



**APRIL 2019 STRATEGY RETREAT**

# **A Decade of Distinction**

**2010-2020 Strategic Plan  
Progress Report**

# Vision Statement

*By 2020, the Leadership Alliance will become the nation's preeminent consortium for academic diversity*

## Strategic Goals

Goal 1: Develop a Prepared Talent Pool for the 21st Century Workforce

Goal 2: Expand the Cadre of Doctoral Scholars

Goal 3: Sustain Institutional Commitment to Diversity

Goal 4: Manage the Consortium Partnership Effectively

Goal 5: Advance the Visibility and Reputation of the Consortium

**Status Check: For each benchmark look for one of the icons below:**



**Completed**

The Alliance has met or exceeded this benchmark.



**In Progress**

The Alliance has made some progress and we are continuing our efforts to meet this benchmark.

# Goal 1

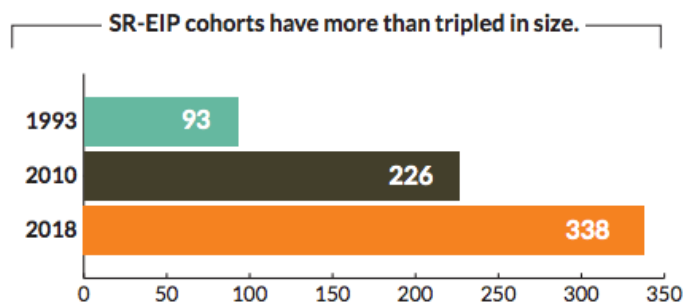
## Develop a Prepared Talent Pool for the 21st Century Workforce

*Objective 1: Recruit and prepare undergraduate students to successfully compete for academic and professional training*

Benchmark 1: Increase the average SR-EIP cohort by 25% in the next five years



Completed

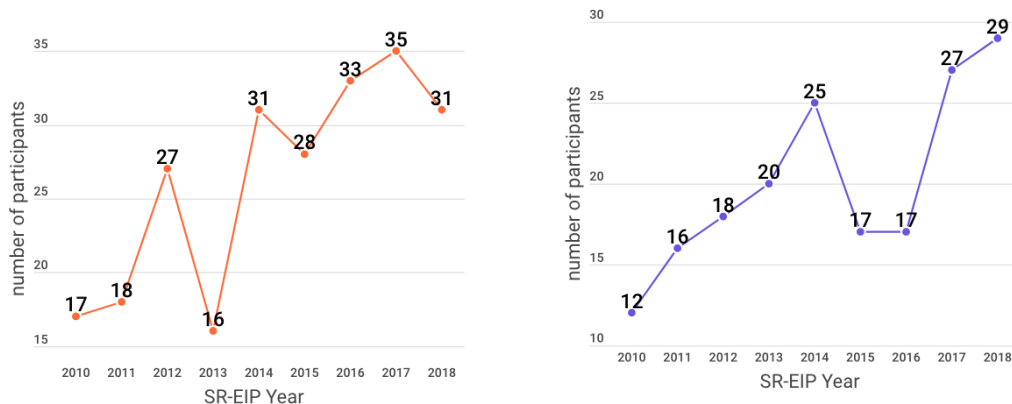


Benchmark 2: Increase SR-EIP opportunities for students in the physical sciences, engineering, and humanities

The number of students in humanities (left) and physical sciences & engineering (right) has doubled since 2010.



Completed



Benchmark 3: Pilot a multi-disciplinary international program



Completed

Partnered with Morehouse College in 2013 to develop pilot program in Brazil.

# Goal 1

## Develop a Prepared Talent Pool for the 21st Century Workforce

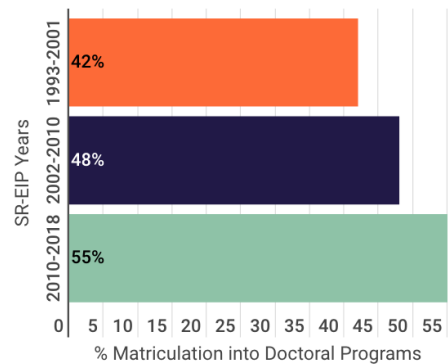
*Objective 2: Mentor graduate trainees to complete successfully all aspects of their advanced training*

Benchmark 1: Increase the enrollment of eligible SR-EIP alumni in doctoral programs



Completed

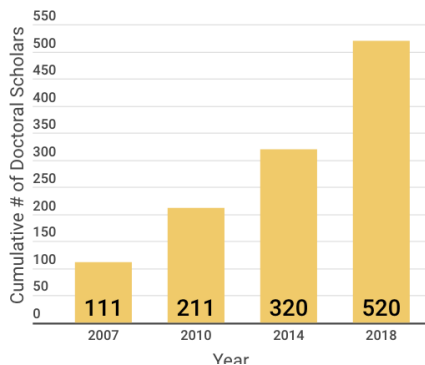
Matriculation into doctoral programs has increased to 55% of eligible SR-EIP alumni.



Benchmark 2: Increase the number of Doctoral Scholars\* to 200 by 2020



Completed



There are 520 confirmed Doctoral Scholars to date.

Benchmark 3: Incorporate new workshops and skill-building opportunities in the Leadership Alliance National Symposium (LANS) and create an online networking tool



Completed

Expanded LANS in 2016 to include:

- A Career Development Workshop for graduate students and postdocs
- A Grant-Writing Workshop for early career faculty

There are 750 active users on TLA Connect which facilitates online networking across the Leadership Alliance Community.

\* Doctoral Scholars are SR-EIP Alumni who have completed a doctoral program.

# Goal 2

## Expand Programs to Support New Doctoral Scholars

*Objective 1: Enhance the pool of doctoral scholars who seek appropriate apprenticeships to secure a variety of career appointments*

Benchmark 1: By 2015, incorporate, a one-day professional development workshop at LANS

We are preparing graduate students and postdocs for the job markets at the LANS Career Development Workshop, which includes a site visit to Regeneron Pharmaceuticals.



Completed

**89%** of participants report having the skills necessary to successfully navigate the job market after the workshop

Benchmark 2: Promote Doctoral Scholars by inviting them to make scholarly presentations



Completed

**35**

Doctoral Scholars have been funded to present career or research talks through the Leadership Alliance Speaker Series

Benchmark 3: Build relationships with professional societies to expand opportunities for SR-EIP Alumni



Completed

We have developed programs and partnerships with the following professional societies to leverage resources.



# Goal 2

## Expand the Cadre of New Doctoral Scholars

*Objective 2: Maintain strong networks with Leadership Alliance alumni, colleagues and mentors for mentoring all along the career pathway*

Benchmark 1: Establish an alumni association for Doctoral Scholars



Completed



Benchmark 2: Establish an ambassador program to facilitate peer mentoring for Leadership Alliance Alumni



In Progress

The Leadership Alliance Alumni Association is working to implement peer mentoring opportunities through regional meet-ups and online networking.

# Goal 3

## Sustain Institutional Commitment to Diversity

*Objective 1: Support the presidents and other administrative leaders of partner institutions in championing diversity as a core value of institutional success*

Benchmark 1: Convene a Presidential Forum

The Leadership Alliance hosted a Presidential Forum on November 15, 2015 at the National Academies of Sciences. Activities included:



Completed

- A Conversation with U.S. Supreme Court Justice Sonia Sotomayor and Brown University President, Christina Paxson
- A panel discussion about Creating and Sustaining a Diverse 21st Century Workforce
- A panel discussion about Preparing America's New Majority: The Next Generation of Leaders and Role Models in Academia, Public and Private Sectors

Benchmark 2: Develop list of diversity related topics to inform the 2020 strategic plan



Completed

In advance of the 2015 Presidential Forum, institutional partners submitted strategy memos which addressed the following questions:

- What are barriers or challenges to higher education's role in developing a diverse workforce?
- What strategies need to be considered to ensure diversity and inclusivity in the academy?
- What should be the key priorities in furthering the goals of the Leadership Alliance going forward?

The ideas presented in response to these questions were compiled and discussed in the context of strategic planning at the Spring 2017 Business Meeting.

# Goal 3

## Sustain Institutional Commitment to Diversity

*Objective 2: Access and augment the expertise of institutional coordinators for internal and external constituencies*

Benchmark 1: Develop an annual report and maintain its distribution



**Completed**

The Executive Office prepares and disseminates annual report to all Leadership Alliance partners each year. All annual reports are archived on the national website for public access.

Benchmark 2: Develop programming to foster networking among coordinators and a greater understanding of the Leadership Alliance



**Completed**

The Leadership Alliance hosts the following events:

- Regional research conference to encourage networking across member institutions in the mid-atlantic region
- Biannual business meetings where updates from the Executive Office and governing committees are reported
- Annual TLA 101 workshops for new coordinators to learn about our programs and initiatives from seasoned coordinators
- Annual community meeting at LANS where coordinators are able to share updates from their institutions and hear news from the Executive Office



# Goal 3

## Sustain Institutional Commitment to Diversity

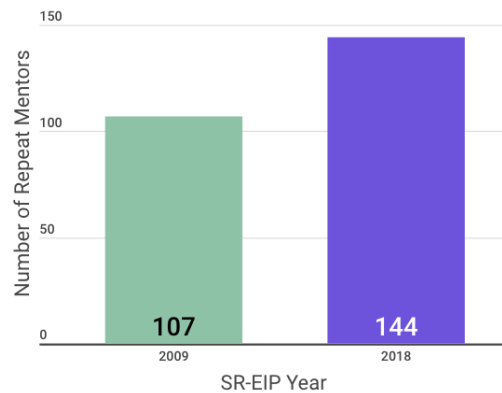
**Objective 3:** Highlight and reward faculty who participate in mentoring and training a diverse research workforce in the execution of their scholarship and service

Benchmark 1: Increase the number of repeat faculty mentors



Completed

More faculty mentors return to work with SR-EIP students each summer.



Benchmark 2: Invite at least 20 faculty members to participate in LANS



Completed

**202** Faculty mentors have attended LANS since 2010

Benchmark 3: Encourage faculty mentors and SR-EIP participants to travel to professional conferences together



Completed

Supported SR-EIP students and their faculty mentor to travel to the Experimental Biology meeting through a collaborative effort with the American Physiological Society and the Council on Undergraduate Research.

# Goal 4

## Manage the Consortium Partnership Effectively

**Objective 1:** Invest in shared data on progress, outcomes, and effective practices

Benchmark 1: Conduct annual SR-EIP evaluations



Completed

Electronic surveys are distributed to participants before and after the SR-EIP experience and a full evaluation report is distributed annually.

Benchmark 2: Develop a data repository to store and manage data



Completed

All Leadership Alliance participant data is stored in a relational database housed at the Executive Office. Data is distributed in biennial institutional data reports.

Benchmark 3: Establish a systemic data tracking system for SR-EIP participants with regular reporting



Completed

Career and education data is collected for SR-EIP alumni annually and reported to partners in biennial institutional data reports.

Benchmark 4: Submit grant proposals to conduct studies on transferrable features of Leadership Alliance programs



Completed

Grant proposals have been submitted to federal agencies and private foundations to study generalizable practices of the Leadership Alliance.

# Goal 4

## Manage the Consortium Partnership Effectively

*Objective 2: Strengthen an effective governance process to maintain the integrity and vitality of the consortium*

Benchmark 1: Conduct biennial committee elections



Committee elections are held as planned at the spring business meeting.

**Completed**

Benchmark 2: Utilize webinars and live video conferencing to facilitate remote meetings



The Executive Office has hosted a number of remote meetings and webinars including:

- All governing committee meetings
- SR-EIP Application training for new coordinators
- Spring update meeting in place of the biannual business meeting

**Completed**

# Goal 4

## Manage the Consortium Partnership Effectively

**Objective 3:** Engage in effective collaborations that share expertise, enhance quality and improve success of participating institutions

Benchmark 1: Create a collaborative environment to house an inventory of grants, contracts, and resources



**Completed**

Grant-writing coaching groups are a forum for faculty to discuss award mechanisms and available resources to support research activities

Benchmark 2: Post relevant partnership information on the intranet



**Completed**

The Coordinators' intranet is updated biannually with business meeting materials after each meeting

Benchmark 3: Establish opportunities to foster partnership building



**Completed**

The Alliance has hosted the following events to foster partnership across member institutions:

- Community meeting at LANS
- Faculty retreats
- Regional research conference
- Strategic planning listening sessions
- Research days at Minority Serving Institutions
- Recruiting fairs hosted in conjunction with biannual business meetings

# Goal 4

## Manage the Consortium Partnership Effectively

**Objective 4:** Secure long-term resources to achieve fiscal stability for Leadership Alliance programs through innovative partnerships with industry and government entities

Benchmark 1: Diversify Leadership Alliance revenue beyond institutional and federal sources

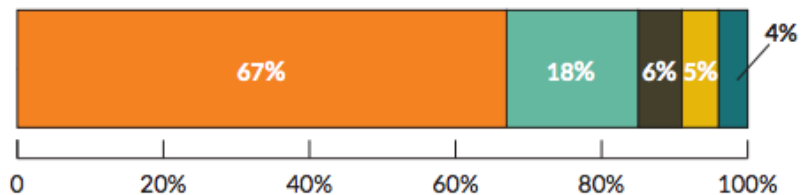


Completed

### Revenue

- Institutional Funds
- Federal Grants
- Private Grants
- Membership
- Conference Fees

Total (\$4,239,789)



Benchmark 2: Submit collaborative funding proposals



Completed

The Alliance has submitted the following proposals with partner institutions:

- NSF AGEP Planning Grant
- Leadership Alliance Mellon Initiative
- NIH R13 Conference Grant
- NIH Innovative Programs to Enhance Research Training
- NSF Inclusion across the Nation of Communities of Learners of Underrepresented Discoveries in Engineering and Sciences

Benchmark 3: Establish process to develop a financial model for the Alliance



Completed

Ad Hoc Financial Strategy Committee developed financial plan

2012



Financial plan is updated every 5 years and approved by partners

Current

# Goal 5

## Advance the visibility and reputation of the consortium

**Objective 1:** *Contribute to peer reviewed publications and best practices guides based on Leadership Alliance experiences that are cited and utilized by others*

Benchmark 1: Submit manuscripts about Leadership Alliance programs for peer review



Completed

**2**  
**Manuscripts  
Published**

**2**  
**Manuscripts  
in Progress**

Benchmark 2: Develop new guides to share best practices



Completed

The Alliance developed and disseminated the following guides:

- Guide for mentoring students from underrepresented groups
- Tips for applying to graduate school
- Guide for undergraduates preparing for a summer research experience
- Developed resources website to share Leadership Alliance guides broadly

Benchmark 3: Publish historical account of the Leadership Alliance



In Progress

The Executive Office has developed a draft outline and is working to identify authors from partner organizations.

# Goal 5

## Advance the visibility and reputation of the consortium

**Objective 2:** *Participate in policy setting discussions and deliberations in various sectors (academic, government, industry, private, international)*

Benchmark 1: Participation in annual meetings with various stakeholders



**Completed**

The Alliance presented and participated in the following meetings:

- Understanding Interventions Conference
- NIGMS Program Directors Meeting
- UNCF Mellon Board Meeting
- Keystone Scientific Advisory Board Meeting
- ABRCMS
- SACNAS

Benchmark 2: Establish practice and knowledge base and secure sustainable revenue for services



**Completed**

The Executive Office has shared best practices to improve diversity in the research workforce with the following organizations

- Cold Spring Harbor Laboratory
- Howard Hughes Medical Institute
- Mellon Mays Undergraduate Fellowship Coordinators' Conference
- National Academies of Sciences, Engineering, and Mathematics Fellowships Roundtable