UCLEAF

Third Year Site Visit
NSF ADVANCE

Monday, December 1, 2014

Agenda

- Introduction
- Who We Are: Unique Challenges and Strengths
- Research Progress
- Programming
- Diversity Initiatives
- AAC
Mission and Vision

LEAF Mission: The University of Cincinnati is committed to providing an environment that promotes the advancement and well-being of faculty in all departments. LEAF ensures these opportunities extend to women and minority faculty in the STEM disciplines.

LEAF Vision: LEAF will provide sustainable support for women and minority STEM faculty success through integrating initiatives for women and minority faculty, leadership reform, advocacy, and accountability.

Goals

LEAF Goals: Increase the participation and advancement of women and minority faculty in STEM fields by
- Conducting research to provide insight for organizational change;
- Transforming the climate to promote intellectual progress and equity;
- Improving pathways for recruitment, hiring, retention and success;
- Sharing responsibility for sustainable, dynamic institutional growth.

LEAF is committed to building a community of change leaders through partnerships at all levels.
WHO WE ARE
VALERIE GRAY HARDCASTLE, EXECUTIVE DIRECTOR

Twenty-five Year Profile

<table>
<thead>
<tr>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>STEM Hires</td>
<td>197</td>
<td>230</td>
<td>338</td>
<td>765</td>
</tr>
<tr>
<td>% Women</td>
<td>26%</td>
<td>22%</td>
<td>31%</td>
<td>27%</td>
</tr>
<tr>
<td>Other Hires</td>
<td>400</td>
<td>532</td>
<td>737</td>
<td>1,669</td>
</tr>
<tr>
<td>% Women</td>
<td>57%</td>
<td>56%</td>
<td>62%</td>
<td>59%</td>
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### STEM Faculty in A&S (2014)

<table>
<thead>
<tr>
<th>GENDER</th>
<th>NUMBER</th>
<th>PERCENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>F</td>
<td>63</td>
<td>31.19</td>
</tr>
<tr>
<td>M</td>
<td>139</td>
<td>68.81</td>
</tr>
</tbody>
</table>

Percent F doubled since 1999

<table>
<thead>
<tr>
<th>RACE</th>
<th>NUMBER</th>
<th>PERCENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Asian</td>
<td>20</td>
<td>10.31</td>
</tr>
<tr>
<td>Black</td>
<td>5</td>
<td>2.58</td>
</tr>
<tr>
<td>Hispanic</td>
<td>3</td>
<td>1.55</td>
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<tr>
<td>Native American</td>
<td>1</td>
<td>&lt;1</td>
</tr>
<tr>
<td>White</td>
<td>145</td>
<td>83.3</td>
</tr>
</tbody>
</table>

No change in percentage white since 1999

### Faculty in CEAS (2014)

<table>
<thead>
<tr>
<th>GENDER</th>
<th>NUMBER</th>
<th>PERCENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>F</td>
<td>16</td>
<td>11.76</td>
</tr>
<tr>
<td>M</td>
<td>120</td>
<td>88.24</td>
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F increased by 7% since 1999

<table>
<thead>
<tr>
<th>RACE</th>
<th>NUMBER</th>
<th>PERCENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Asian</td>
<td>37</td>
<td>28.91</td>
</tr>
<tr>
<td>Black</td>
<td>2</td>
<td>1.56</td>
</tr>
<tr>
<td>Hispanic</td>
<td>1</td>
<td>0.78</td>
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<tr>
<td>White</td>
<td>76</td>
<td>68.75</td>
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</table>

Whites increased by 5% since 1999
Basic Science Faculty in COM (2014)

<table>
<thead>
<tr>
<th>GENDER</th>
<th>NUMBER</th>
<th>PERCENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>F</td>
<td>53</td>
<td>27.75</td>
</tr>
<tr>
<td>M</td>
<td>138</td>
<td>72.25</td>
</tr>
</tbody>
</table>

No change in percent F since 1999

<table>
<thead>
<tr>
<th>RACE</th>
<th>NUMBER</th>
<th>PERCENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Asian</td>
<td>42</td>
<td>22.95</td>
</tr>
<tr>
<td>Black</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Hispanic</td>
<td>3</td>
<td>1.64</td>
</tr>
<tr>
<td>White</td>
<td>126</td>
<td>68.85</td>
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15% increase in Asian faculty; No other changes in diversity since 1999
Uniqueness of UC LEAF

- Interventions targeted to particular colleges or units
  - Departmental logic models
  - Visiting Scholar program
  - Best Practice workshops
- Special diversity programming
- Intentional connections between administration and faculty
  - Accountability and Advocacy Committee
  - Dean’s Action Committee
- Sophisticated research program

RESEARCH
STACIE FURST-HOLLOWAY & RACHEL KALLEN, CO-DIRECTORS
Discourse Analysis

AIM:

- Examine whether social inequality expressed through written communication and policy changes as a function of institutional changes related to LEAF.

PROGRESS & CHANGES:

- Baseline coding of STEM email communications:
  - Limitations in emergent themes related to LEAF Initiatives

NEXT STEPS:

- Utilizing other forms of discourse to inform newer research into Implicit Bias (Recruitment, Hiring, RPT)

Social Network Analysis

Intradepartmental Networks

Revised Strategy to Examine Intradepartmental Networks

- Differences in network structure exist across departments, with some exhibiting more clustering effects than others.

Next Steps

- Examine network characteristics and their relationship to a variety of outcomes including performance (e.g., publications) and subjective experiences (e.g., satisfaction with network, intentions to leave).

Contribution to Research and Practice

- Longitudinal investigation to examine how structures change over time
- Utilize findings to develop top-down and bottom-up interventions; impact of those should be reflected in time 2 findings
Turnover Study

**Purpose**
- To examine why women STEM faculty leave UC and whether those reasons differ from male STEM faculty or other non-STEM faculty

**Utility of Findings**
- Objective I (Pathways): Integration with other data (e.g., retention analyses) to provide additional context
- Objective II (Climate): Continue data collection over time to examine whether “reasons for leaving” change

Career Life Balance

Dual Career Hiring and Retention

**Objective #1: Conduct feasibility study for creating a regional hiring exchange**
- Completed benchmark analysis
- Joined the Ohio/Western PA/WV HERC
- Commitment from HR and Provost to track “non-hires” and departures
- External support for Hiring Exchange

**Objective #2: Develop Policy and Programming Recommendations to Support Work-Life Integration**
- Benchmarking of other IHEs
- Review of AAUP Bargaining Agreement for relevant policies
- Dual career focus group with UC faculty
- Presentation of recommendations to university leadership
Event Attendance

- 59% of TT women faculty in STEM have attended at least one event
  - 79% TT women faculty from CEAS
  - 58% TT women STEM faculty from A&S
  - 55% TT basic science faculty from COM

- 67% of TT diverse women faculty in STEM have attended at least one event
  - 71% Black/African American
  - 100% Hispanic/Latina
Hiring

メディカル, percentage of new hires who are women over past three years is 38% for natural sciences (A&S), engineering, and basic sciences (COM)
– Up from 31% (ten-year baseline period)

メディカル, percentage of women hired over the past three years who are white is 64%
– Down from 73% (ten-year baseline period)
  • Three Black/African American
  • One Hispanic/Latina
– But all hired in A&S

New Programs

メディカル, Manuscript retreat
– Inspired by Jackson State

メディカル, Sponsorship program (in collaboration with the Provost’s office)
– Depends on competitive funding process

メディカル, Male advocates
– Inspired by the University of Maine
Challenges

- Reaching the COM in a meaningful and helpful way
- Creating a real and lasting structure for promoting diversity for faculty
- Ensuring true sustainability
UC LEAF Diversity Efforts

Historical Context
- URM population stretched too thin to make many additional commitments
- Anecdotal evidence is typically undervalued, but URM effects get swamped when averaged across UC as a whole
- URM faculty not clustered
  - Difficult to maintain sense of psychological safety
  - Challenging to identify reference groups

Goals
- Build community
- Accentuate the positive
- Push for appropriate university infrastructure to support URM faculty

UC LEAF Diversity Efforts

Celebrating Women and Diversity in STEM! Breakfasts
- 2015 Topics
  - Work-life Balance: Definitions of Success
  - STEM and Design Thinking

Provost’s Lunches
Manuscript Writing Workshop
Diversity Advisory Committee
Hispanic/Latina/Latino Special Interest Group
African American Special Interest Group (TBD)
UC LEAF Diversity Efforts

Strengths/Progress:
- Faculty development programming increasing
- Increased participation and engagement
- Diversity Committee structure/input valuable
- UC has talented and passionate URM faculty who want to have a productive career at UC

Challenges/Next Steps:
- Pervasive climate concerns
- Increased integration with other UC efforts
- A strategic plan and broad buy in are needed if we are going to move the needle in successfully supporting, recruiting, retaining faculty; will be a marathon and not a sprint

ACCOUNTABILITY & ADVOCACY COUNCIL
KAREN FAABORG, CHAIR
Key Functions

- Provide feedback on LEAF successes and challenges
- Bring new ideas and faculty feedback to the Leadership Team
- Help connect administration with faculty
- Provide venue for junior faculty in need of a safe place to seek help with work-related issues

Completed Activities

- Reviewed the following administrative documents and policies
  - Climate survey data
  - Indicator tables
  - Logic models for A&S and Engineering
  - Short-term goals on the revised evaluation plan
  - Interim reports to NSF
  - Updated UC faculty/staff search manual
  - UC Research Council awards
- Appointed and trained senior faculty allies for junior women in each STEM college
Senior Allies Are

- Reaching out to junior faculty to ensure they know they are not alone
- Informing senior colleagues of their efforts
- Offering assistance with awareness of campus resources
- Keeping watch on the climate for women in their departments
- Recording the kinds of issues junior faculty have
- Identifying problem areas in their colleges to address
- Asking for help with issues that cannot be resolved at the local level

Planned Activities

- Stay connected with senior-faculty allies to monitor progress and identify patterns of problems

- Advocating for:
  - A policy on joint appointments
  - Stronger implicit bias language in the faculty search manual
  - A child-care facility for parents with sick children

- Monitor results of the goals and actions outlined in the logic models