

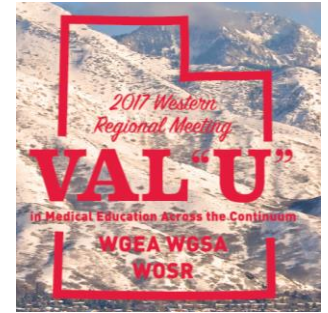


University of California  
San Francisco



2017  
WGEA/WGSA/WOSR  
Regional Meeting  
Salt Lake City, UT

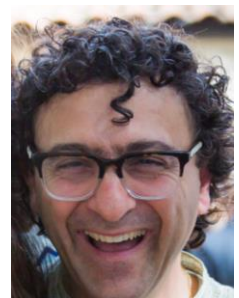
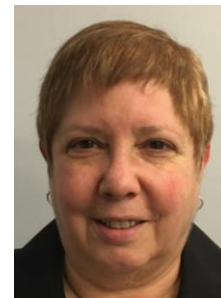
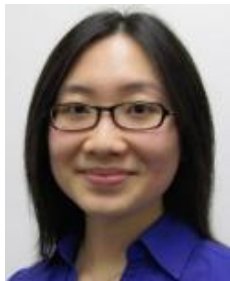
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# Outcomes and Participant Perspectives Following a UCSF-CORO Faculty Leadership Training Program



*Janice Y. Tsoh, Janice Cheng, Anda Kuo, John Barr,  
Susan Shain, Laney Whitcanack, Irené Merry,  
Melanie Fisch, Brian Alldredge, Amin Azzam*



# Context

- Fostering professional development and academic advancement are critical elements for improving faculty satisfaction, success and retention.
- Since 2005, the University of California San Francisco (UCSF) has offered the UCSF-CORO Faculty Leadership Collaborative.

# Objectives

- To describe faculty participant profiles, completion rate, and objective leadership outcome of the cohorts enrolled in the Collaborative between 2005 and 2012.
- To assess long-term impacts of the Collaborative from the 2005 – 2012 graduates' perspectives via an online survey conducted during August – October 2013.



- A 10-session (75 program hours) leadership training program for cohorts of up to 16 faculty members
- Established by Vice Provost for Academic Affairs office in response to faculty concerns from Climate Survey in 2001



- CORO brings diverse people together to work and learn from each other and equips them with the skills, knowledge and networks to collaborate and accelerate positive change wherever they are

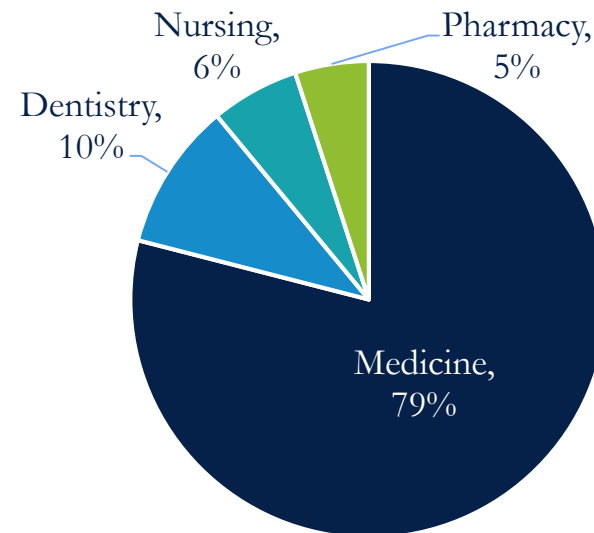


# Participant Demographics

## 2005 – 2012 Cohorts

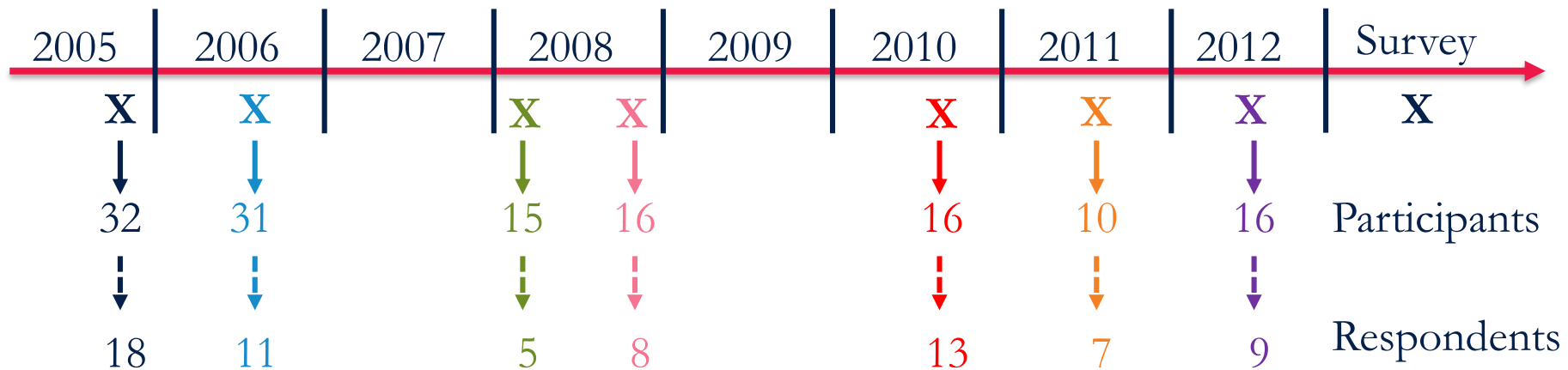
- N = 136 graduates
- 64% women
- 65% whites
- Across >30 departments

Assistant	Associate	Full
26%	45%	29%



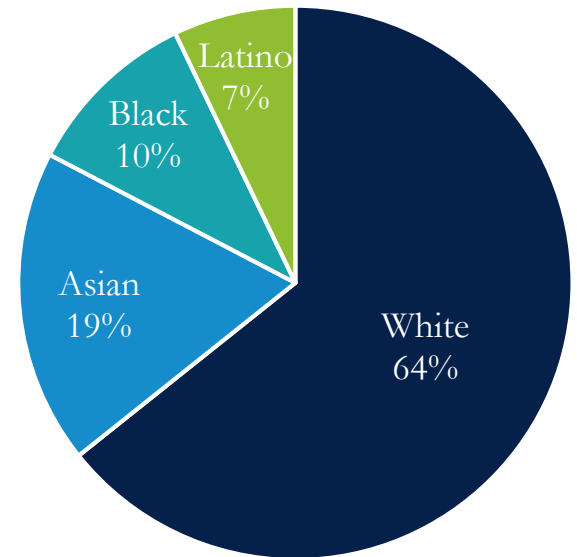
# Methods

- Online survey conducted during August – October 2013 to assess long-term impacts of the Collaborative from the 2005 – 2012 graduates' perspectives
- Using a mixed methods design incorporating quantitative and qualitative items, we integrated quantitative findings with emergent themes from content analyses of participant comments on open-ended questions.



# Survey Respondents

- N=72 (response rate: 55%)
- 66% women
- Years as UCSF faculty when started Collaborative:  
Mean = 10.8 years (SD = 6.8)



Assistant	Associate	Full
4%	22%	74%



# Results

Quantitative and qualitative data revealed that graduates perceived impacts at multiple levels



*individual*



*interpersonal*



*organizational*



# Impacts at Individual Level

**Changes in attitudes or behaviors related to leadership since completion of the Collaborative**

**A positive effect on my ability to lead / manage through challenging times**

**93%**

**More confident in handling leadership roles/responsibilities**

**81%**

**More effective in leadership roles**

**78%**

**Sought out new leadership opportunities**

**63%**

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# Impacts at Individual Level

...led to personal growth with increased **self-awareness, confidence, and aspiration**

*“Made me more confident as a leader and yet more willing to listen to others and give credit to them for their ideas.”*

*“As a result of my participation I purposely sought out additional leadership opportunities at UCSF and elsewhere.”*

*“It made me a much more aware, effective leader, using my strengths and learning to optimize my weaknesses.”*



# Impacts at Individual Level

- ...fostered development of leadership skills in **conflict resolution, team management, giving and receiving feedback**

*“gave me appreciation for*

- people who think in different styles*
- my possible blind spots*
- asking questions for advocacy*
- putting time intervals on agendas*
- assigning a timekeeper for meetings”*

*“Loved the practical skills of agenda setting, time management and human resources.”*



# Impacts at Interpersonal Level

Participation in the Collaborative has...

**Expanded my interpersonal leadership skills and/or style**

**90%**

**Helps build a network of faculty leaders that transcends internal UCSF boundaries**

**85%**

**Given me better understanding of group dynamics**

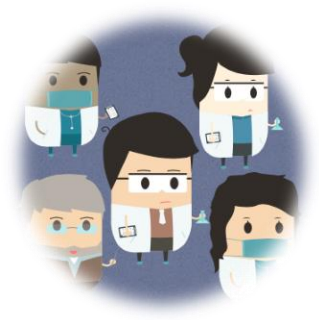
**67%**

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# Impacts at Interpersonal Level

...led to **new collaborations**

*“I felt more engaged with the university as a whole, and more interested in collaborating with others outside of my department.”*

*“I refer my mentees who are doing research to several of my cohort members who have different research skills than I do.”*

*“Collaboration between participants is the real 'gem' behind the program. I realized how diverse UCSF really is, just through the eyes of 14 people.”*





# Impacts at Organizational Level

## Other benefits of the Collaborative

Gave me a better understanding of UCSF as an organization.

92%

Sponsorship of Coro demonstrates UCSF's commitment to fostering...

92%

Increased my ability to navigate UCSF as an organization.

79%

Encouraged me to expand my leadership roles outside of UCSF

60%

\* (women 73% vs. men 48%,  $p=0.03$ )

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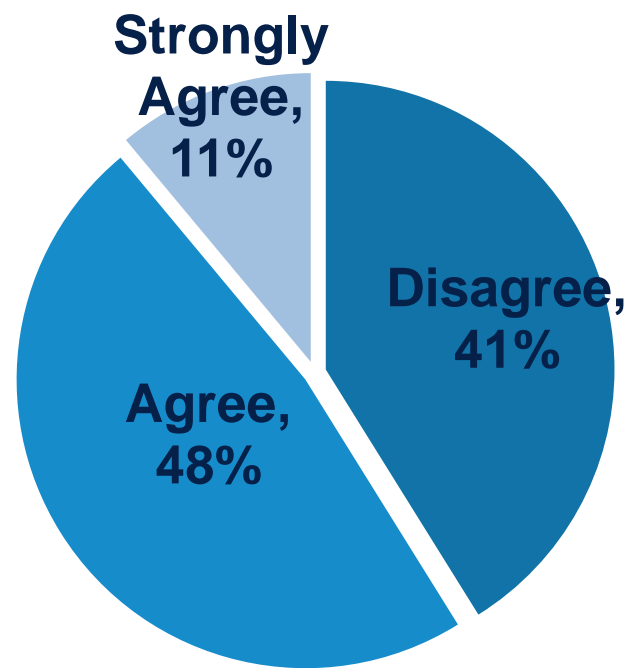
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# Impacts at Organizational Level

The Collaborative has had a positive impact on recruiting or retaining faculty



11 (8%) graduates have obtained a UCSF leadership position as chairs or deans, of whom 9 (82%) were women



# Impacts at Organization Level

...enhanced performance, connectedness, empowerment, appreciation of University's commitment to foster faculty development

*“It is an important symbol to me personally of the university's interest in "growing its own" and, in particular, of this public institution's continued interest in trying to assure that its leaders look like the public the university serves.”*

*“Helping me be a better leader within my unit, and helping my unit by serving as a bridge to other people across UCSF.”*

*“I think it increases the visibility of women faculty ..., helping to add to a more positive environment for women aspiring to leadership roles”*

# Conclusions

- The UCSF-CORO Faculty Leadership Collaborative successfully reached a diverse faculty audience, created a faculty leadership network and led to new leadership opportunities
- The Collaborative has generated positive and sustaining impacts at multiple levels, from individual to organizational
- Faculty are appreciative of the University's investment in faculty development through leadership training
- Future research might examine impacts on faculty recruitment and retention

# Implications

- Commitment in faculty development through leadership training is well received and appreciated by faculty
- The UCSF-CORO Faculty Leadership Collaborative outcomes support partnership with CORO as an alternative to conventional home-grown and external leadership training programs
- Generalizability of the Leadership Collaborative is high especially since CORO training has been implemented across many settings and disciplines



UCSF



[http://academicaffairs.ucsf.edu/ccfl/faculty\\_leadership\\_collaborative.php](http://academicaffairs.ucsf.edu/ccfl/faculty_leadership_collaborative.php)

<http://coronorcal.org>