

## UKadvance Leadership Development Institute

The success of the UKadvance Leadership Development Institute is evident in its continued implementation over the last 10 years and in the high rate of promotions of its participants. UKadvance was developed to help UK employees, particularly women and minorities, prepare for administrative and management opportunities within the university. The program, which receives non-recurring funds from the President of the University of Kentucky, has been held five times (in 1992, 1994, 1996, 1998, and 2000) since its implementation. To date, 200 participants have participated in the UKadvance program. One-quarter of these participants have received promotions within the University of Kentucky.

### Background Information

In response to recommendations made by the report of the University of Kentucky Senate Council Ad Hoc Committee on the Status of Women Employed at the University of Kentucky, submitted to the President of the University of Kentucky in 1990, the UKadvance Leadership Development Institute was developed.

One of the recommendations of the report, which UKadvance was intended to address, was:

“Strengthen leadership skills in women faculty and staff by:

- a. Sponsoring a leadership institute for women as an investment in the next generation of leaders. Designed by a small group, including representatives from the Ad Hoc Committee on the Status of Women, such a program should provide intensive instruction with an individualized program of study and mentoring for selected faculty and staff. Special emphasis is needed to ensure participation by women of color. . . .”

The program consists of two phases:

- (1) an intensive two-week training institute
- (2) ongoing leadership development activities once every quarter

Forty participants for each of the five programs were selected from a pool of qualified applicants, totaling 200 participants to date.

**Chart A** shows the sex and race of the participants by year of participation. In each of the five years of the program, approximately 90% of the participants have been female and 10% have been male. The participation by minorities (classified as Asian, African/American or Hispanic) ranged from 10% (in 1998) to 33% (in 1992).

### Benefits of UKadvance

As noted earlier, the program was developed in response to problems specifically related to the upward mobility of women and minorities. Based on feedback received from the participants, it would appear that the program has had a positive effect on the participants, as indicated by the number of UKadvance participants receiving promotions.

**Chart B** shows the promotions received by participants of the UKadvance program, based on the results of a survey submitted to the participants in the summer of 2000. The survey results show that 26% of the participants received at least one promotion. Out of the 200 total participants, 52 participants (48 female and 4 male) stated on the survey that they received at least one promotion since their participation in UKadvance. Although it is difficult to attribute

whether UKadvance is directly responsible for the promotions, it is noteworthy that one-quarter of those participating in UKadvance received promotions.

### **Other Benefits**

Other factors that typically contribute to upward mobility include:

- Improved self-esteem
- Increased knowledge about the organization
- Networking

As reported in interviews and discussions with former participants, UKadvance provided assistance in each of these areas, which may also have contributed toward their upward mobility.

Furthermore, the annual average turnover rate for UKadvance participants since 1992 is 7 percent, compared to 17 percent each year for UK staff.

### **Recommendations**

UKadvance has been under the direction of Human Resource Development since 1994. For the last three years, the program has had a full-time regular staff member designated to help coordinate the program with voluntary support from the UKadvance Advisory Council. Based on the fact that UKadvance has been held on a regular basis (every two years since its implementation in 1992), and based on the feedback received from the participants, UKadvance appears to be a successful program. However, more support from the University of Kentucky is needed to help ensure its continued success. Recommendations include:

1. Increased funding for: (a) the development collection of reliable data on the employment status of UKadvance graduates, (b) the assessment of the quality of the work life of UKadvance graduates following their participation in UKadvance, and (c) to enable the program to reach a broader audience.
2. More resources available to assist the upward mobility of women and minorities. In addition to increased funding for the UKadvance program, there is a need for additional programs for the support of women and minorities at the University of Kentucky. We hope the University will expand on the success of UKadvance and provide support for additional programs to assist with the upward mobility of women and minorities.

## CHART B

### UKadvance Promotions by Sector of Original Employment

<b>FEMALE</b>									
<b>Year</b>	<b>RGS</b>	<b>UR</b>	<b>FA</b>	<b>LC</b>	<b>MC</b>	<b>IS</b>	<b>CCS</b>	<b>CA</b>	<b>TOTALS</b>
<b>1992</b>				2	2	1	2		<b>7</b>
<b>1994</b>				2	8	2	2	2	<b>16</b>
<b>1996</b>	1	1	1	3	3	2	2	2	<b>15</b>
<b>1998</b>				4	3	2			<b>9</b>
<b>2000</b>								1	<b>1</b>
<b>TOTALS</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>11</b>	<b>16</b>	<b>7</b>	<b>6</b>	<b>5</b>	<b>48</b>

<b>MALE</b>									
<b>Year</b>	<b>RGS</b>	<b>UR</b>	<b>FA</b>	<b>LC</b>	<b>MC</b>	<b>IS</b>	<b>CCS</b>	<b>CA</b>	<b>TOTALS</b>
<b>1992</b>				1					<b>1</b>
<b>1994</b>				1					<b>1</b>
<b>1996</b>					1				<b>1</b>
<b>1998</b>					1				<b>1</b>
<b>2000</b>									
<b>TOTALS</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4</b>

Key:

RGS     Research and Graduate Studies  
 UR      University Relations  
 FA      Fiscal Affairs  
 LC      Lexington Campus  
 MC      Medical Center  
 IS      Information Systems  
 CCS     Community College System  
 CA      Central Administration