

Spring 2023 COACHE Administration  
 City University of New York Brooklyn College  
 Survey Correspondence Schedule and Sample Email Messages

Schedule of Email Outreach

Administration Week	Number of Messages	Email Authors
Pre-launch Week – 1 week in advance	1	President
Week 1	2	Provost COACHE generated invitation to participate
Week 2	1	Associate Provost/COACHE Team Co-Chair
Week 3	1	COACHE generated reminder 1
Week 4	2	Faculty Council Chair/COACHE Team Co-Chair COACHE generated reminder 2
Week 5	1	Associate Provost/COACHE Team Co-Chair
Week 6	2	School Deans to faculty COACHE generated reminder 3
Week 7	1	Associate Provost/COACHE Team Co-Chair
Week 8	4	COACHE Team (unplanned email notifying faculty of COACHE extension) Department Chairs to faculty Faculty Union Representative to faculty COACHE generated reminder 4
Week 9 – day prior to survey close date	1	COACHE Team

## Week 2 Sample Correspondence

From: Associate Provost for Institutional Effectiveness, COACHE Team Co-chair

**Subject: Thank you**

Dear Colleagues —

As Associate Provost for Institutional Effectiveness at Brooklyn College, I continue to marvel at the work of our outstanding faculty, students, staff, and alumni. The College is home to the world's future pacesetters who are supported every day by each of you.

I write to you today to emphasize that Brooklyn College is committed to working with you to identify areas of strength and areas requiring additional focus related to policies and practices.

Last week, you were sent an invitation to participate in the COACHE Faculty Job Satisfaction Survey. When the survey results are in hand, the COACHE Team – comprised of Brooklyn College faculty, staff, and administration – will share the findings broadly and work with you to build a concrete action plan based on the survey data.

If you have already completed the survey, please accept my thanks. If you have not had an opportunity to do so, I hope that you will consider this request to participate.

Sincerely,  
Tammie

Dr. Tammie Cumming

Associate Provost and Assistant Vice President Institutional Effectiveness  
Brooklyn College, CUNY

2900 Bedford Avenue - 3118 Boylan Hall Brooklyn, NY 11210 [tammie.cumming@brooklyn.cuny.edu](mailto:tammie.cumming@brooklyn.cuny.edu)

Twitter: @AssessmentNga

LinkedIn: <https://www.linkedin.com/in/tammie-cumming-62154720/>

\*\*

My work day may look different than your work day. Please do not feel obligated to respond outside of your normal working hours.

\*\*

## Week 4 Sample Correspondence

From: Faculty Council Chair, COACHE Team Co-chair

**Subject: COACHE faculty experience survey**

Colleagues!

If you have completed the COACHE survey, I want to thank you for making your voice heard.

If you have not yet taken the survey, please do! The last time the college participated, the results informed several key policy developments, including extensive work to clarify the expectations for tenure and promotion and to increase the support for faculty research. But there is more work to be done. That is why we need to hear from everyone.

The governance theme for the year at Faculty Council is innovation. One of the ways that we can foster innovation is to let the administration know what is working well and what isn't. We need to make our voices heard as the college plans to meet the challenges we face.

Brooklyn College COACHE Task Force Recommendations from 2019 survey results:  
[https://www.brooklyn.cuny.edu/web/abo\\_administration\\_provost/COACHE-Task-Force-Recommendations-Fall-2020.pdf](https://www.brooklyn.cuny.edu/web/abo_administration_provost/COACHE-Task-Force-Recommendations-Fall-2020.pdf)

### EMBEDDED IMAGE➔

Tim

Timothy Shortell, Ph.D.  
Professor & Chair, Department of Sociology,  
Brooklyn College CUNY  
Professor, MS Program in Data Analysis &  
Visualization, Graduate Center, CUNY  
Professor, MS Program in Quantitative  
Methods in the Social Sciences, Graduate  
Center, CUNY Chair, Faculty Council of  
Brooklyn College  
ORCID: <https://orcid.org/0000-0002-7398-93>  
SOCY info hub:  
<https://trello.com/b/bkSu1qMO>

### Implementation of COACHE\* Task Force Recommendations Based on 2019 COACHE Survey Data

FUNDING & DEVELOPMENT	FACULTY RESEARCH	DIVERSITY, MENTORSHIP, & ADVANCEMENT
<ul style="list-style-type: none"><li>Allocation of over \$200 million for the first phase of the Roosevelt/Ingersoll Project to improve research facilities</li><li>Beginning of design planning for the Brooklyn College Cancer Center (BCCC-CURE)</li></ul>	<ul style="list-style-type: none"><li>Growth of staffing for the Office of Research and Sponsored Programs</li><li>Addition of a full-time faculty associate to the Provost for research</li><li>Development of College-sponsored grant writing professional development opportunities</li><li>Creation of the Tow Research and Creativity Fund supporting faculty research and creative activity</li></ul>	<ul style="list-style-type: none"><li>Implementation of anti-racist professional development at the college, school, and department levels</li><li>Enactment of a systematic anti-bullying initiative</li><li>Creation of a College-wide faculty mentoring program with school-wide mentors</li><li>Revision of promotion and tenure guidelines</li><li>Deployment of the Tow Senior Faculty Program for senior faculty to mentor junior faculty members to achieve tenure and promotion</li></ul>

Your participation in the COACHE Survey makes a difference!

## Week 5 Sample Correspondence

From: Associate Provost for Institutional Effectiveness, COACHE Team Co-chair

**Subject: College improvements**

Dear colleagues,

You should have received an invitation to participate in the COACHE (Collaborative on Academic Careers in Higher Education) survey administered by Harvard University.

Next week, COACHE will be sending an email with a link to the survey originating from:

- coachefaculty@abtsurvey.com or
- coachefaculty@abtassoc.com

If you do not receive the email from COACHE, please let us know. If you have already completed the survey, thank you for taking the time. If you have yet to respond, **there is still time to contribute your valuable feedback.**

The COACHE Team Co-Chair, Professor Tim Shortell, and I have provided **examples of actions taken as a result of the 2019 COACHE administration** below.

EMBEDDED IMAGE →

Please contact Tim Shortell or me if you have any questions about the survey.

Kindest regards,  
Tammie

**COACHE 2023**  
Check Your Email Inbox For An Invitation To Take The Survey

"Brooklyn College aims to develop a supportive environment that allows each faculty member to achieve professional success and personal satisfaction at work. I encourage you to complete this year's COACHE survey to help us meet that commitment to our faculty."  
-MICHELLE J. ANDERSON  
President of Brooklyn College

**Implementation Of COACHE\* Task Force Recommendations Based On 2019 Coache Survey Data**

FUNDING & DEVELOPMENT	FACULTY RESEARCH	DIVERSITY, MENTORSHIP, & ADVANCEMENT
<ul style="list-style-type: none"><li>• Allocation of over \$200 million for the first phase of the Roosevelt/Ingersoll Project to improve research facilities</li><li>• Beginning of design planning for the Brooklyn College Cancer Center (BCCC-CURE)</li></ul>	<ul style="list-style-type: none"><li>• Growth of staffing for the Office of Research and Sponsored Programs</li><li>• Addition of a full-time faculty associate to the Provost for research</li><li>• Development of College-sponsored grant writing professional development opportunities</li><li>• Creation of the Tow Research and Creativity Fund supporting faculty research and creative activity</li></ul>	<ul style="list-style-type: none"><li>• Implementation of anti-racist professional development at the college, school, and department levels</li><li>• Enactment of a systematic anti-bullying initiative</li><li>• Creation of a College-wide faculty mentoring program with school-wide mentors</li><li>• Revision of promotion and tenure guidelines</li><li>• Deployment of the Tow Senior Faculty Program for senior faculty to mentor junior faculty members to achieve tenure and promotion</li></ul>

Your participation in the COACHE Survey makes a difference!

"COACHE provides us all the opportunity to hear from you, so that the university and the campus can address your needs and concerns. Please take the time to complete the survey. Your responses make a difference for all faculty."  
-ANNE LOPES  
Provost & Senior Vice President for Academic Affairs at Brooklyn College

\*Collaborative on Academic Careers in Higher Education

## Week 7 Sample Correspondence

From: Associate Provost for Institutional Effectiveness, COACHE Team Co-chair

**Subject: Spring Recess next week!**

Dear Colleagues -

Spring Recess is just around the corner, beginning on April 5th - and the COACHE survey will close on Friday, April 7th. As of today, our response rate is 49.1%.

The COACHE Team Co-Chair, Professor Tim Shortell, and I hope that you will take the opportunity to contribute your thoughts about working at Brooklyn College (if you haven't already had the chance).

The data collected through the COACHE survey will be used to inform future planning. We have provided examples of actions taken as a result of the 2019 COACHE administration below. Please contact Tim Shortell or me if you have any questions about the survey.

EMBEDDED IMAGE →

I wish you all a wonderful Spring Recess!  
Tammie

**COACHE 2023**  
Check Your Email Inbox For An Invitation To Take The Survey

"Brooklyn College aims to develop a supportive environment that allows each faculty member to achieve professional success and personal satisfaction at work. I encourage you to complete this year's COACHE survey to help us meet that commitment to our faculty."  
-MICHELLE J. ANDERSON  
President of Brooklyn College

Implementation Of COACHE\* Task Force Recommendations Based On 2019 Coache Survey Data

FUNDING & DEVELOPMENT	FACULTY RESEARCH	DIVERSITY, MENTORSHIP, & ADVANCEMENT
<ul style="list-style-type: none"><li>Allocation of over \$200 million for the first phase of the Roosevelt/Ingersoll Project to improve research facilities</li><li>Beginning of design planning for the Brooklyn College Cancer Center (BCCC-CURE)</li></ul>	<ul style="list-style-type: none"><li>Growth of staffing for the Office of Research and Sponsored Programs</li><li>Addition of a full-time faculty associate to the Provost for research</li><li>Development of College-sponsored grant writing professional development opportunities</li><li>Creation of the Tow Research and Creativity Fund supporting faculty research and creative activity</li></ul>	<ul style="list-style-type: none"><li>Implementation of anti-racist professional development at the college, school, and department levels</li><li>Enactment of a systematic anti-bullying initiative</li><li>Creation of a College-wide faculty mentoring program with school-wide mentors</li><li>Revision of promotion and tenure guidelines</li><li>Deployment of the Tow Senior Faculty Program for senior faculty to mentor junior faculty members to achieve tenure and promotion</li></ul>

Your participation in the COACHE Survey makes a difference!

"COACHE provides us all the opportunity to hear from you, so that the university and the campus can address your needs and concerns. Please take the time to complete the survey. Your responses make a difference for all faculty."  
-ANNE LOPES  
Provost & Senior Vice President for Academic Affairs at Brooklyn College

\*Collaborative on Academic Careers in Higher Education

## Week 8 Sample Correspondence

From: COACHE Team via Associate Provost for Institutional Effectiveness

**Subject: Extension - April 10th**

Dear Faculty,

To emphasize the importance of participation in the COACHE survey, Harvard has extended the deadline to participate. You now have until Monday, April 10th to complete the survey if you haven't already had a chance to express your opinions regarding faculty life at the College.

We believe Brooklyn College is the academic heart of CUNY that helps students reach new heights and prepares them for their professional ambitions. This is attributable to YOU!

We hope to hear FROM YOU so we can make Brooklyn College an even better place FOR YOU! You should have received a link from COACHE originating from:

- \* [coachefaculty@abtsurvey.com](mailto:coachefaculty@abtsurvey.com) or
- \* [coachefaculty@abtassoc.com](mailto:coachefaculty@abtassoc.com)

If you need assistance or a link re-sent, please let us know!

On behalf of the entire COACHE Team, we hope you all have a wonderful spring break!

Anthony Brown—Office of Diversity and Equity Programs

Cheryl Carmichael—Psychology

Tammie Cumming—Institutional Effectiveness

Qing Hu—Koppelman School of Business

Mustapha Khan—Film

Rosamond King—School of Humanities and Social Sciences

Yoon-Joo Lee—Childhood, Bilingual, and Special Education

James Lynch—Business Management

Theodore (TR) Muth—Biology and Office of Research and Sponsored Programs

Eto Otitigbe—Art

Maria Perez y Gonzalez—School of Visual, Media, and Performing Arts

Viju Raghupathi—Business Management

Maria Scharron del Rio—School of Education

Timothy Shortell—Sociology

Malka Simon—Art and Center for Teaching and Learning

Peter Tolias—School of Natural and Behavioral Science

## Week 9 - Day Prior to Survey End Date

From: COACHE Team via Associate Provost for Institutional Effectiveness

**Subject: You still have time!**

Dear Faculty -

Please don't forget to complete the COACHE survey by Monday, April 10th.

We need to hear FROM YOU so we can make Brooklyn College an even better place FOR YOU! You should have received another link from COACHE originating from:

- \* [coachefaculty@abtsurvey.com](mailto:coachefaculty@abtsurvey.com) or
- \* [coachefaculty@abtassoc.com](mailto:coachefaculty@abtassoc.com)

On behalf of the entire COACHE Team, we hope you all have a wonderful spring break!

Anthony Brown—Office of Diversity and Equity Programs

Cheryl Carmichael—Psychology

Tammie Cumming—Institutional Effectiveness

Qing Hu—Koppelman School of Business

Mustapha Khan—Film

Rosamond King—School of Humanities and Social Sciences

Yoon-Joo Lee—Childhood, Bilingual, and Special Education

James Lynch—Business Management

Theodore (TR) Muth—Biology and Office of Research and Sponsored Programs

Eto Otitigbe—Art

Maria Perez y Gonzalez—School of Visual, Media, and Performing Arts

Viju Raghupathi—Business Management

Maria Scharron del Rio—School of Education

Timothy Shortell—Sociology

Malka Simon—Art and Center for Teaching and Learning

Peter Toliás—School of Natural and Behavioral Science