
The *Connect@RIT* Director (PI, Bailey) provides leadership and supervision on all grant activities and manages the Project Manager, Administrative Support personnel, and other grant related employees and consultants. The *Connect* Project Manager is a full-time employee who coordinates and supports all grant activities to manage the project on a daily basis. The administrative support employee, Korrie Sherry, manages financial and administrative tasks to support the grant. The PI serves as chair of the Leadership Team, which also consists of the co-PI's, Senior Personnel (Stefi Baum, Sue Foster, and Kijana Crawford), and the Project Manager (Kerry Ivers). Members of the Leadership Team manage project implementation, resolve project issues, and ensure that the project is on track to meet goals and objectives. For the grant's first academic year (AY), this team met weekly and detailed minutes documented the team's deliberations.

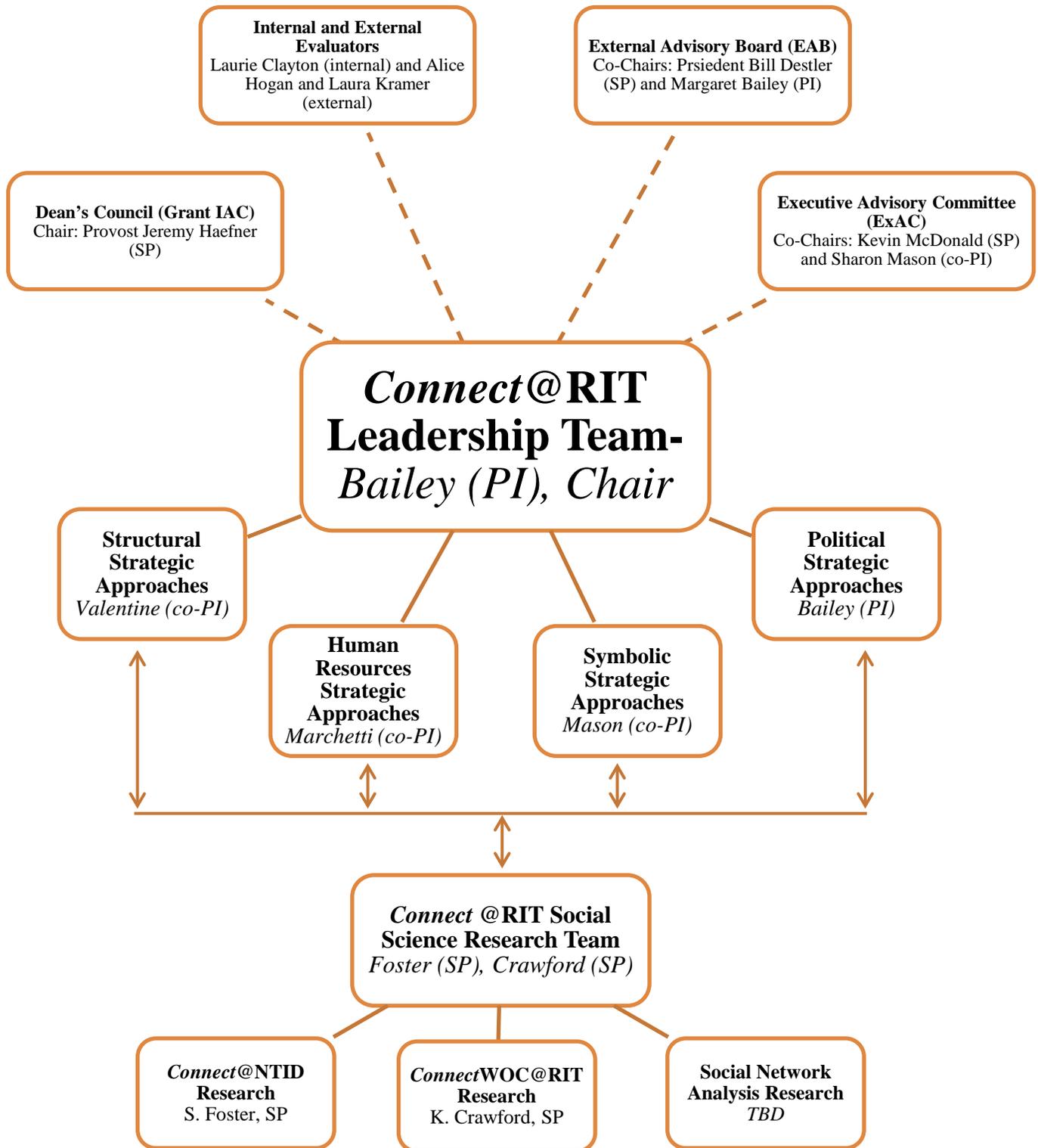
The project organizational structure is shown in Figure 1. The Leadership Team seeks input and advice from many viewpoints (see dashed lines in Figure 1) including an internal evaluator (Laurie Clayton) and external evaluators (Alice Hogan and Laura Kramer). An Executive Advisory Committee which is co-chaired by Senior Personnel (SP) Kevin McDonald and co-PI Sharon Mason advises the Leadership Team on high-level strategic issues to increase stakeholder buy-in and aid in organizational change. In addition to the co-chairs, the Executive Advisory Committee (ExAC) includes the PI, all other co-PIs, and SP Baum, Foster, Crawford, Lynn Wild, President Bill Destler, Provost Jeremy Haefner, and VP Kit Mayberry. The ExAC serves as a high level, strategic advisory committee and meets as needed.

The project's Internal Advisory Committee (IAC) is comprised of members of the Dean's Council, which includes deans from all of RIT Colleges and the Golisano Institute of Sustainability. This is an existing group that would be able to provide the type of input and feedback the team originally envisioned for the IAC. Our team presents periodic project updates and seeks guidance on project offerings and programs as needed. The Dean's Council is chaired by Provost Jeremy Haefner and the team's efforts are led by Mason (co-PI) with support from Bailey (PI).

The External Advisory Board (EAB) includes: **Ann Austin**, Professor, Higher, Adult, and Lifelong Education, Michigan State University; **Laurie Brewer**, Retired Dean, NTID; **Molly Carnes**, MD, MS, Professor, Departments of Medicine, Psychiatry, and Industrial & Systems Engineering Director, Center for Women's Health Research Co-Director, Women in Science and Engineering Leadership Institute (WISELI), University of Wisconsin-Madison; **Vivian Lewis**, Vice Provost for Faculty Development and Diversity and Deputy to the President, University of Rochester; **Linda Manning**, Senior Fellow, Centre on Governance, University of Ottawa; **Debra Richardson**, Professor of Informatics, University of California at Irvine; **Caroline Solomon**, Professor, Gallaudet University; **Satish Udpa**, Dean of Engineering, University Distinguished Professor Engineering Building, Michigan State University, and **Rochelle Richardson**, Managing Director, NewField IT, Professional Services Xerox Corporation. The committee meets annually with President Bill Destler (SP) and Margaret Bailey (PI) serving as the EAB co-chairs.

Leadership and management plans for the four Strategic Approach areas and the social science research efforts follow.

Figure 1. *Connect@RIT* Project Organizational Structure



Strategic Approach Areas:

Structural Strategic Approach Area

- S1. Climate Survey
- S2. Template Review
- S3. P/P Review
- S4. Exit Interviews
- S5. Dual Career

Connect@RIT activities in the Structural Strategic Approach area are led by co-PI Maureen Valentine. The organizational structure for this area is shown in Figure 2 and the activities are listed in Table 1. The administration of the COACHE Climate Survey for S1 is managed by a COACHE Implementation Team consisting of M. Bailey (PI), M. Valentine (co-PI), Kathleen Martin from Human Resources (HR), Lynn Wild (Wallace), Renee Baker (Office of Diversity and Inclusion, hereafter ODI), and advised by Laurie Clayton (ODI and Internal Evaluator). The COACHE Implementation Team gathers input from HR, the Provost and the *Connect@RIT* Leadership Team to inform the execution, evaluation, and dissemination of the survey results.

Activities for S2, S3 and S4 are initiated by M. Valentine with input from Bailey (PI) and key project collaborators such as Judy Bender (HR), Chris Licata (Academic Affairs, hereafter AA), and governance bodies on the RIT campus including the Associate Dean's Council, Faculty Governance Committee, and Academic Senate. Activities for S5 are led by M. Valentine and program development involves close collaboration with HR, AA, ODI, and the Office of Faculty Recruitment and Retention (OFRR). In support of the dual hire initiative, a Partners Organization is created and leveraged in year two, following a period of data gathering and benchmarking. The partner's organization consists of a diverse group of administrators from various local academic and non-academic partners around the Rochester area interested in participating in a dual-career consortium. Valentine is also leading the ADVANCE team's efforts related to the Career Life Balance (CLB) supplemental grant fund opportunity.

Scheduling and administrative support for Structural Approach activities are provided by the *Connect@RIT* Project Manager and administrative support personnel. Student workers provide additional support (assisting with benchmarking, collecting and summarizing data, and documentation) under the supervision of the co-PI and Project Manager.

Minutes are taken at meetings as necessary at Structural Strategic Approach area meetings to aid in coordination and project execution. All data associated with these activities, tracking, and documentation files are saved to the *Connect@RIT* file server.

Each month, Valentine briefs the *Connect@RIT* Leadership Team on Structural Approach activities. In addition, a semi-annual report provides updates on progress made and next steps.

Figure 2. Structural Strategic Approach Organizational Structure

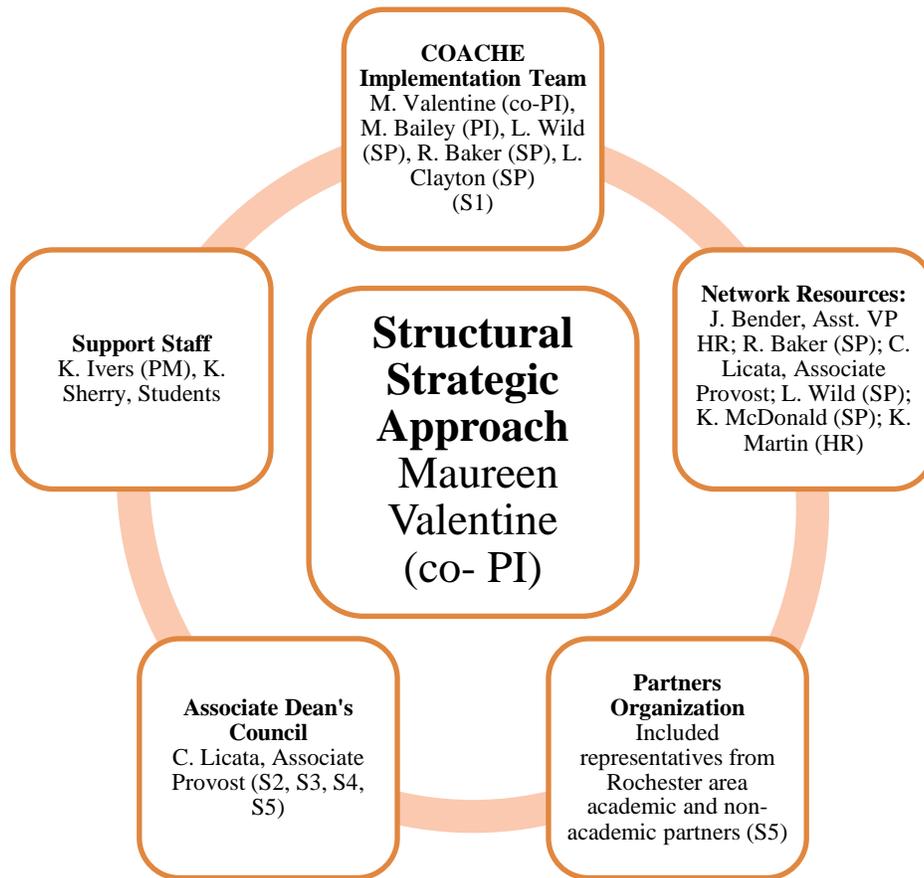


Table 1. Structural Strategic Approach Interventions

<p>S1. Campus-Wide Faculty Survey. Administer a campus-wide faculty climate survey on a triennial basis through COACHE, beginning in 2012, to all full-time faculty. This activity includes collaboration with representatives from HR, ODI, OFRR, and the Wallace Center.</p>
<p>S2. Faculty and Department Head Annual Review Template. Faculty and Department Head Annual Review Template - Evaluate available external annual review templates; develop templates for faculty and department chairs; and establish best practices. In cooperation with HR and AA, build support for the review template; implement a pilot; and assess the effectiveness of the templates.</p>
<p>S3. Academic Policy/Procedure Revisions. Actively participate on the Academic Senate Subcommittee on Faculty Affairs to address important university policies, such as tenure clock extension and grievance.</p>
<p>S4. Faculty Exit Interviews. Launch newly created faculty exit interview instrument and supporting process. Program designed through close collaboration with HR, Office of Faculty Recruitment and Retention (OFRR) and AA to establish a faculty exit interview process and data dissemination plan.</p>
<p>S5. Dual Career Hire Initiatives. Review and revise current practices to assist faculty partners' successful pursuit of employment in the Rochester area and enhance the overall relocation process. This effort involves HR, ODI, OFRR, and AA.</p>

Political Strategic Approach Area

P1. Align Diversity

P2. NSF Indicators

P3. Women's Commission (WC)

P4/P7. Faculty Recruitment Process Refinement

(previously P4. Gender-Related Bias and P7. Faculty Advisor)

P5/P6 Department Head (DH) Competency Building and Grants Program

Connect@RIT activities in the Political Approach area are led by Margaret Bailey (PI). The organizational structure for this area is shown in Figure 3 and the activities are listed in Table 2. Activity P1 is being accomplished through collaboration with the Office of Diversity and Inclusion. Key network members in this effort are McDonald (SP), Baker (SP), and Clayton (Internal Evaluator). The P2 (Indicator) activity requires close collaboration with Bender (HR), Graham (IR), and Provenzano (Academic Affairs). Assembly of NSF Indicators is being accomplished by staff within these organizations with input from the Leadership Team.

The refinement of the President's Women's Commission (P3) involves President Destler (SP), the Executive Advisory Committee (ExAC), and the VP of Strategic Planning, Kit Mayberry (SP) who co-chairs the WC since May 2013 with Bailey. Prior to this, VP Mary-Beth Cooper co-chaired the WC with Bailey (PI) since 2007. Dr. Cooper recently stepped out of this role and has accepted the Presidency at Springfield College in Massachusetts. Additional input in this process is being provided by the SNB, WOC, and DHH social science research groups. Programming for activities with P5 and P6 are being developed by Wallace Center staff (reporting to SP Lynn Wild, Associate Provost for Faculty Career Development and The Wallace Center) with input from Human Resources and the Department Head (DH) Program Development Committee as well as the SNB, WOC, and DHH social science research groups.

Programming for activities P4 and P7 have been combined and are now referred to as Recruitment Process Refinement, which is being developed in close collaboration with the Office of Faculty Recruitment and Retention which is led by Renee Baker (SP) and situated within the Office for Diversity and Inclusion. Additional input in this process is provided by the Associate Deans Council and the SNB, WOC, and DHH social science research groups. Activity P4 is combined with P7 and involves including unconscious bias training into the faculty recruitment process.

The DH Program Development Committee includes a diverse group of faculty and department heads from colleges across the university. The Committee meets as needed during the development and initial implementation stages.

Scheduling and administrative support for HR Approach activities is provided by the *Connect@RIT* Project Manager and administrative support personnel. Student workers provide additional support (assisting with benchmarking, collecting and summarizing data, and documentation) under the supervision of the co-PI and Project Manager.

Minutes are taken at meetings as necessary at Political Strategic Approach area meetings to aid in coordination and project execution. All data associated with these activities, tracking, and documentation files are saved to the *Connect@RIT* file server.

Each month, **Bailey** briefs the *Connect@RIT* Leadership Team on Political Strategic Approach activities. In addition, a semi-annual report provides updates on progress made and next steps.

Figure 3. Political Strategic Approach Organizational Structure

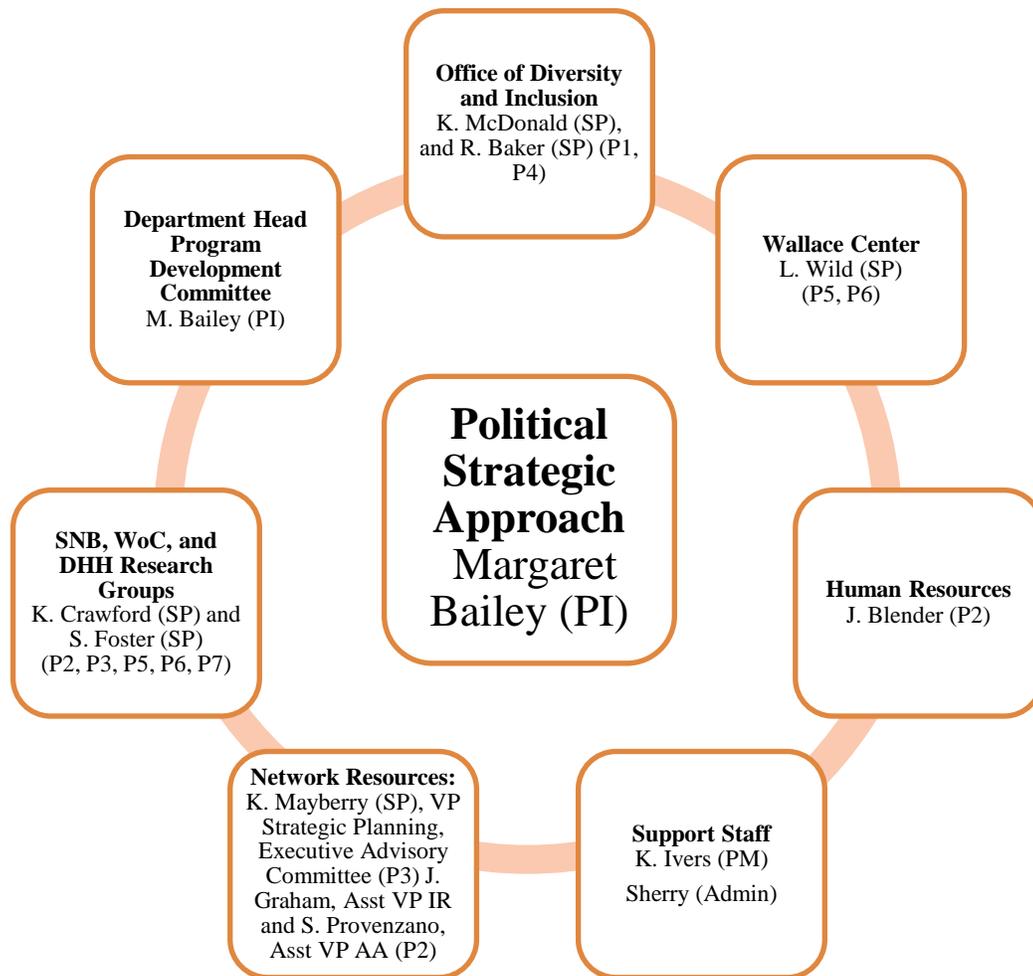


Table 2. Political Strategic Approach Interventions
P1. Align RIT Office of Diversity and Inclusion with <i>Connect@RIT</i> Initiative. Create synergy between the Office of Diversity and Inclusion (ODI) and <i>Connect@RIT</i> .
P2. Analyze and Disseminate NSF ADVANCE Indicators. Collaborate with Institutional Research (IR), Human Resources (HR), Academic Affairs (AA), ODI and Office of Faculty Recruitment and Retention (OFRR) to create and refine systems to collect, assemble, and report data.
P3. Formalize the President’s Commission on Women. Work with co-chairs of the Women’s Commission and President Destler to refine the Commission’s charge.
P4. & P7. Refine Faculty Recruitment Process. Evaluate the existing faculty recruitment process and refine the process based on findings. Program refinement may include incorporating college-level Faculty Life-Cycle Advisors into the recruitment process. Refinement process involves close collaboration with ODI (OFRR) and Academic Affairs (AA) and will involve a task force. The refined process includes improved training from search committees in order to reduce/address unconscious bias in the hiring process.
P5. & P6. Launch Department Head Education and Grants Program. <i>Connect@RIT</i> is collaborating with the Wallace Center to create an education program for department heads to support skills and competency development so they can better guide and manage faculty through various career stages. A supporting grants program supports creative department-level efforts proposed by department heads that align with <i>Connect@RIT</i> goals.

Human Resources Strategic Approach Area

HR1. Refine the RIT Faculty Mentoring Network

HR2/HR3. (SY2) Leadership and Career Development and Grants Program for Female Faculty

HR4. Launch Connectivity Series

HR5. Administer Faculty Salary Studies

HR6. Work-Life Balance Integration Strategies

Connect@RIT activities in the Human Resources Approach are led by co-PI Carol Marchetti. The organizational structure for this area is shown in Figure 4 and the activities are listed in Table 3. Programming for interventions HR1, HR2, and HR3 is developed by Wallace Center staff (reporting to SP Lynn Wild, Associate Provost for Faculty Career Development and The Wallace Center) with input from the Leadership and Career Development Committee and WOC and DHH women social science research groups. The Leadership and Career Development programs (HR2 and HR3) and Eminent Scholar program (SY2) will be launched simultaneously. Where overlap exists, combined efforts will be utilized in order to enhance the design and roll-out of the proposed activities.

Programming for HR4 is currently underway for next year in close collaboration with the social science research team. Input and communication from Charon Sattler, Associate Director of the RIT Center for Women and Gender is ongoing in this design process. Activities for HR5 are developed in partnership with Judy Bender (HR) and Joan Graham, Assistant Vice President for Institutional Research. Activities for HR6 are informed by a collaboration with members of WISE (College of Science), and include input from Roberta Dinoto, Director of Margaret's House Child Care Center, and the WOC and DHH women social science research groups.

The Leadership and Career Development Committee (co-chaired by Marchetti and Mason), and the Work/Life Strategies Taskforce will consist of diverse groups of faculty representing various ranks and colleges across the university. The faculty groups will meet regularly during the development and initial implementation stages.

Scheduling and administrative support for HR Approach activities is provided by the *Connect@RIT* Project Manager and administrative support personnel. Student workers provide additional support (assisting with benchmarking, collecting and summarizing data, and documentation) under the supervision of the co-PI and Project Manager.

Minutes are taken at meetings as necessary at Human Resources Strategic Approach area meetings to aid in coordination and project execution. All data associated with these activities, tracking, and documentation files are saved to the *Connect@RIT* file server.

Each month, **Marchetti** briefs the *Connect@RIT* Leadership Team on HR Strategic Approach activities. In addition, a semi-annual report provides updates on progress made and next steps.

Figure 4. Human Resources Strategic Approach Organizational Structure

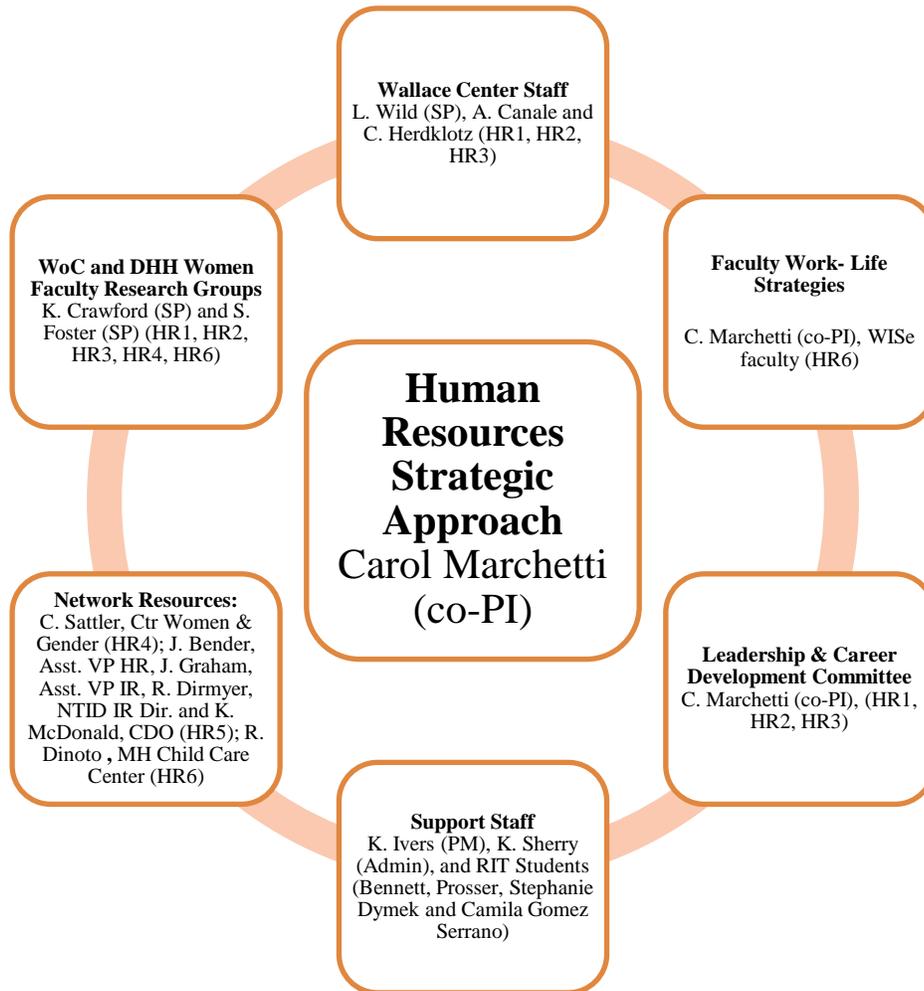


Table 3. HR Strategic Approach Interventions

<p>HR1. Refine the RIT Faculty Mentoring Network. Collaborate with the Wallace Center to refine and create new faculty mentoring network opportunities. Incorporate unique elements for DHH women and WoC based on findings from the social science research. Add new features such as web-based career coaching training, career mapping, affinity groups, and detailed evaluation and dissemination strategies.</p>
<p>HR2. HR2/HR3. (SY2) Leadership and Career Development and Grants Program for Female Faculty. Address sponsorship, influence, conflict resolution, negotiations, and terminal degree attainment in collaboration with the Wallace Center. Include unique element(s) for DHH women faculty and WoC faculty. Work with the Wallace Center to disseminate grants. Includes Eminent Scholar effort (Mason).</p>
<p>HR4. Launch Connectivity Series. Support the creation of stronger networks among women faculty at RIT through programmed gatherings, competency building, coaching, etc. with collaborative support from the Wallace Center. Create Allies & Advocates program for male faculty with support from the Center for Women and Gender.</p>
<p>HR5. Administer Faculty Salary Studies. Collaborate with IR, HR and NTID to establish a systematic procedure for conducting annual faculty salary studies - by gender, college, department, rank, and race/ethnicity. Incorporate dissemination to foster transparency. Examine data on the various processes by which salary increments are awarded.</p>
<p>HR6. Work-Life Balance Integration Strategies. Promote discussion on work/life balance and faculty support mechanisms through the Connectivity Series. Partner with Margaret's House Day Care Center to conduct a needs and usage survey, develop recommendations, and undergo a costs/benefits analysis with assistance from HR.</p>

Symbolic Strategic Approach Area

- SY1. Web Presence
- SY2. Eminent Scholars Program (see HR2 and HR3)
- SY3. Local Dissemination
- SY4. External Advisory Board (EAB)
- SY5. Executive Advisory Committee (ExAC)
- SY6. Internal Advisory Committee (IAC)

Connect@RIT activities in the Symbolic Strategic Approach are led by co-PI Sharon Mason. The organizational structure for this area is shown in Figure 5 and the activities are listed in Table 4. Intervention SY1, web presence, is developed by an internal web developer with direct consultation from co-PI Sharon Mason. After development, website content is administered by co-PI Sharon Mason and the Project Manager. Structure for intervention SY2, the Eminent Scholars Program, is being coordinated with faculty mentoring activities outlined in HR2 and HR3. Programming for the Local Dissemination (SY3) is developed by the co-PIs, senior personnel and the Project Manager along with assistance from the Wallace Center. Meetings associated with SY4, SY5 and SY6 are planned and coordinated by the co-PIs, Project Manager, Internal and External Evaluators.

The Eminent Scholar program (SY2) and the Leadership and Career Development programs (HR2 and HR3) will be launched simultaneously and where overlap exists, combined efforts will be utilized. The changes will enhance the design and roll-out of the proposed activities.

Scheduling and administrative support for the Symbolic Approach activities is provided by the *Connect@RIT* Project Manager and administrative support personnel. Student workers provide additional support (assisting with benchmarking, collecting and summarizing data, and documentation) under the supervision of the co-PI and Project Manager.

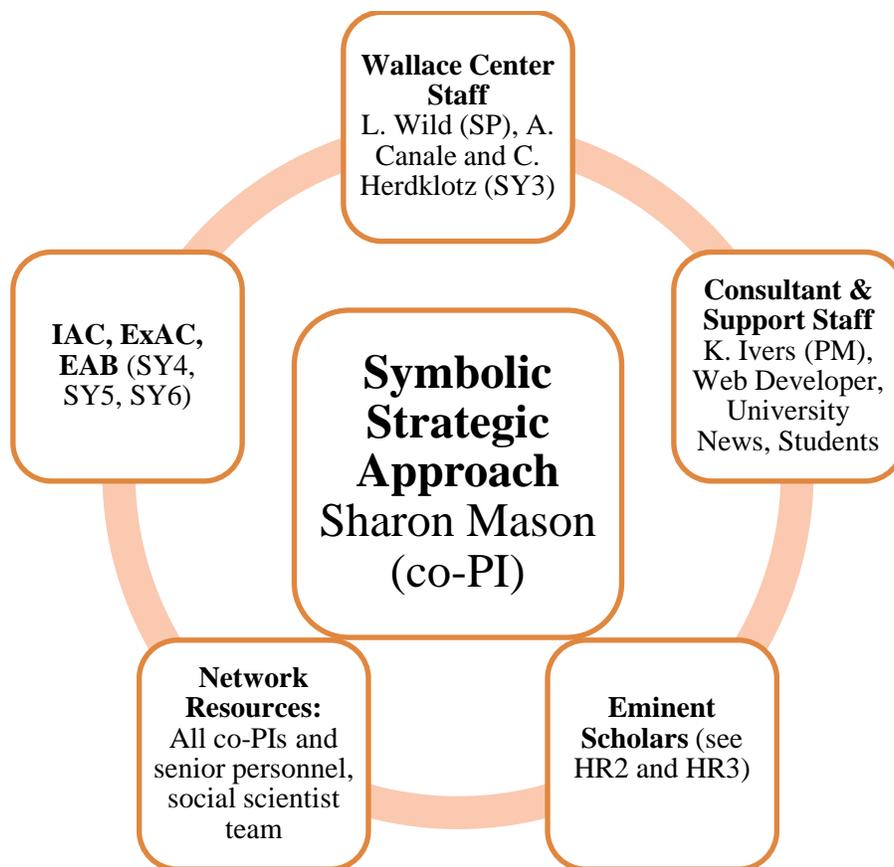
Minutes are taken at meetings as necessary at Symbolic Strategic Approach area meetings to aid in coordination and project execution. All data associated with these activities, tracking, and documentation files are saved to the *Connect@RIT* file server.

Each month, **Masson** briefs the *Connect@RIT* Leadership Team on Symbolic Strategic Approach activities. In addition, a semi-annual report provides updates on progress made and next steps.

Table 4. Symbolic Strategic Approach Interventions	
SY1. World-Wide Exposure to IT Project.	Provide high-level exposure to the <i>Connect@RIT</i> project through creation of a highly visible website accessible from the university's homepage. This summative site lists all available opportunities offered by the grant.
SY2. Eminent Scholars Program.	Develop an Eminent Scholars Program to enable mentoring and collaboration by pairing early-career RIT female faculty members with prominent senior female or male faculty from outside of RIT. Two annual exchanges occur between the scholar pairs. See HR2 and HR3 for more details.
SY3. Local Dissemination at RIT.	Create methods of broader dissemination at the local level for RIT faculty, staff, and students to learn about the overall project, its need and goals, and the ways in which people can become involved. This activity area involves collaboration with the University News Service (UNS).

Table 4. Symbolic Strategic Approach Interventions (continued)
SY4. External Advisory Board. The External Advisory Board (EAB) meets annually for a one-day summit focused on grant activities. Annual meetings include a debriefing with the upper administration regarding visit findings.
SY5. Executive Advisory Committee (ExAC). The ExAC is convened once per semester to review project progress to date and provide high-level input and guidance on programming and policies related to RIT’s ADVANCE project.
SY6. Internal Advisory Committee (IAC). The IAC is comprised of members of the Dean’s Council. RIT’s ADVANCE leadership team engages this existing faculty leadership team to present findings and progress to date and to identify ways to enhance buy-in from University leadership and faculty in the project. Meetings with this committee are conducted on an as needed basis.

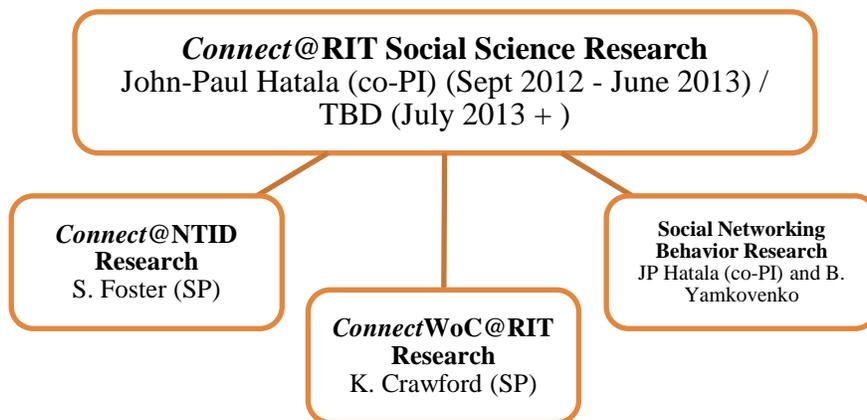
Figure 5. Symbolic Strategic Approach Organizational Structure



Social Science Research Teams:

The *Connect@RIT* social science research included John-Paul Hatala (co-PI) through June 2013 at which time he resigned his faculty position at RIT. A plan to restructure the social science team is currently underway, as a result of Hatala's recent departure from RIT. The *Connect@NTID* team, which investigates issues related to DHH women faculty and is led by Susan Foster, SP is still actively engaged in their research efforts. *ConnectWOC@RIT*, which explores issues related to female faculty of color and is led by Kijana Crawford, SP, is also actively engaged in their research activities. The Social Networking Behavior (SNB) was led by co-PI John-Paul Hatala and co-investigator Bogdan Yamkovenko through June 2013. Bogdan Yamkovenko also resigned his faculty position at RIT at this time.

Figure 6. Social Science Research Organizational Structure

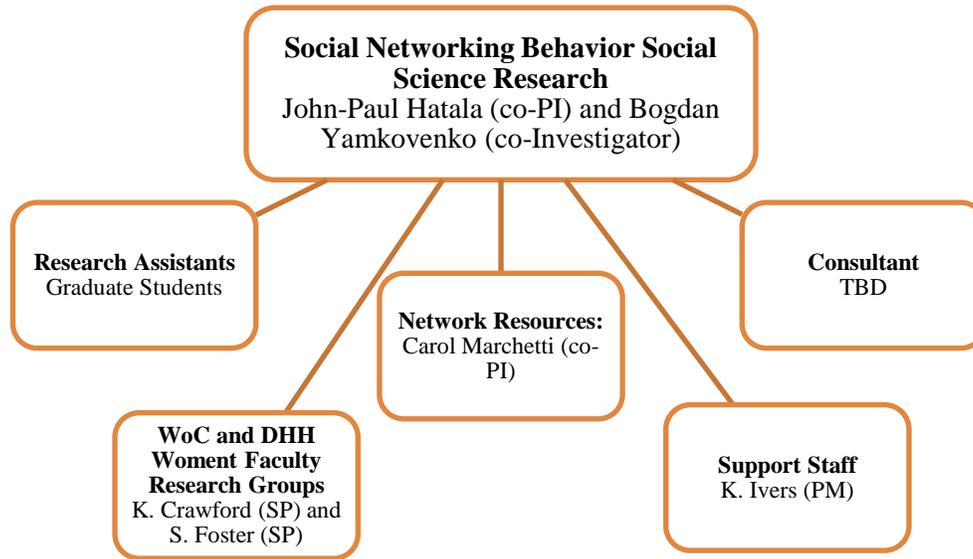


Social Networking Behavior

The social networking behavior research component was led by co-PI John-Paul Hatala and co-investigator Bogdan Yamkovenko through June 2013. The organizational structure for that team is shown in Figure 7. The ADVANCE Leadership team, led by Bailey (PI) and Foster (SP) is working to fill the research gap that was created by Hatala's and Yamkovenko's departure. The social networking behavior research continue to be informed by and coordinated with the WOC and DHH social science research groups, regardless of new team members or research methodologies.

Communication efforts between the lead and co-investigator were ongoing as their offices are connected. Communications with the prospective consultant were conducted via phone or Skype and regular monthly meetings with both research sub-population groups took place. Additionally, monthly research updates were provided to the grant Leadership Team via its regular meetings. The Leadership Team expects this same level of communication and interaction moving forward.

Figure 7. Social Networking Behavior SS Research Organizational Structure



Women of Color (*ConnectWOC@RIT*)

The Women of Color (WOC) social science research component is managed by team leader Kijana Crawford (SP) and the organizational structure of this effort is shown in Figure 8. Research team members include: Henry Hinesley (Center for Women and Gender), Andrea Hickerson (COLA faculty member), and Norm Williams (consultant), Tomicka Wagstaff-Green. Laurie Clayton (ODI and Inclusion and Internal Evaluator) serves as an advisor of the team. Members of the research team collect and analyze institutional data, thoroughly review the university’s diversity initiatives and policies, design the focus group protocols and individual interviews, collect and analyze data, propose and assess interventions, and prepare annual reports of progress culminating with a final report at the conclusion of the project.

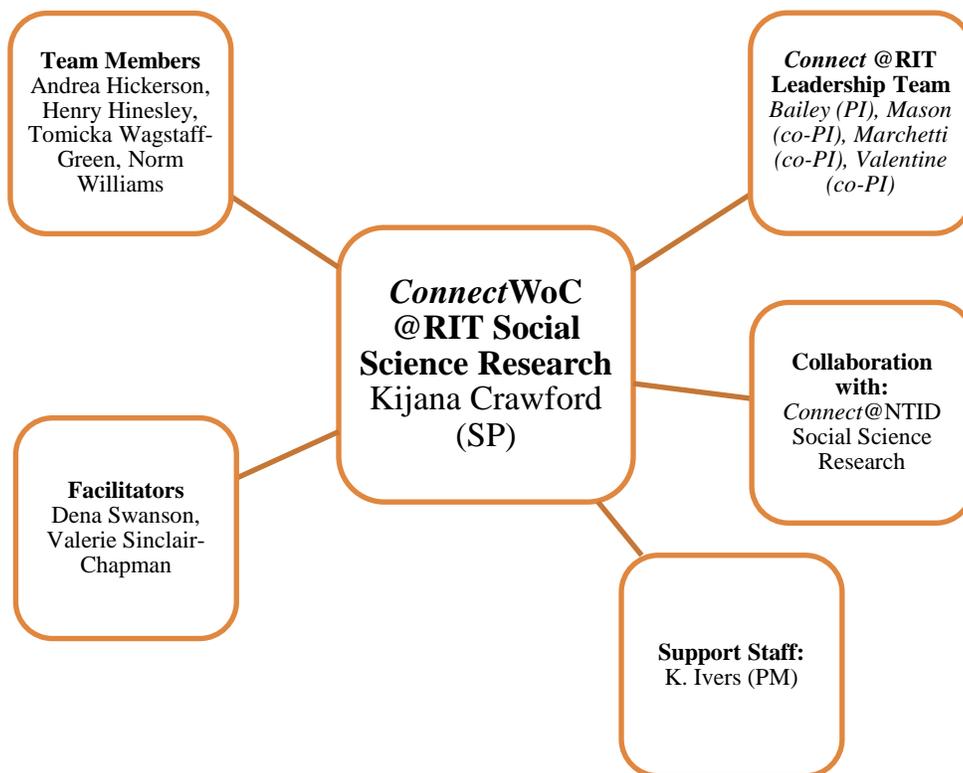
The *ConnectWOC@RIT* team will meet bi-weekly and correspond through email and a myCourses community. The team also holds regular joint-meetings with the *Connect@NTID* team to further probe places where the two research areas share concerns and needs, and explore ways in which the two teams can connect to collaboratively address these commonalities. The *ConnectWOC@RIT* team connects regularly with the PI and co-PIs:

- (1) Extract and analyze the responses of the female AALANA faculty sample from the results of the globally conducted survey instruments (SNB surveys and COACHE, respectively).
- (2) Conduct a sample-specific analysis/comparison of results with other subpopulations.
- (3) Identify whether any holes, measures with low reliability, or threats to conclusion validity exist in the analysis of the survey data regarding the female AALANA faculty subpopulation.
- (4) Design and implement qualitative measures to appropriately fill these gaps.

There is a system of checks and balances built into the *ConnectWOC@RIT* team organization to ensure the soundness of the research. First, the data analysis is conducted collaboratively and simultaneously with data collection across a diverse group of researchers. The diversity of researchers across gender, age, ethnicity, and background allows for a considerable reduction in bias as well as fresh perspectives and insights. NVivo, the qualitative data analysis software package being utilized, offers support for multiple researchers to collaboratively code and analyze data. With the exception of Crawford (SP), no member of the project team is also a member of the target subpopulation to be studied. The various social science research teams involved on the ADVANCE grant also provide each other with valuable feedback.

The facilitators used for the focus groups are external to RIT so as to further eliminate bias, however, it was decided that the facilitators should be women of color in order for the focus group participants to feel more comfortable and thus maximize participation. They are Dena Swanson and Valerie Sinclair-Chapman. A consultant not affiliated with RIT (Norm Williams) is providing an objective analysis and assessment of RIT diversity initiatives and policies in order to identify weaknesses and strengths.

Figure 8. *ConnectWOC@RIT* Organizational Structure



Deaf and Hard-of-Hearing Women (*Connect@NTID*)

The Deaf and Hard-of-Hearing (DHH) social science research component is led by Susan Foster (SP) and the organizational structure of this effort is shown in Figure 9. The DHH research tasks are twofold: 1) collect, analyze, and report results for DHH women that parallel the overall research of the Social Science Component of the larger project; 2) monitor and provide feedback to the larger *Connect@RIT* team regarding the accessibility and effectiveness of university wide project initiatives for DHH women. Selection of team members was based on individual skills and roles within the university that would enhance the team's ability to complete these tasks and achieve project goals.

During the first year of the project, team members are undertaking specific areas of work based on their background and skills (see Table 5). Most activities involve the entire team, although individuals coordinate tasks addressed by team sub-groups. Composition of the group was designed to include deaf, hard of hearing, and hearing members. See Table 5 for hearing status of team members.

Communication for the DHH team takes several forms and occurs through several channels. Regular meetings include general sharing of information, discussion of team tasks, problem solving, etc. Communication is multi-modal with some team members using American Sign Language (ASL) and others using voice or total communication. Interpreters are present at every team meeting to assure seamless communication among hearing and deaf team members. Turn taking is managed through the use of a small object that can be passed from one speaker to another (essential for visual communication in a group of deaf and hearing individuals). Hearing guests who are unfamiliar with deafness or interpreter services is provided with tips to facilitate successful communication. Team work involves reviewing written materials, preparing for guest presenters, establishing agendas for meetings etc. An online community named *Connect@NTID* within RIT's myCourses course management system allows for group e-mails, discussion pages, content, and small working group communication. Video conferencing may also be used to include off-site guests in team meetings.

The team leader provide oversight for the DHH team activities, and meet individually with team members to discuss roles, determine levels of satisfaction, and provide support as needed to assure that tasks are completed and goals are met. The DHH team meets every other week. Because the DHH team works in support of the representation and engagement of NTID and DHH women within the larger project, meeting topics are selected based on the current work of the larger *Connect@RIT* team. Topics for Year One include establishment of baselines and an institutional database for the project, establishment of annual plans of work and management plans, and strategies to ensure that the work of the DHH team supports the broad goals of the project as well as the team-specific goal of engaging NTID and DHH women in the project.

The DHH team leader serve as liaison between the DHH team and the *Connect@RIT* leadership, attending Leadership Team meetings, and providing regular progress reports and informational updates, and participating in discussion of overall project issues. She communicates regularly with the Project PI and co-PIs through Leadership Team meetings, one to one conversations, and e-mail to report challenges, share information regarding DHH team activities and progress, and to solicit advice or resources as needed in support of the DHH team and leadership of this team.

Figure 9. *Connect@NTID* Organizational Structure

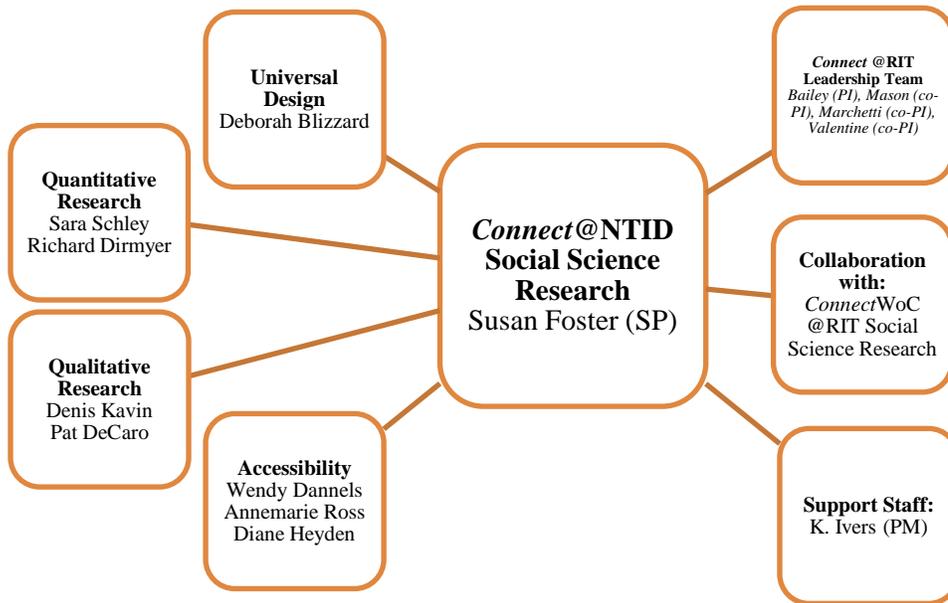


Table 5. Team Members with Current Roles and Responsibilities

Name	University Role	Hearing Status	Area(s) of responsibility
Deborah Blizzard	Chair and Faculty, College of Liberal Arts Science, Technology and Society/Public Policy	Hearing	Universal Design and model building
Wendy Dannels	Faculty, NTID Engineering Studies	Deaf	Review of surveys and interventions for accessibility
Sue Foster	Faculty, NTID Master of Science in Secondary Education; Co-Director, NTID Research Center for Teaching and Learning	Hearing	Overall coordination of team, oversight, and support of qualitative research/focus groups
Diane Heyden	Faculty, NTID Engineering Studies	Hard of Hearing	Coordination of access reviews, research and interventions
Denise Kavin	Faculty, Department of Liberal Studies, Special Assistant to the President of NTID, Strategic Decisions 2020	Deaf	Coordination of qualitative research
Annamarie Ross	Faculty, NTID Laboratory Science Technology	Deaf	Review of surveys and interventions for accessibility
Sara Schley	Faculty, NTID Master of Science in Secondary Education; Co-Director, NTID Research Center for Teaching and Learning	Hearing	Coordination of quantitative research
Rich Dirmyer	NTID Senior Institutional Researcher	Hearing	Consultant for quantitative research
Pat DeCaro	Retired RIT faculty		Consultant, qualitative research