LEAF website was launched on March 12, 2013. It will be used to disseminate UC LEAF related information such as resources for common challenges, announcements for and information from UC LEAF events, and will serve as a communication center for women faculty. There will be opportunities for women faculty to share, communicate, and exchange ideas through posts and e-mail. The 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.

What is the impact on technology transfer?

The UC LEAF team’s contribution of new practices to the campus will consist of logic model implementation, workshops, and Learning Communities. As a result of her participation in ELAM, UC LEAF Program Director Dr. Cushion started the Ready Set Go! series of workshops prior to receiving the ADVANCE grant at UC. The workshops were designed to assist new faculty members successfully navigate the department and university culture. This was a previously unfulfilled need at UC, prior to the establishment of the workshops all departments mentored and grew their faculty through independent process. Each department having their own practices resulted in faculty having vastly different experiences starting their career. The UC LEAF workshops will continue to ensure that coaching is readily available for faculty at all stages of their career. The Ready Set Go! workshops will be maintained and curriculum and facilitators for pre tenure and post tenure faculty workshops are being planned for a fall 2013 launch. Curriculum and facilitators for the accompanying Learning Communities are being developed also with an anticipated fall 2013 launch.

Logic models give departments another planning resource that will be familiar across the University. Some departments will benefit more than others because they have processes in place already for this type of planning. For departments that are new or don’t have this type of planning model to work with, the LEAF team will provide training and support to establish logic models as an effective, evidenced based option. The logic models are valuable tools because accountability is critical once goals have been set and the easily referenced visual representation will help team members stay focused.

At this point in the life of the award, the impact on technology transfer is only in a nascent stage. UC LEAF leadership anticipates that the first set of pilot project awards and institutional action projects will see an impact on technology transfer. It will also be a goal to include the vision and mission of the newly built University of Cincinnati Research Institute, which intends to facilitate commercialization of faculty intellectual properties and to aid in entrepreneurialism, as a major focus of planned workshops to encourage women STEM faculty in these endeavors.

What is the impact on society beyond science and technology?

The benefits of inclusion and diversity are not unique to UC or even to a university setting. The methods and developments that are a product of the practices implemented by UC LEAF will be easily transferable 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. The AAC, professional development workshops, Learning Communities, and combined bottom up and top down approach are models that could be used to improve the climate in almost any organization. The ability to join ideas from staff and have them heard by interested leaders, the development of workforce skills in career advancement, teams focused on innovation, and approaching the same issue from the top and bottom 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.

Changes

Changes in approach and reason for change

We have added Stacie Furst-Holloway, Ph.D. (Depts. Psychology and Organizational Management) as an Associate Program Director to work with Rachel W. Kallen, Ph.D, Associate Program Director to our Leadership Team. Dr. Furst-Holloway was included in the proposal, but not named as an Associate Program Director. Dr. Furst-Holloway provides expertise in both organizational change and women’s leadership development. Her industry experience includes leading a number of organizational change efforts focused on promoting broad-based empowerment and accountability. These efforts subsequently informed her research relating to commitment to change, retention, and engagement. Her current research also focuses on the experience of women leaders in the workplace, using role congruity theory to investigate factors that promote or discourage advancement of women into leadership positions as well as factors that predict job and career satisfaction and success. This work is being sponsored by SOAR, a leadership development program for women. With SOAR, Dr. Furst-Holloway is building a research consortium of organizations in the region (e.g., Toyota, UPS) to investigate, for example, tangible and intangible barriers to advancement women face and how an organization’s culture of inclusion influences women’s engagement, well-being, and satisfaction. In addition to responsibilities for programmatic management, as Co-Director of the social science study, Dr. Furst-Holloway will also be responsible for contributing to the existing literature within the field by submitting findings of the proposed research and ADVANCE programs for publication and presentation in scientific journals and national conference proceedings. Dr. Furst-Holloway will be charged with organizing the planned Learning Communities and Career Workshops as primary tasks.

There were no changes to approach or programming.

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

File extensions on the data we received from the University were in .xml format, which is incompatible with the Nvivo software we were planning on using for the analysis. We are currently exploring coding and software options that will allow that data to be extracted with reasonable efficiency. If a sufficient solution is not identified we will consider the sample size necessary to validate what we are proposing to reduce the quantity of data needed.

As a result of University renovations the UC LEAF office has not obtained its permanent office space yet. It is expected that the LEAF office will be housed in a more centrally located position so that it can accessed easily by team members and other collaborators.

The leadership team and program coordinator who are, collectively, charged with the day-to-day activities associated with the grant are continuing to identify appropriate operating norms and procedures. Weekly meetings have allowed the team to discuss activities and strategies in a democratic manner; however, confusion remains regarding the ownership of individual tasks, which has led to delays in work completion or redundancy of effort. Revisiting the governing hierarchy and assignment of tasks will occur at upcoming weekly leadership meetings.

Preparation for the launch superseded other tasks, and more importantly, adjustment and training of a new Program Coordinator who was new to the area and unfamiliar with the university environment, program, and essential contacts, contributed to some of the delays. Ongoing discussions for troubleshooting and problem solving, as well as a growing comfort with the new environment should address some of these problems.
Changes that have a significant impact on expenditures

It has recently been brought to our attention that the per cent efforts of Cushion (50%), Kallen (40%) and Furst-Holloway (40%) were not approved through an NSF process. Subsequently, the Program Director and Associate Directors are only permitted to provide 2 calendar months for the NSF ADVANCE award. While attending the NSF ADVANCE meeting in March, we discussed alternatives and strategies with our Program Officer and Financial Officer. The recommendation was to settle the issues internally. We are currently working on this problem, but it has resulted in increased expenditures of time unrelated to the goals and objectives of the ADVANCE award. Moreover, it now places unanticipated costs on the affected Departments.

Significant changes in use or care of human subjects
Nothing to report.

Significant changes in use or care of vertebrate animals
Nothing to report.

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

Special Requirements

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

Supporting Files

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Project Governance: The Awardee will ensure that an efficient and effective project governing structure is in place throughout the award period to support all critical or significant project activities. The Awardee will develop and submit to the cognizant program officer within three months of the start date of the award a project organization chart and management plan including the following components:

A) A project implementation and management team (project team): The project team is responsible for the implementation of critical and significant project activities, coordinating the project’s internal and external evaluation, and the day-to-day project management. The project team will likely include the PI and co-PIs as well as other staff. The project team may include individuals from the institution that will support the record keeping and financial management of the project.

1. Project Implementation and Management Team. The Leadership Team will include the Principal Investigator, UC President Santa Ono; Program Director, Professor Melanie T. Cushion (Dept. Internal Medicine, College of Medicine; Research Career Scientist, VAMC); Associate Program Directors, Professors Rachel Kallen and Stacie Furst-Holloway (Dept. Psychology, College of Arts and Sciences); Professor Monica Mitchell (Depts. Psychology and Pediatrics, Cincinnati Children’s Hospital Medical Center) with Professors Sandra Degen (Depts. Molecular Genetics and Pediatrics, UC and CCHMC), Urmila Ghia (Dept. Mechanical Engineering, College of Engineering and Applied Sciences), Valerie Hardcastle (Depts. Philosophy and Psychology, Coll. of A&S) and Steven Howe (Dept. Psychology).

Drs. Cushion, Kallen, Furst-Holloway, Mitchell, and Howe will meet at least twice monthly, weekly if necessary, to discuss the progress of the programming, challenges, and resolutions. They will be responsible for advising on the development of programs and initiatives of the grant. At their meetings, project progress will be discussed and performance of the focus areas of the grant will be monitored. Administrative support will be provided by a full time administrative coordinator. In addition, the leadership team will meet with the evaluation and research teams regularly to receive feedback on the progress of various programs of the grant. The Program Director will report to the PI each month and provide a summary of the activities during that month.

Their roles are described below:
   a. Principal Investigator. University of Cincinnati President Santa Ono.
      • Provides institutional leadership and commitment, as well as a top level of accountability
      • Disseminates goals and objectives of the UC NSF ADVANCE award (hereby, UC LEAF) at the highest leadership levels, internally and externally, to ensure high visibility and recognition of the program.
• Personifies the principles of the proposal in all meetings and networking opportunities.
• Ensures all involved academic units comply with the Top-down and Bottom-up initiatives.
• Works with the Leadership Team to ensure the sustainability of UC LEAF by supporting proposed and new initiatives from the Office of the President.

b. **Program Director.** Melanie T. Cushion, Ph.D. Professor, Research Career Scientist, VAMC.
   • Directs all programming and oversees the budget.
   • Invites senior faculty to present workshops and participate on panels
   • Responds to evaluation data about events to prepare effective and timely programming for faculty at all ranks in the STEM disciplines
   • Oversees and represents UC LEAF to all constituents, especially those at the College of Medicine
   • Works with the Program Coordinator to assign tasks and track Projects

c. **Associate Program Director 1.** Rachel W. Kallen, Ph.D., Assistant Professor.
   • Provides input on project’s progress and monitors performance of the goals of the award
   • Identifies and recruits various visiting scholars and best practice speakers to come to campus and share their expertise with UC faculty, particularly women STEM faculty.
   • Prepares Interim Progress Reports and Annual Reports with the other Associate Program Director and the Program Coordinator
   • Provides oversight to the Program Coordinator on a daily basis
   • Develops and implements the Mid- and Senior Level Workshop series
   • As Co-Director of the Social Science Research, is responsible for directing the completion of the social sciences studies and contributing to the existing literature within the field by submitting findings of the proposed research and ADVANCE programs for publication and presentation in scientific journals and national conference proceedings

d. **Associate Program Director 2.** Stacie Furst-Holloway, Ph.D., Associate Professor
   • Provides input on project’s progress and monitors performance of the goals of the award
   • Identifies and recruits various visiting scholars and best practice speakers to come to campus and share their expertise with UC faculty, particularly women STEM faculty.
   • Prepares Interim Progress Reports and Annual Reports with the other Associate Program Director and the Program Coordinator
• Develops and implements the Learning Communities
• Provides input on organizational management of the projects
• As Co-Director of the Social Science Research, is responsible for directing the completion of the social sciences studies and contributing to the existing literature within the field by submitting findings of the proposed research and ADVANCE programs for publication and presentation in scientific journals and national conference proceedings

e. **Director of Diversity Initiatives.** Monica Mitchell, Ph.D., Assistant Professor

• Provides input on project’s progress and monitors performance of the goals of the award, especially as they relate to STEM women faculty of color
• Provides input for programming for STEM women faculty of color
• Establishes the topics and timing of events, invites under represented faculty to present workshops and participate on panels
• Provides outreach to STEM women faculty of color
• Interacts with senior women of color faculty and administration to achieve goals of UC LEAF

f. **Internal Evaluator.** Steven Howe, Ph.D., Professor

• Provides input on project’s progress and monitors performance of the goals of the award, with the focus on the goals of the internal evaluation requirements
• Prepares Evaluation sections of the Interim Progress Reports and Annual Reports
• Oversees the budget with the Program Director
• Presents the logic model to Academic Unit heads
• Holds workshops for Best Practices


g. **Program Coordinator.** Nancie Ehler, MSP

• Provides broad-based administrative support for the UC LEAF ADVANCE Office, the ADVANCE Leadership Team and Committees and ensures the day to day management of UC LEAF activities, programs and evaluation.
• Provides resources on programming; uses NSF indicator data and research being done on gender and climate to generate reports to NSF and disseminate results to the University community
• Collects and disseminates best practices developed at UC and elsewhere.
• Manages correspondence and verbal inquiries, prepares presentation materials and manages and coordinates the logistics of meetings and larger programming events
• Prepares the publicity documents for ADVANCE UC LEAF and maintains the UC LEAF website and other dissemination tools

B) An internal steering committee or internal advisory committee (ISC or IAC): The project PI and co-PIs should serve on the ISC or IAC. Other members should include faculty as well as key administrators and staff who will be impacted by the activities or who will be providing resources or services to the project. ISCs or IACs typically meet monthly or quarterly during the project period, depending on the complexity of the project and the size of the project team.

The Internal Advisory Committee is chaired by Prof. Urmila Ghia (Co-I), and consists of Professors Kay Kinoshita (Professor and Department Head, Physics), Shuk-Mein Ho (Chair, Environmental Health), Dr. Tom Boat (Vice President for Health Affairs; Dean, College of Medicine), Professor Teik Lim (Dean, College of Engineering and Applied Science), Kristi Nelson, Ph.D., Interim Vice Provost for Academic Personnel), President Santa Ono (PI), Professor Valerie Hardcastle (Chair of the Advocacy and Advisory Committee), and Prof. Sandra Degen (Chair of the External Advisory Committee). Professors Cushion, Kallen, Furst-Holloway, and Howe all attend these quarterly meetings. Administrative support for organization and scheduling is supplied by the Program Coordinator. Two IAC meetings have been held to date.

C) An external advisory committee (EAC): The EAC should be chaired by the chief executive officer of the institution or equivalent. Membership should include diverse individuals with expertise related to the project activities who can objectively review the project and provide feedback which can be used to make improvements to the project. The project PI (unless also the CEO), co-PIs, project team and consultants to the project should not serve on the EAC. EACs typically meet once a year during the project period.

The External Advisory Committee will be chaired by Prof. Sandra Degen, who was the Vice President for Research at the University of Cincinnati and is currently the Interim Chair for Molecular Genetics at UC. She brings community contacts obtained during her tenure as the VP for Research that will be especially important for the success of the UC LEAF goals. Other members include Virginia Valian (Distinguished Professor, Psychology, Hunter College), Nora Zorich, (Vice President, P&G, retired; independent consultant), Stephanie Goodwin (Program Director, LEADER Consortium-ADVANCE, Wright State University), Peggy Layne (AdvanceVT Program Director), and Laura Schweitzer (President, Union Graduate College).
Accountability and Advocacy Council (AAC): The purpose of the AAC, chaired by Professor Valerie Hardcastle, includes the negotiation and reconciliation of Top-down and Bottom-up initiatives and associated problems; assessment of collected data and conclusions of the Research Team. The AAC also serves as an additional layer of advisory guidance to members of the Leadership Team. Members include Steve Strakowski, M.D., Chair of the Dept. Psychiatry and Senior Vice Dean of Research, the College of Medicine; Karen Faaborg, Ph.D., former Vice Provost for Faculty Affairs and former Executive Vice President; Tia Solomon, Ph.D., Assistant Professor Psychology and Neurology, College of Arts and Sciences; Fred Beyette, Ph.D., Professor, College of Engineering and Applied Science; Margaret Hanson, Ph.D., Associate Dean of the Graduate School and Professor, College of Arts and Sciences.
Accomplishments, Modified

What was accomplished under these goals?

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

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

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

2. **Networking.**
   a. Leveraged connections with Stephanie Goodwin, Ph.D. (Program Director, LEADER Consortium – NSF ADVANCE who visited the LEAF team in September to share best practices and lessons learned from the multi-institutional efforts.
   b. Established collaborative relationship with Robin Martin, Ed.D., the Associate Dean for Minority Affairs in the Provost’s office and placed a representative of the LEAF leadership team (Dr. Howe) on her Advisory Committee.
   c. LEAF Program Director, Melanie T. Cushion, Ph.D., was appointed to several pivotal University committees including the Provostal search committee, the Executive Advisory Committee for the UC Office of Research, and the College of Medicine’s Research Cabinet.

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

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

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

c. The External Advisory Committee. Met with the Chair, Sandra Degen, Ph.D. to discuss participants, meeting schedule, and strategy, Sept. 7th.

4. Research-related efforts focused on gathering benchmarking data for both the discourse and network studies.
   a. Discourse study: benchmarking data were obtained from several sources. The University’s Office of Equal Employment Opportunity (EEO) provided copies of all job advertisements placed by STEM units over the past 5 years. We also gained access to University listservs to monitor discourse regarding women in STEM.
      i. Licenses for nVivo (a text analytics software) were purchased to assist the research team in coding and analyzing the discourse data.
   b. Network study: a list of questions was generated to be used in self-report surveys and the process of pulling co-author information from eProfessional, UC’s on-line repository for faculty curriculum vitae, was initiated.
   c. Secured funding from the Office of the Graduate School and hired two graduate students in the Department of Psychology, Brian Eiler and Mary Jean Amon.
   d. Sarah Woodruff, Ph.D. of Miami University agreed to be UC LEAF’s external evaluator. Dr. Woodruff’s team has been working steadily with the UC evaluation team to identify and collect pertinent benchmarking data and to plan subsequent evaluation efforts.
5. **Administrative Staff.** Ms. Nancie Ehlert was hired as the Program Coordinator in December and will arrive in January.

6. **Physical Location of UC LEAF Office.** Permanent space unavailable. Established a temporary UC LEAF Office in Edwards 1 building, where Drs. Kallen, Furst-Holloway, Howe, Hardcastle are located as well as the Business Analyst.

**Accomplishments towards Specific Objectives**

7. **Bottom-up approaches.** The early career workshops, Ready, Set, Go!, were developed, implemented and ported to the Center for Enhancement of Learning and Teaching for the purpose of sustainability. They will be co-managed with the Center with oversight and input by UC LEAF.

8. **Top-down approaches.** LEAF Allies within and outside of the University were identified to assist and facilitate implementation of top-down initiatives, outside of the Committee participants listed above.
   - Larry Johnson, Ph.D. – Interim Provost and Vice President for University Affairs
   - William Ball, M.D. - Vice President for Research
   - Robin Martin, Ed.D. - Associate Provost for Diversity & Inclusion
   - Pamela Baker, Ph.D. - Director of CET&L
   - Barbara Rinto - Director of the UC Women’s Center
   - Margaret Hanson, Ph.D. – Associate Dean, Graduate School
   - David M. Szymanski, Ph.D. - Dean of the UC College of Business

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

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

**Significant Results**

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

10. **Research Results.**
   a. Obtained 25 years of data on STEM appointments at UC and helped the external evaluation team merge the files together so that we can study retention.
   b. Obtained 2012 salary data for the required salary study.
   c. Working with the UC architect’s office to gain access to space management system for the required space study.
   d. Determined that we can obtain data from the UC provost’s office on reappointment, promotion and tenure decisions from 2011 forward. These will be used in creating the NSF-required Indicator tables for our annual report.
   e. Identified the key informants who will be interviewed in the near future by the external evaluation team.
   f. Acquired all job ads from last five years for coding.
   g. De-identified exit survey data was gathered for the last five years. Research associate and postdoc information is available from 2006-present

**Key Outcomes or Other Achievements**

11. **Bottom-up initiatives; pilot projects.** LEAF leadership has partnered with the Office of the Provost and the Office of Research to establish a new research grant for faculty focused on diversity (broadly defined). $20,000 in funding will be made available annually through a new University Research Council (URC) Grant to support diversity-related research.

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

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

How have the results been disseminated to communities of interest?

13. A LEAF press release announcing the NSF grant award was published on the University of Cincinnati website and received mention in the Cincinnati Enquirer.
14. LEAF initiated the development of LEAF brand through internal (UC) and external channels. In December, we commissioned The Creative Department, a boutique advertising and branding firm headquartered in Cincinnati, to develop a logo and visual identity (e.g., letterhead, web design) for the initiative.
15. We secured LEAF email addresses for our Program Coordinator and Program Directors.
16. Databases were created to monitor LEAF contacts and track conversations and to monitor task ownership among leadership team.
17. Slide presentations and informational pieces for broadening exposure to LEAF initiatives were developed.

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

1. Miami University is going to be administering the Work Life Survey using questions that will allow us to benchmark our results to our ADVANCE schools with which Miami has worked. We are getting MU the email addresses they will need to administer the survey. Spring 2013 completion is expected.
2. Preparations and arrangements for the UC LEAF launch event will continue. Publicity strategy, guest lists, and curriculum will continue to be refined. The entire UC campus will be invited to the main event but STEM women will be given priority for workshop attendance.
3. Recruitment and contact with potential visiting scholars will be addressed. The UC LEAF team has started a list of potential visiting scholars to keep track of individuals that would be excellent contributors to the UC LEAF mission. Ideas for guest speakers are taken from conference presentations or readings LEAF leaders find exceptional.
4. The UC LEAF team will continue the development of workshops, assembling of Learning Communities, and logic model training.
Overview
Dissemination of LEAF’s accomplishments, programs, and outreach is essential to its success. According to Carpenter et al., 2005, effective dissemination “relies on the use of varied channels—e.g., publications and reports, Web sites and other electronic communications, meetings and conferences, person-to-person communications, formal collaborations or information networks.” These will be employed, in combinations, to reach our various constituencies with the goal of enhancing the visibility of UC scientists and progressing the ADVANCE mission as a whole. Our plans include sharing LEAF results and products internally with various constituents as well as externally with other institutions and organizations. By doing so, we will make LEAF initiatives well-known to those in STEM disciplines across and outside the campus and give participants and LEAF leadership the opportunity to spread the message as they interact with other institutions.

To enhance impact, disseminated materials will combine ADVANCE-specific information with practical tools for STEM scientists. Information about the LEAF mission, women in STEM, and best practices, will be combined with announcements of career-enhancing opportunities such as conferences, funding, and training opportunities. This will contribute to the ADVANCE initiatives as well as attract people to use LEAF services. The audience will be further expanded by targeting STEM students and faculty at all career stages. These tactics will be applied to electronic and print media, and professional development opportunities. We expect communication tools to evolve during the tenure of LEAF and thus students and young faculty will be probed by informal meet ups to identify new and effective modes of digital communication. We intend to use all the resources available to us at UC. This effort will be an important facet of our ability to remain nimble.

Finally, Barick et al. report that person to person encounters are the most efficient way to transfer knowledge, invite communication and discourse, and can provide a platform for persuasion. Thus, a key component of our dissemination plan will be developing and leveraging our internal and external networks. Personal relationships that are built over time are critical for knowledge transfer and enhance a common purpose, built trust, allow for non-verbal nuances and produce a culture of transparency. These linkages serve as a conduit for all parties to exchange critical information. A continual process of evaluation is also necessary to ensure the efficiency of the processes employed.

In the space below, we describe several specific components of the LEAF dissemination plan. We summarize these efforts and their utility in the table on pp. 5-7.

Specific Components of Dissemination Plan

1. Web Presence
   A. LEAF Website
      The website will offer convenient access to LEAF services and communicates its goals to a broader audience. The website will also provide contact information, a calendar, useful
links, reports of initiatives and findings, as well as an online toolkit with training and eLearning information. Beyond this, the website will focus on creating a sense of community. To accomplish this, those agreeing to participate in LEAF programs, including speakers, mentors, and key faculty, will be invited to add a link to their personal profile on the website to enhance their visibility. In addition, the website will identify a contact person to respond to questions and comments. This position will serve to pair dissemination with a process for feedback. A screen shot of the UC LEAF homepage is shown below.

![UC LEAF homepage screenshot](image)

**B. Social Media Presence:**
In the grant, we noted that LEAF would develop a Facebook page to communicate with internal and external stakeholders. The Facebook site will mirror many of the features of the website, but also allow for informal dialogue and discussion between LEAF personnel, participants, STEM faculty and students, and members of the broader community. In addition to Facebook, we plan to establish a Twitter account and maintain an RSS feed, both of which will be accessible through the web-site.

2. **Print Media and Collateral Materials**
   **A. Bi-Monthly Newsletter**
   Print media will be utilized in the form of a bimonthly newsletter, also featured on the website. The newsletter will be dispersed to STEM faculty mailboxes and left in lobby areas around campus. Best practices of ADVANCE will be highlighted along with faculty profiles and career opportunities. Our plan is to produce the first bi-monthly newsletter immediately following the LEAF Launch on April 8th. We anticipate that the launch will generate quite a bit of excitement and energy around the larger initiative. Thus, we want to capitalize on and then sustain this momentum by sending the newsletter in the subsequent week with feature stories and pictures from the launch itself. We will then initiate the bi-monthly schedule as noted above.
B. Additional Print Materials

LEAF will also increase its visibility by displaying posters throughout the STEM departments on a yearly basis, including those from poster presentations. Our aim here, as with the website, is to use increased visibility of our participants to enhance collaboration among its members. We commissioned The Creative Department, a boutique advertising and branding firm headquartered in Cincinnati to develop a visual identity (and corresponding equity guide) to be used in our web and print materials. Shown below are several images from the Creative Department that will be used in these materials.

3. Campus-Related Programming and Events

A. On-Campus Launch

Although not articulated specifically in the grant, the UC LEAF team plans to organize an official “launch” for the initiative as a vehicle for introducing our mission, objectives, and leadership team to the UC community. By inviting a nationally-known guest speaker and scheduling remarks from UC President and LEAF PI Santa Ono, we aim to raise the profile of LEAF on campus and signal the real commitment that UC leadership has placed behind this effort. The launch will be targeted primarily to an internal audience, with specific programming for administrators (e.g., deans and directors) as well as women faculty that we are specifically targeted through LEAF programming.

The launch is scheduled to take place on Monday, April 8, 2013. We have secured Scott Page (http://vserver1.cscs.lsa.umich.edu/~spage/bio.html) to provide keynote remarks and to conduct a two-hour workshop with deans and department heads. We also plan to
send a special invitation to women faculty in STEM disciplines to attend the launch followed by a lunch networking opportunity. For the university community as a whole, we plan to utilize the launch to introduce the leadership team and to review LEAF objectives. We will also inform the community of our progress to date.

B. Day-Long Workshop
Before completion of the funding period, a comprehensive day-long workshop will be held inviting individuals from other organizations and institutions to learn best practices of promoting equity in the workplace. This event reflects a commitment of the UC LEAF initiative to partner with organizations from various sectors in the region to disseminate information and share best practices. As one of the largest public universities in the Midwest and one of the top 25 public research universities in the country, UC will position itself as a leader in the scholarship and practice of the advancement and inclusion of women in STEM disciplines. Engagement of the broader community will provide two primary benefits: enhanced opportunities to recruit top student and faculty talent into STEM programs through greater visibility and promotion of ADVANCE efforts and increased opportunities to identify novel and innovative best practices by expanding information exchange across sectors. Information presented during this workshop will be shared through the website.

4. Professional Presentations and Publications
   A. NSF Meetings
   A final component of dissemination, professional presentations and publications, will be done to share research findings of LEAF with other institutions. We aim to send a minimum of 4 people a year to NSF ADVANCE meetings, and for them to be involved in panel discussions, symposia and workshops.

   B. Professional Conference Presentations and Publications
   In addition the work of the research projects, and ADVANCE as a whole, align with the work of the social science study team. Their involvement will lead to a number of additional presentations and publications in scholarly journals, and will be shared at conferences such as the Gender Equity conference, APA annual meetings, Divisions 8 and 27 of APA annual meetings, the American Association for the Advancement of Science conference, and the Society for Community Research and Action biannual conference. Findings will also be submitted to WEPAN Knowledge Center, a resource tool for women in the STEM disciplines.

Developing and Monitoring the Dissemination Plan
As noted above, we expect that our communication tools and plan will evolve over the next five years as new material is developed and our networks grow. To ensure that the dissemination plan stays focused on and grounded in our central mission, we have developed the Dissemination Planning Guide shown on the following pages. This plan employs the five dissemination questions that the National Child Welfare Workforce Institute has used for their multi-faceted dissemination strategy (www.ncwwi.org):

1. What is the message?
2. To whom (audience)
3. By whom (messenger)
4. How (transfer method)
5. With what expected impact (evaluation)
<table>
<thead>
<tr>
<th>Message/Product -</th>
<th>Target Completion Date-</th>
<th>What is the message/content?</th>
<th>What should be transferred to decision makers?</th>
<th>What innovations should be disseminated?</th>
<th>What innovations and messages from science should be disseminated, depending on the purpose?</th>
</tr>
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<tbody>
<tr>
<td>WEBSITE</td>
<td>2/1/13</td>
<td>Professional web design completed; design approved; will implement with UC web design to upload and complete; training for maintenance. UC LEAF is a vibrant community intending to transform the culture of UC; hyperlink to NSF ADVANCE program for further information</td>
<td>All Best Practices, resources, programs, and archival knowledge will be stored</td>
<td>Accomplishments, programming, speakers, Workshops, Learning Communities meetings</td>
<td>Research findings, including “report cards” on hiring recruitment and retention; publications; PR “spots”; community outreach</td>
</tr>
<tr>
<td>Audience</td>
<td></td>
<td>End users: Who will apply it in practice?</td>
<td>Take full account of potential adopters’ needs and perspectives, with particular attention to the balance of costs and benefits for them</td>
<td>To whom should research knowledge be transferred (the target audience)?</td>
<td>Who is the primary audience?</td>
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<tr>
<td></td>
<td></td>
<td>All users; this will be in the public domain</td>
<td>All information has free access; NSF logo posted with hyperlink</td>
<td>All audiences; other women’s groups on campus; other NSF pipeline awardees</td>
<td>UC women faculty in STEM; administration; national users for Best Practices dissemination</td>
</tr>
<tr>
<td>Messenger</td>
<td></td>
<td>Dissemination partners: Through which individuals, organizations or networks can you reach end users?</td>
<td>Tailor different strategies to the different demographic, structural, and cultural features of different subgroups</td>
<td>By whom should research knowledge be transferred (the messenger)?</td>
<td>Who should help to deliver these?</td>
</tr>
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<td><strong>Message/Product</strong></td>
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<tr>
<td><strong>COLLATERAL MATERIALS</strong></td>
<td>2/1/13</td>
<td>Professional logo and branding will differentiate UC LEAF from other campus organizations. UC LEAF is a vibrant community intending to transform the culture of UC. Branding will be used on other social media; for advertising workshops via posters and printed materials; letterhead; and merchandise advertising UC.</td>
<td>Concept of the UC LEAF brand will be reiterated through branding as a means of KTE.</td>
<td>Concept of the UC LEAF brand</td>
<td>Best practices for dissemination</td>
</tr>
<tr>
<td>Audience</td>
<td>End users: Who will apply it in practice?</td>
<td>Take full account of potential adopters’ needs and perspectives, with particular attention to the balance of costs and benefits for them</td>
<td>To whom should research knowledge be transferred (the target audience)?</td>
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<td></td>
<td>Intended to advertise the program, but some merchandise (e.g. pins made from the logo) will be used to honor “allies” or recognize accomplishments</td>
<td>Sense of pride and accomplishment</td>
<td>N/A</td>
<td>UC women faculty in STEM; administration; supporters of the LEAF program</td>
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<th>Dissemination partners: Through which individuals, organizations or networks can you reach end users?</th>
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<tr>
<td></td>
<td>Potential women STEM faculty; community awareness; LEAF supporters; faculty members in non-LEAF disciplines</td>
<td>Trifolds for bulleted KTE; bags for conference attendees; awards</td>
<td>N/A</td>
<td>Program Coordinator; personnel; web links; award ceremonies</td>
</tr>
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<tr>
<th>Channel –</th>
<th>Communication: How will you convey the research outcomes?</th>
<th>Identify and use appropriate communication channels</th>
<th>How should research knowledge be transferred (the knowledge-transfer processes and supporting communications infrastructure)?</th>
<th>By what methods should dissemination occur?</th>
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<tr>
<td></td>
<td>UC LEAF recognition- surveys; inquiries; requests</td>
<td>See above</td>
<td>See above</td>
<td>See above</td>
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<tr>
<th>Evaluation</th>
<th>Evaluation; How will you determine what worked?</th>
<th>Incorporate rigorous evaluation and monitoring of defined</th>
<th>With what effect should research knowledge be</th>
<th>What is the effect?</th>
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<tr>
<td><strong>PROGRAMMING AND EVENTS</strong></td>
<td>On-going</td>
<td>Specific content and messaging will vary by event; focus on the LEAF and ADVANCE missions as a whole. Programming and events provide an opportunity to train, inform, and involve members of the UC (and greater) community</td>
<td>Best practices, resources, shared information and knowledge transfer</td>
<td>Best practices for hiring, developing, promoting, as well as creating an inclusive community</td>
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<td>Audience</td>
<td></td>
<td>End users: Who will apply it in practice?</td>
<td>Take full account of potential adopters’ needs and perspectives, with particular attention to the balance of costs and benefits for them</td>
<td>To whom should research knowledge be transferred (the target audience)?</td>
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<td></td>
<td>Will vary by event and content, but can include faculty and students in STEM as well as the larger university; external partners and constituents; other ADVANCE programs</td>
<td>All internal events will be free to attend</td>
<td>Other ADVANCE institutions; the scientific community focused, for example, on women in STEM specifically or organizational change efforts more generally</td>
</tr>
<tr>
<td><strong>Messenger</strong></td>
<td><strong>Dissemination partners:</strong> Through which individuals, organizations or networks can you reach end users?</td>
<td><strong>Tailor different strategies to the different demographic, structural, and cultural features of different subgroups</strong></td>
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<td>Nationally renowned experts in the recruitment and development of women in STEM; Potential women STEM faculty; LEAF leadership and supporters; faculty members in non-LEAF disciplines</td>
<td>Events could include best practices seminars, hands-on workshops, learning communities</td>
<td>LEAF research team</td>
<td>Program Coordinator; personnel; web links; award ceremonies</td>
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<td>Web-site; bi-monthly newsletter; personal communications</td>
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<td>The LEAF leadership team, including program director and associate directors, members of critical, standing committees (IAC, EAC, AAC)</td>
<td>See above</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Evaluation</strong></th>
<th><strong>Evaluation:</strong> How will you determine what worked?</th>
<th><strong>Incorporate rigorous evaluation and monitoring of defined goals and milestones</strong></th>
<th><strong>With what effect should research knowledge be transferred (evaluation)?</strong></th>
<th><strong>What is the effect?</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Tracking of web “hits”; inquiries to contacts; personal knowledge transfer sessions; participation in events listed</td>
<td>Included in the Logic Model</td>
<td>Adoption of best practices across units</td>
<td>UC LEAF recognition; national recognition for Program and for NSF goals; increased participation by faculty to achieve stated goals (e.g. increased mentor numbers)</td>
</tr>
</tbody>
</table>