

## **The Leadership Education for Advancement and Promotion (LEAP) Project ADVANCE at the University of Colorado, Boulder**

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An analysis of exit interviews suggests that while the most common factor cited by male faculty leaving an institution is a better financial offer from elsewhere; the reasons given by female faculty members are far more diverse. They include difficulties making work and life balance, the lack of a collegial environment, and broad resource issues.

LEAP has adopted a developmental change model based on the assumption that a wide variety of many small incremental changes at a broad range of levels is needed to change the overall climate on campus to one that accommodates a diverse faculty.

LEAP's main interventional program element is the provision of a series of workshops to develop the skill sets of faculty members and promote best practices. We run a series of short workshops (2-3hrs) during the semester. We also run longer (four day) workshops during semester breaks and we pay a stipend to encourage attendance. This stipend is a clear incentive for junior faculty who also like the fact that we market the workshops as a ways to get off to a fast and successful start and have an application/selection procedure. These features help ensure that departments see it as a positive for faculty to attend rather than as a sign they are struggling.

The Junior level workshops include

- Time management, communication skills, negotiation
- Conversations with senior administrators to allow junior faculty to directly raise their issues and concerns (often leading to expedited solutions)

The Senior level workshops include

- Discussions about leadership in an academic setting
- Chairs panel presenting "best practices"

We are working to connect these workshops into a planned campus level chairs training program we are helping to develop and with the system "Emerging Leaders Program". Our goal is to leave a legacy of self sustaining workshops behind at the end of the program and to bring all such programs under one umbrella and streamline them.

We have discovered that peer networks have arisen out of these workshops and are providing an important support network for faculty members (one group consists of new parents, another is working on paper writing and grant submissions). To help networking we have a book group that includes faculty at all levels and a lunch group of senior administrators (these are the only LEAP elements that are gender restricted).

One issue we face is how to adapt to changes in our administrative structure following the resignation of our female president. However, we now have a female interim provost and women occupy many key positions on campus. UC Boulder is positioned to test the advancement change model that argues that members of an under-represented class need to be present in leadership positions in significant numbers to impact the situation of other members of that minority. LEAP is working to fill the pipeline of women leaders.

