

**Communication Plan: COACHE Faculty Satisfaction Survey
AY 2021-2022
George Mason University**

Mason COACHE Leadership Team

Kate Astor (HR & Payroll rep)	Lila Fleming (CHHS Faculty rep)
Supriya Baily (Co-Chair, CEHD Faculty rep)	Jaime Lester (CHSS Professor and Associate Dean)
Angela Detlev (Inst Effectiveness & Planning - IEP)	Alexandra Masterson (COS; Faculty rep)
Chris diTeresi (Office of Research, Innovation, & Economic Impact rep)	Brian Platt (CHSS Faculty rep)
John Dooris (IEP)	Millie Rivera (Faculty Diversity, Inclusion, & Well-Being)
Kim Eby (Co-chair; Faculty Affairs & Development)	Solon Simmons (S-CAR; Faculty Senate)
Stevie Kelly (Faculty Affairs & Development)	Ariela Sofer (CEC Professor and Interim Dean)
Cameron Harris (Business; Faculty rep)	Jennifer Victor (SCHAR Faculty rep)

Goal

Our goal is to prepare the Mason community for the second iteration of the COACHE Faculty Satisfaction Survey in order to capture the current state of faculty satisfaction at Mason. While faculty satisfaction is a non-negotiable value for Mason, it is imperative that we understand in what areas we thrive and where we might grow. Based on the work over the past three years with the campus community and with faculty representation on the leadership team, the committee will seek to engage with key leaders on campus to ensure that COACHE remains an integral part of the university's strategic planning process and communicate with Mason faculty on the importance of participating in the second survey in Spring 2022.

Communications Calendar (Proposed)

Date (Estimated)	Activity	Responsibility
Summer 2021	Confirmed Leadership Team Membership and established team responsibilities in the COACHE portal	Kim Eby
August 9	Kick off call with Harvard COACHE	Kim Eby
August 2021	Confirmed data disclosure	Kim Eby; Angela Detlev; John Dooris
September 1	First meeting of COACHE Leadership Team	Kim Eby; Supriya Baily; Leadership Team
September 17 and 24	Attend Strategy Workshops	Kim Eby; Supriya Baily
September 27	Deans Council: Reminder of both surveys	Kim Eby
October 1	Communication Plan uploaded to COACHE portal	Kim Eby
October 15	IRB approval	Kim Eby; Jaime Lester
By late October	Finalize slides for fall community presentations	Kim Eby; Supriya Baily; Leadership Team
By late October	Updates completed to COACHE website	Stevie Kelly; Kim Eby
October 26	Update at Provost Executive LT Meeting	Kim Eby
November / December	Presentation to SVP Leadership Team	Kim Eby; Supriya Baily

November 4; December 9 (backup)	Presentation to Academic Council	Kim Eby; Supriya Baily
November 5	Coordinate with ITS re: spam and email testing Submit pass-through variables	Kim Eby; Angela Detlev; John Dooris
November 18	Submit population file	John Dooris
By late November	Reminder of COACHE Faculty Satisfaction Survey to deans/associate deans and chairs/Local Academic Unit (LAU) heads in Faculty Affairs monthly email	Kim Eby
By late November	Final custom questions created	Leadership Team
November 30	Submit custom questions	Kim Eby
November/ December	Presentation to President's Executive Council Meeting	Kim Eby; Supriya Baily
November/ December	Update at Faculty Senate Executive Committee meeting	Kim Eby; Supriya Baily
December 9	Presentation to Chairs/LAU heads meeting	Kim Eby; Supriya Baily
Early Spring Semester	COACHE "green light" to release CAO endorsement letter	Kim Eby
Early Spring Semester	Provost Endorsement Email	Kim Eby; Ginsberg team
Early February	Survey Opens Reminders: February, March, April	Harvard COACHE
February-April (ongoing)	Additional communication and outreach: <ul style="list-style-type: none"> • The George (February); Office of the Provost Newsletter • Blackboard real estate (pre-/post-spring break) • Ongoing outreach at university-wide meetings (e.g., President's Council; Mason Core; Undergrad Council; Grad Council; Research Council; Academic Council; Learning Environments Group; Faculty Senate; ARIE Implementation Team; Faculty Affinity Groups; Stearns Center newsletter) • School/College meetings (e.g., dean's meetings with their chairs & directors) • Signs around campus 	Leadership Team (full schedule TBD)
	Post-launch follow-up email	Kim Eby; Supriya Baily
	Post-launch follow-up email	Faculty Senate: Solon & Melissa
	Reminder message to deans; ask to forward to their faculty and encourage to complete & LAU heads (includes INTO-Mason)	Kim Eby; Deans
	Reminder message to chairs & LAU heads; ask to forward to their faculty and encourage to complete late March	Kim Eby; Chairs/LAU heads
	Faculty Senate meeting	Solon Simmons
	Final email to campus community from Leadership Team	Kim Eby; Supriya
	Survey closes	Harvard COACHE

	Post-survey Provost Email	Kim Eby; Washington and Ginsberg Teams
Summer 2022	COACHE Report received	Harvard COACHE
By August 2022	Executive Summary shared with COACHE Leadership Team	Kim Eby; Supriya Baily
By September 2022	Executive Summary posted online	Kim Eby; Supriya Baily
Fall 2022	Highlights of Executive Summary communicated to: <ul style="list-style-type: none"> • President and Provost Leadership Teams • Faculty Senate • Department chairs / Local Academic Unit heads • University-wide meetings (see above) • School/College meetings 	Leadership Team

Project Fast Facts & Frequently Asked Questions (FAQs)

1. What is Harvard COACHE?

The Collaborative on Academic Careers in Higher Education (COACHE) is part of the Harvard Graduate School of Education and has been conducting this multi-institutional Faculty Satisfaction Survey for over 20 years. The survey assesses issues and trends in work satisfaction among college and university faculty. The study is conducted by COACHE and carries approval from Harvard's Institutional Review Board (IRB). COACHE collects data *confidentially*, only using identities to send reminders to non-respondents, which are not revealed to Mason. Data are analyzed by the COACHE team at Harvard and shared with the Office of Institutional Research and Effectiveness (OIRE) at Mason in de-identified form or *anonymously*. These records will be held in OIRE and no one in a supervisory or evaluative capacity will have access to individual responses. OIRE leadership can do analysis of the individual-level data, *but only aggregate results are shared with administrators and faculty*, and only when there are a sufficient number (at least five) of responses to protect the anonymity of respondents.

Mason has also partnered with COACHE to administer the Faculty Retention and Exit Survey during the fall of 2019, 2020, and 2021 to better understand what factors influence Mason's ability to retain or not retain our talented faculty members.

2. Why this partnership for Mason?

Our partnership with COACHE was formalized in 2018 because of the importance of better understanding faculty engagement and satisfaction at Mason. With our goals of recruiting, hiring, and retaining high quality, diverse faculty the COACHE partnership offers us an opportunity to strengthen our understanding of and ability to deliver on faculty identified needs by:

- Collecting comprehensive data that drills down into areas that impact satisfaction and productivity;
- Benchmarking results to and collaborating with peer institutions to design effective programs, policies, and practices to facilitate organizational change and improve faculty outcomes;
- Developing a more robust picture of faculty retention; and
- Implementing and assessing Mason-specific action plans to *intentionally* strengthen faculty well-being and success.

3. Who will be encouraged to participate?

All Mason tenure-line and full-time term faculty will be asked to participate.

4. Who are your resources for this project?

Our Mason COACHE Leadership Team oversees the partnership with COACHE and has been engaging the campus community, particularly the academic units and their leadership teams, in this initiative. The leadership team includes representatives from many of our Colleges/Schools. The full list of leadership team members can be found [here](#). Additionally, general campus questions can be sent to Kim Eby at facaffs@gmu.edu.

5. What is the timeline for the project?

The Faculty Satisfaction Survey will launch in early February and close in late March. The Mason COACHE Leadership Team will receive the institutional summary report with aggregate findings in the summer of 2022. Results will be shared at the start of the fall 2022 semester, with multiple reports to and opportunities to engage with the campus community. Specifically, we will engage in conversations about how our Areas of Strength and Areas for Growth may have shifted since our spring 2019 administration of the survey, as part of our assessment of the impact of the actions taken to address issues and concerns identified in prior results.

Appendix 1. 2021-2022 COACHE Timeline and Checklist

Proposed Date	TASK	RESPONSIBILITY
Pre-Launch Preparation		
Summer 2021	Confirmed Leadership Team Membership and established team responsibilities in the COACHE portal	Kim Eby
August 9	Spring 2022 Faculty Satisfaction Survey kick-off call with Harvard COACHE	Kim Eby
August 2021	Confirmed data disclosure	Kim Eby; Angela Detlev; John Dooris
September 1	First meeting of COACHE Leadership Team AY'21-22	Kim Eby; Supriya Baily; Leadership Team
September 17 & 24	Attend Strategy Workshops	Kim Eby; Supriya Baily
September 27	Deans Council – Reminder of both COACHE surveys	Kim Eby
October 1	Communication Plan uploaded to COACHE portal	Kim Eby
October 15	IRB approval	Kim Eby; Jaime Lester
By late October	Finalize slides for fall community presentations	Kim Eby; Supriya Baily; Leadership Team
By late October	Updates completed to the COACHE website	Stevie Kelly; Kim Eby
October 26	Update at Provost Executive Team meeting	Kim Eby
November / December	Presentation to SVP Leadership Team	Kim Eby; Supriya Baily
November 4; December 9 (backup)	Presentation to Academic Council	Kim Eby; Supriya Baily
November 5	Coordinate with ITS re: spam and email testing Submit pass-through variables	Kim Eby; Angela Detlev; John Dooris
November 18	Submit population file	John Dooris
By end of November	Reminder of COACHE Faculty Satisfaction Survey to deans/associate deans and chairs/Local Academic Unit (LAU) heads in Faculty Affairs monthly email	Kim Eby
By end of November	Final custom questions created	Leadership Team
November 30	Submit custom questions	Kim Eby
November/ December	Presentation to President's Executive Council Meeting	Kim Eby; Supriya Baily
November/ December	Update at Faculty Senate Executive Committee Meeting	Kim Eby; Supriya Baily
November/ December	Finalize updates to materials and order needed supplies (e.g., buttons, yard signs, COACHE info sheet) for spring launch	Stevie Kelly; Kim Eby; Supriya Baily
December 9	Presentation to Chairs/LAU heads meeting	Kim Eby; Supriya Baily
By Winter Break	Spring meetings for both teams on calendars	Stevie Kelly
February	Review and identify peer institutions for benchmarking	Leadership Team
January	COACHE "green light" to release CAO endorsement letter	Kim Eby
February 11	Provost Email Communication	Kim Eby, Wu team
Post-Launch Communication Strategies		
February 12	Survey Opens	Harvard COACHE
February 4-April 7	Monitor response rate by school/college; identify low-response demographics for follow-up message	Leadership Team, informed by Angela Detlev
February-April 7 (ongoing)	Additional communication and outreach: <ul style="list-style-type: none"> The George (February 28); Office of the Provost newsletter Blackboard real estate (pre- and post-spring break) Ongoing outreach at university-wide meetings (e.g., President's Council; Mason Core; Undergrad Council; Grad Council; Research Council; Academic Council; Learning Environments Group; Faculty Senate; ARIE Implementation Team; Faculty Affinity Groups; Stearns Center newsletter) School/College meetings (e.g., dean's meetings with their chairs & directors) Signs around campus 	Leadership Team (full schedule TBD)
February	Post-launch follow-up email	Kim Eby; Supriya Baily

February	Reminder message to deans & executive assistants; ask to forward to their faculty and encourage to complete	Kim Eby; Deans
Late February	Reminder #1	Harvard COACHE
March	Post-launch follow-up email	Faculty Senate: Solon & Melissa
Mid-March	Reminder #2	Harvard COACHE
March	Reminder message to deans; ask to forward to their faculty and encourage to complete & LAU heads (includes Mason INTO)	Kim Eby; Deans
Late March	Reminder #3	Harvard COACHE
March	Reminder message to chairs & LAU heads; ask to forward to their faculty and encourage to complete late March	Kim Eby; Chairs/LAU heads
March/April	Faculty Senate meeting	Solon Simmons
Early April	Reminder #4	Harvard COACHE
April 5	Final email to campus community from Leadership Team	Kim Eby; Supriya Baily
End of 1st Week of April	Survey closes	Harvard COACHE
Post-Survey Communication		
April 2022	Post-survey President & CAO Email Communication	Kim Eby; President Washington and Provost Ginsberg teams
Summer 2022	COACHE Report received	Harvard COACHE
By August 2022	Executive Summary shared with COACHE Leadership Team	Kim Eby; Supriya Baily
By September 2022	Executive Summary posted online	Kim Eby; Supriya Baily
Fall 2022	Highlights of Executive Summary communicated to: <ul style="list-style-type: none"> • President and Provost Leadership Teams • Faculty Senate • Department chairs / Local Academic Unit heads • University-wide meetings (see above) • School/College meetings 	Leadership Team

Pre-Launch Endorsement Email Communication from Provost

To: All I/R Faculty

From: Office of the Provost

Subject Heading: Faculty Success through Participation in the COACHE Survey

Date: XXX

Dear Colleagues:

Mason's success depends on our ability to attract, retain, and support talented faculty, and the University remains committed to creating an environment where faculty can do their best work and be rewarded for their success. In 2019, 63% of Mason's fulltime faculty took the time to participate in our first Collaborative on Academic Careers in Higher Education (COACHE) Faculty Job Satisfaction Survey. Independently managed by Harvard Graduate School of Education, this survey has provided us with a deeper understanding of the challenges and career opportunities faculty face so that we can continue to improve career advancement and work-life balance at Mason.

In our commitment to ongoing improvement, we are continuing our collaboration with COACHE. The second iteration of our survey will launch in the coming days. **You will receive a unique link to the survey from COACHE, directing you to the online survey. Participation will entail completing the 25-minute survey. COACHE will not use any name or email address for any purposes except this research.**

This national, research-based initiative has already provided us with important information about faculty perspectives on a wide range of issues, such as tenure and promotion, research resources, department engagement, mentoring, and shared governance. We have been taking the COACHE feedback seriously and look forward to learning where we may have made strides and where we still have room for growth.

We remain eager to learn from an independent, research-driven, comparative study. We recognize that your time is extremely valuable; please be assured that your investment in completing this survey will continue to help us identify what you might need to do your best work at Mason. Data from our last COACHE survey was particularly meaningful due to our broad participation and we seek to have a similarly high response rate that inspires confidence in the data.

To learn more, please visit the [Mason COACHE website](#), managed by our COACHE Leadership Team, a group of faculty and administrators co-chaired by Kim Eby (Associate Provost for Faculty Affairs and Development) and Supriya Baily (Professor of Education). The website affords you access to results from the 2019 Faculty Satisfaction Survey, as well as information on IRB credentials (IRBNet: 1364078-4). If you have any questions about the administration of the survey; analyses and dissemination of the data; IRB approvals here at Mason or Harvard; and/or the Data Reports we will receive from COACHE, please review the Mason COACHE website and feel free to reach out to members of the Leadership Team. While it is understood that no computer transmission can be perfectly secure, reasonable efforts will be made to protect the confidentiality of your transmission.

If you have any questions about this survey, please contact Kim Eby, co-chair of the COACHE Leadership Team at facaffs@gmuh.edu, or COACHE at coachefaculty@srbi.com.

Thank you in advance by helping us with your participation. Your views are critical as we strive to attract and retain the best and brightest scholars and educators, and to create a vibrant, inclusive workplace in which all faculty can thrive.

Sincerely,

Mark R. Ginsberg
Provost and Executive Vice President

Post-Launch Follow Up Email #1

To: All I/R Faculty

From: Faculty Affairs & Development, Office of the Provost

Subject Heading: Improve Mason through Participation in the COACHE Survey of Faculty Job Satisfaction

Date: XXX

Dear Colleagues:

We are writing today as colleagues and partners in an exciting endeavor for Mason. We want to encourage you to participate in our second COACHE Survey of Faculty Job Satisfaction. You should have received an invitation to participate a week ago (XXX). As you might remember, this survey is designed to enhance our understanding of your experience as a faculty member in a broad range of areas. These areas include faculty workload, resources and support, the research environment, tenure and promotion processes, mentoring, departmental climate, personal and family policies, retention, and recognition and appreciation. Responses to the first survey exceeded 60%, which provided us with rich data from which we could identify the key issues affecting the satisfaction of Mason faculty, both tenure-line and term.

As members of the Mason COACHE Leadership Team, we have spent nearly two years disseminating and utilizing the results from the 2019 survey to advocate for changes at local, unit and institutional levels. The data that you provided us through your participation in the survey cemented our confidence in this multi-year process approach. COACHE has been a powerful tool to translate data into actionable policies and practices.

For those who might not recall, COACHE works with participating institutions to disseminate the results to faculty. With these results in hand, we will continue to share findings broadly and work with you to build concrete action plans, identifying effective practices for leveraging our strengths and improving on weaknesses. Our goal is to make Mason the best place for faculty that it can be. If you would like to look at what we have done for the past three years, please check out our [Mason COACHE website](#).

If you have already completed the survey, please accept our sincere thanks. If you have not yet done so, then we hope that you will complete it as soon as possible. Because each of you receives a unique link and we are unaware who has or has not yet participated, please do not forward your survey invitation to a colleague. Thank you in advance for helping Mason faculty through participation in this study.

If you have any questions about this survey, please contact COACHE at coachefaculty@srbj.com. While it is understood that no computer transmission can be perfectly secure, reasonable efforts will be made to protect the confidentiality of your transmission. For more information or general questions about this effort, please see our Mason COACHE webpage <https://provost.gmu.edu/coache> (IRBNet: 1364078-4) or contact Kim Eby at facaffs@gmu.edu.

Sincerely,

Kimberly K. Eby and Supriya Baily

Co-Chairs, Mason COACHE Leadership Team

Leadership Team Members

Kate Astor (HR & Payroll rep)

Supriya Baily (Co-Chair, CEHD Faculty rep)

Angela Detlev (Office of Institutional Effectiveness & Planning - OIEP)

Chris diTeresi (Office of Research, Innovation and Economic Development)

John Dooris (OIEP)

Kim Eby (Co-chair; Faculty Affairs & Development)
Lila Fleming (CHHS Faculty rep)
Cameron Harris (Business Faculty rep)
Stevie Kelly (Faculty Affairs & Development)
Jaime Lester (CHSS Faculty and Associate Dean for Faculty Affairs and Strategic Initiatives)
Alexandra Masterson (COS Faculty rep)
Brian Platt (CHSS Faculty rep)
Millie Rivera (Faculty Diversity, Inclusion, & Well-Being; Faculty Affairs & Development)
Solon Simmons (Carter School for Peace Studies and Conflict Resolution; Faculty Senate)
Ariela Sofer (CEC Faculty and Interim Dean of the Volgenau School of Engineering)
Jennifer Victor (Schar Faculty rep)

Post-Launch Follow Up Email #2

To: All I/R Faculty

From: Faculty Senate

Subject Heading: Please Support our Efforts for Faculty Success through Participation in the COACHE Survey

Date: XXX

Dear Colleagues:

We are writing today to encourage you to participate in the second COACHE Survey of Faculty Job Satisfaction. This survey is designed to enhance our understanding of the faculty experience at Mason in a broad range of areas. Particularly important to our work in the Faculty Senate are questions related to institutional governance and leadership. The first COACHE survey had a response rate of 63%, which was a powerful show of participation. Your participation helps the Faculty Senate do our work more effectively because we can advocate for the issues you have raised when it comes to institutional priorities, decision-making, communication, and shared governance, in addition to other critical areas of faculty work life.

As representatives of the Faculty Senate, we are committed to advocating for the use of this data to improve the workplace for faculty. When the new results are in hand, the COACHE Leadership Team will share the findings and continue to work with us, academic units, and academic leadership across Mason to refine action plans to address identified issues and concerns. For information on the past iteration of the survey, please check out the [Mason COACHE website](#).

If you have already completed the survey, please accept our sincere thanks. If you have not yet done so, then we hope that you will complete it as soon as possible. Those that have not yet completed the survey should have received a reminder email from COACHE (coachefaculty@opinioncast.com) yesterday. The final date to complete the survey is XXX.

If you have any questions about this survey, please contact COACHE at coachefaculty@srbi.com. While it is understood that no computer transmission can be perfectly secure, reasonable efforts will be made to protect the confidentiality of your transmission. For more information or general questions about this effort, please see the Mason COACHE webpage <https://provost.gmu.edu/coache> (IRBNet: 1364078-4) or contact Kim Eby at facaffs@gmu.edu.

Sincerely,

Melissa Broeckelman-Post
Chair, Faculty Senate

Solon Simmons
Member, Faculty Matters Committee; Member, Mason COACHE Leadership Team

Post-Launch Follow Up Email #3

To: All I/R Faculty

From: Faculty Affairs & Development, Office of the Provost

Subject Heading: Final Opportunity – Please Complete the COACHE Survey of Faculty Job Satisfaction

Date: XXX

Dear Colleagues:

Just a quick reminder that there are only a few days left to complete the COACHE Survey of Faculty Job Satisfaction. As we have shared previously, this survey has been immeasurably helpful to enhance our understanding of the faculty experience, for both term and tenure-line faculty, at Mason in a broad range of areas. These areas include faculty workload, resources and support, the research environment, tenure and promotion processes, mentoring, departmental climate, personal and family policies, retention, and recognition and appreciation.

We are hopeful that we can achieve a strong response rate in order that we can have the utmost confidence in our data as we work to continue to identify strategies and refine approaches to improve the workplace for Mason faculty. A reminder that we will be sharing findings broadly and working with faculty, academic units, and academic leadership across the institution to build concrete action plans to address identified issues and concerns.

Many thanks to you if you have already completed this survey. If you have not completed the survey, it will be closing in just a few days (XXX), so we hope you can do so as soon as possible! Those who have not yet responded should have received a final survey invitation from COACHE (coachefaculty@opinioncast.com) on XXX. Thank you, in advance, for making the time to participate in this critical study.

If you have any questions about this survey, please contact COACHE at coachefaculty@srbj.com. While it is understood that no computer transmission can be perfectly secure, reasonable efforts will be made to protect the confidentiality of your transmission. For more information or general questions about this initiative, please see our Mason COACHE webpage <https://provost.gmu.edu/coache> (IRBNet: 1364078-4) or contact Kim Eby at facaffs@gmu.edu.

Sincerely,

Kimberly K. Eby and Supriya Baily

~ on behalf of the Mason COACHE Leadership Team

Post-Survey Provost Email Communication

To: All I/R Faculty

From: Office of the Provost

Subject Heading: Update on Mason's Participation in the COACHE Survey of Faculty Job Satisfaction

Date: **April 2019**

Dear Colleagues:

One of my overarching priorities is to foster a workplace in which our faculty can thrive in their professional and personal lives. There is no doubt that the pressures of an academic career are significant – especially during periods such as those as we have experienced in recent times. Nonetheless, it is important that we continuously strive to improve our efforts to support our faculty community, assess how we are performing, and consider what further might be done to support faculty across all levels of the organization (or institution?).

Since 2019, George Mason University has been one of many institutions to join the Collaborative on Academic Careers in Higher Education (COACHE), based at the Harvard Graduate School of Education, which administered a survey of job satisfaction to our faculty (IRBNet: 1364078-4). In this effort, locally coordinated by our Mason COACHE Leadership Team, the second iteration of the survey was sent to **XXX** individuals, and responses were received from **XXX** (for a response rate of **XX%**).

Thank you to everyone who took the time to respond. We know that your time is a precious resource, and we are committed to making your contribution to this initiative worth every minute.

Later this year, COACHE will send to us a comprehensive report of the findings, including results at peers and among a large cohort of similar institutions. The Mason COACHE Leadership Team will be responsible for disseminating, discussing, and assisting us in interpreting, responding to, and acting upon the survey results. We look forward to working collaboratively with you to strengthen Mason as a workplace that supports and advances the work of all faculty.

Sincerely,

Mark R. Ginsberg
Provost and Executive Vice President