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Old Dominion University COACHE Communication Plan Presentation

HOW WE GOT TO 71%

ODU/COACHE

ODU COACHE LEADERSHIP

Austin Agho, Ph.D., Provost & Vice
President for Academic Affairs

Kate Hawkins, Ph.D., Vice Provost for
Faculty Affairs & Strategic Initiatives





Creating a Team

COACHE CO-CHAIRS

Annette Finley-Croswhite, Professor,
Department of History & Director, Center for
Faculty Development

Dr. Wayne Hynes, Professor, Department of
Biological Sciences & Associate Dean for Faculty
Affairs, College of Sciences

TEAM LEADERS: COACHE CHAMPIONS

Dr. Deborah Waller, Associate Professor,
Department of Biological Sciences, **Dr. Yonghee
Suh**, Professor, Department of Teaching &
Learning, Faculty Senator, **Dr. Barbara Kraj**,
Associate Dean of Education and Innovation,
Associate Professor, College of Health Sciences

Partnering with the Office of Institutional Effectiveness & Assessment



Megan Corbett, Interim Director and Institutional Effectiveness & Accreditation Analyst;
Tyler Miller-Gordon, Senior Research Associate for Assessment, **Tiffany Cummings**,
Operations Assessment Analysis



Off to COACHE—August 5-6, 2023

Time to Talk out Ideas





ODU Communication Plan

1. Website
 - a. Create page specific for COACHE information
2. E-mails to faculty
 - a. Initial e-mail describing process and basic information
 - b. COACHE communication on release of survey and reminders throughout survey administration period
 - c. COACHE implementation team e-mail
3. Provost
 - a. Develop communication information (see Talking points below)
 - b. When talking to Deans/Chairs/Faculty in Fall
 - c. E-mail to faculty pre-release (week before) indicating importance and how data will be handled (COACHE letter)
 - d. Post-survey – thank you and next steps
4. Deans
 - a. Develop communication package for Deans to use so all on same page (see Talking points below)
 - b. When talking to Chairs and faculty in Fall
 - c. Reminders, when possible, during survey implementation
5. Faculty Senate
 - a. Make sure the Faculty Senate is well informed and willing to disseminate.
6. Affinity groups -need to reach all
 - a. Give talking points to leaders to mention when meeting (early notice in fall)
 - b. E-mails to members of groups during survey administration in spring
7. Newsletters---Center for Faculty Development will disseminate information.
8. Faculty forums (Nov & Jan)
 - a. What is COACHE, what was accomplished from past surveys, where are we going/what are we going to do with the data?

Tentative Schedule: Changes came later

Date	Idea	Method	Host/Sponsor
Wednesday, October 19, 2022	Notice about COACH & Faculty Forum	Newsletter/Email blast	Center for Faculty Development
Tuesday, October 25, 2022 or November meeting	Faculty Representatives	Presentation	Faculty Senate Meeting
Monday, October 31, 2022	Website live- Phase 1	www.odu.edu/coache	Housed on Provost office site
Thursday, November 10, 2022	Faculty Forum - What is COACHE, what was accomplished, where are we going?	Zoom/ activity hour	Center for Faculty Development
Monday, December 5, 2022	General notice about COACHE	Email blast	
Monday, January 23, 2023	General notice about COACHE	Email blast	
Tuesday, January 31, 2023	Faculty Forum - What is COACHE, what was accomplished, where are we going?	Zoom/ activity hour	Center for Faculty Development
Late January/early February	Official Communication from Provost	Email blast	Provost Office
Mid-February - Launch Date?	Official email from COACHE	Email blast	
Mid-March	Post launch -Merits of COACHE	Podcast	Provost Office

COACHE stands for the Collaborative on Academic Careers in Higher Education. The COACHE job satisfaction survey gathers data to better understand faculty needs and improve the academic workspace.

FACULTY FORUM

Announcing: Spring 2023 COACHE Survey

WEDNESDAY, NOVEMBER 16
2:00PM
1106 Education Building Multipurpose Room

Host: Provost Austin Agho
ODU COACHE Committee



Sponsored by the Office of Academic Affairs and the Center for Faculty Development



SAVE THE DATE

COACHE FACULTY FORUM

COACHE stands for the Collaborative on Academic Careers in Higher Education.

The COACHE job satisfaction survey gathers data to better understand faculty needs and improve the academic workspace. Survey opens in February.

TUESDAY, JAN. 31, 12:30 P.M.

Sponsored by the Office of Academic Affairs and the Center for Faculty Development



Faculty Voices AND Anonymity Matter



The Collaborative on Academic Careers in Higher Education (COACHE) Spring 2023

Faculty Forum: November 16, 2022

HOST: Austin Agho, Ph.D., Provost and Vice
President for Academic Affairs

With the COACHE TEAM Co-Chairs:

Dr. Wayne Hynes (Biology/College of Sciences) &
Dr. Annette Finley-Croswhite (History/Center for
Faculty Development)



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The Collaborative on Academic Careers in Higher Education (COACHE) Spring 2023

Chairs Council: January 19, 2023

With the COACHE TEAM Co-Chairs:

Dr. Wayne Hynes (Biology/College of Sciences) &
Dr. Annette Finley-Croswhite (History/Center for
Faculty Development)



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The Collaborative on Academic Careers in Higher Education (COACHE) Spring 2023

COACHE Meeting with Associate Deans: 2023

With the COACHE TEAM Co-Chairs:

Dr. Wayne Hynes (Biology/College of Sciences) &
Dr. Annette Finley-Croswhite (History/Center for
Faculty Development)



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Affinity Groups

- Faculty Senate
 - Women's Caucus &
- DEI Chairs in Colleges





No Fun, No Bling, No Ice Cream!

Things we Wanted to do but Didn't!

Podcast

Video



Support from Faculty Development

- Why Should Faculty Care About COACHE?----
Newsletter offering,
Center for Faculty
Development
- <https://www.odu.edu/facultydevelopment/article/why-should-faculty-care-about-coache>

E-mails Faculty Told Survey Would be Sent between February 14 and 16

- Co-ordinate with whoever sent in the distribution list so we worked off same faculty listing
 - Alternating e-mails over 6-week period
 - Deans
 - Gave deans updates on completion rates across all colleges
 - Chairs
 - Faculty Senate
 - Affinity groups
 - Repeat
 - Last week – from ODU COACHE TEAM – where we stand
- Jan. 17 Notice to all Faculty about COACHE
 - Feb. 6 Provost
 - Feb 13 Deans
 - Feb 20 Chairs
 - Feb. 27 Affinity Groups (Did not send notices during Spring break)
 - March 13 Deans, Chairs
 - March 20 Affinity Groups
 - March 27 Follow-up from the Provost
 - April 4 Thank you from Provost



E-Mail Blasts----This one is from January 17, 2023

Dear Colleagues,

Hopefully, as full-time faculty you have heard that the COACHE Survey (Collaborative on Academic Careers in Higher Education) is coming in early February.

The survey takes about thirty minutes to complete. Please try to make the time to take it because completing the survey ensures that your faculty voice is heard on critical topics like how to improve our working environment.

You can learn more about COACHE at the upcoming Faculty Forum. Please join Provost Agho on January 31 to discuss the survey. You can find out more about the survey at ODU here:

<https://ww1.odu.edu/acadaffairs/coache.html>

The COACHE Team Co-Chairs, Prof. Wayne Hynes (College of Sciences) and Prof. Annette Finley-Croswhite (College of Arts and Letters) will also provide information about the survey at the forum.

Provide Information to Faculty

Dear Faculty,

On Thursday, February 16th at 11AM, the COACHE survey link was sent to you. The subject line of the email, however, read: Collaborative on Academic Careers in Higher Education instead of COACHE.

Please make sure you check your email for the link if you missed it. It would have come from an email address outside of ODU.

If you perhaps deleted the email, check your delete box, or contact coachefaculty@abtassoc.com.

Sincerely,



Dear Chairs,

We are writing on behalf of the COACHE survey TEAM that is spearheading the roll out of the COACHE Faculty satisfaction survey this spring.

Faculty received individual notifications about the survey on February 16th. The faculty will have about 7 weeks in total to complete the survey; it is set to close in early April. Faculty participating in the survey received an e-mail from the Provost several weeks informing them the survey was coming and explaining the process, the importance of the survey, and confidentiality of the data.

The survey link was sent to full-time faculty (teaching and research) who have been at ODU for at least one year. We are asking for your support in getting faculty to complete the survey. In order to avoid sending information to everyone, and to avoid confusion for those who will not receive the survey the Office of Institutional Effectiveness & Assessment has provided distribution lists broken down by College and Department (attached) which can be used to distribute information regarding COACHE to those who will receive the survey. The Excel spreadsheet is attached.

We are also attaching a WORD document of a draft e-mail you might use, although please feel free to edit or change as you wish. We ask that you send the email to your full-time faculty the week of February 27.

We hope we have your support for this. The Provost is looking for a 60% return rate. We will update you with completion reports as the survey progresses.

Thank you,

E-mail
to
Chairs

Early E-mail from Deans / Chairs

Colleagues,

As you are aware ODU is participating in the COACHE faculty job satisfaction survey this semester. If you are a full-time faculty member and been here at least one year you should have received an invitation to take the survey. I realize you have and will receive a number of e-mails about this survey, please do not ignore these. The College supports the use of this survey mechanism to obtain your opinion on topics related to tenure & promotion and faculty support for your role as teachers and scholars that we can use to improve the academic workplace.

By way of this e-mail, I am asking you to take the time (it takes about 30min) to complete the survey. The provost has set a high goal for faculty completion of the survey, and I am looking to you to help us achieve that goal. Please make your perspective known by completing the survey. Your answers to the survey are confidential and only reported as aggregated results.

Regards,

Reference to
Completion
Rates

(Example
February
2023)

Old Dominion University



Sample Size
828

Response Rate
24.8%

Completion Rate
20.4%

Retention Rate
82.4%

Tenure Status
(All) ▼

Response Rate



Completion Rate

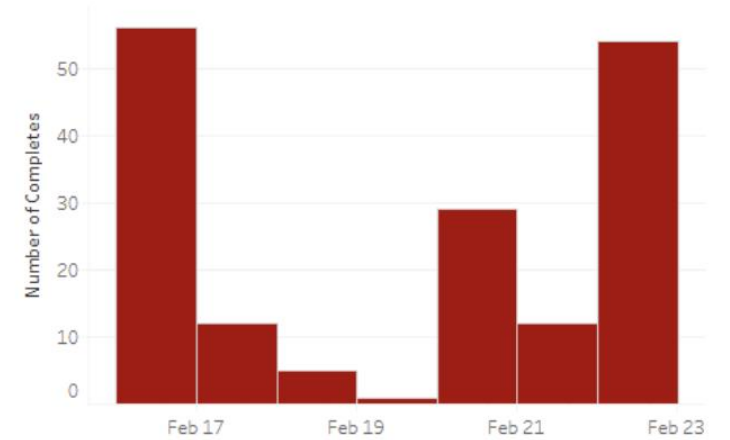


Retention Rate



0% 20% 40% 60% 80% 100%

Number of Completes per Day



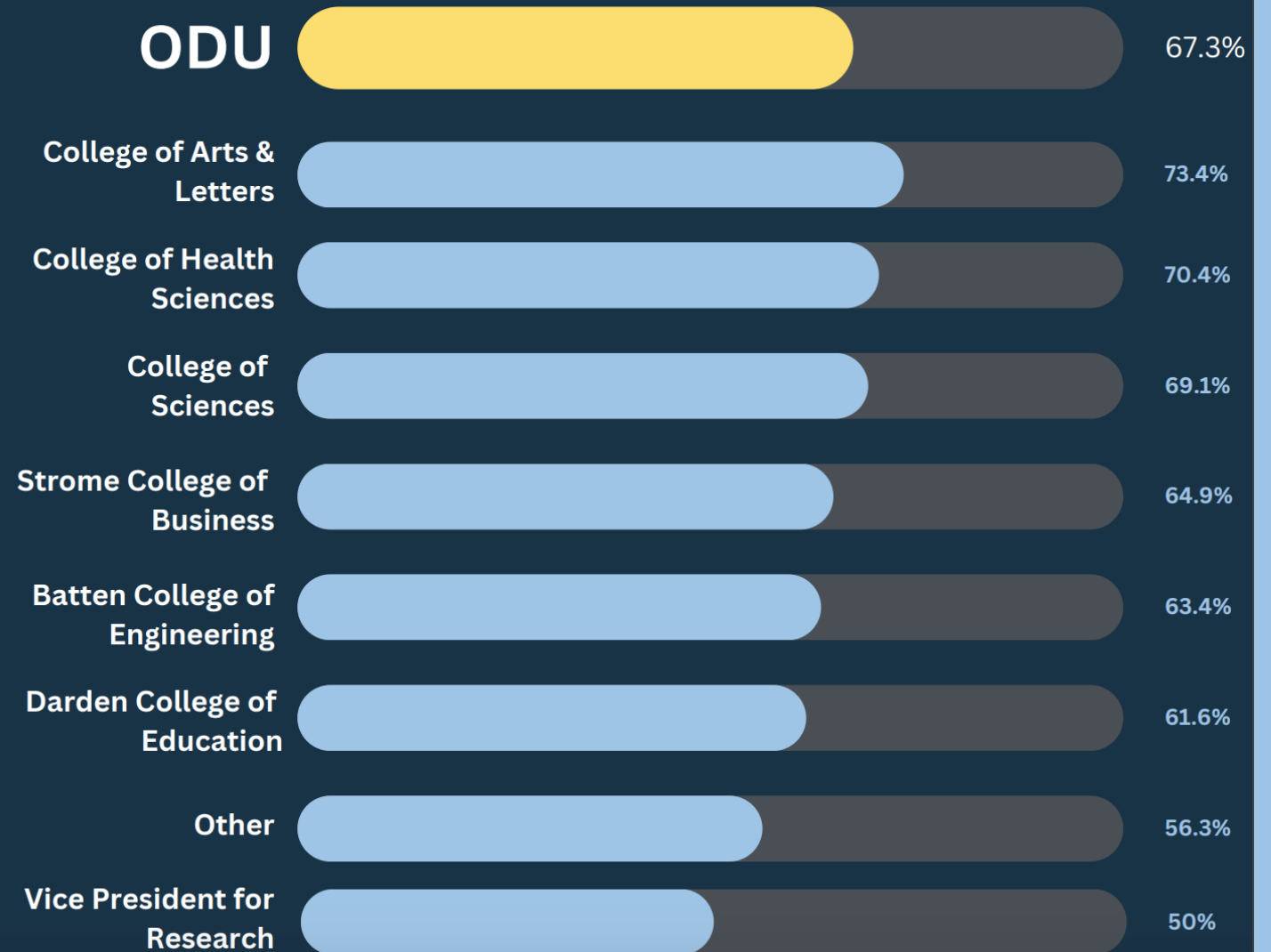
	Sample	Reminder 1	Reminder 2	Reminder 3	Total Response Rate	Total Survey Completion Rate	Total Survey Retention Rate
Batten College of Engineering	93				15.1%	10.8%	71.4%
College of Arts and Letters	207				29.0%	23.7%	81.7%
College of Health Sciences	81				22.2%	19.8%	88.9%
College of Sciences	194				27.3%	23.7%	86.8%
Darden College of Education	112				23.2%	19.6%	84.6%
Other	16				31.3%	25.0%	80.0%
Strome College of Business	97				24.7%	18.6%	75.0%
VP for Research	28				17.9%	14.3%	80.0%

Constant
Reference to
Completion
Rates
(March 2023)

COACHE Survey Completion Rates by College

Let's get to 60%

All Faculty



Letter Seeking COACHE Champions

Dear Dr. _____

I hope this email finds you well. I am reaching out to invite you to serve as a COACH Survey Champion at your college. The Collaborative on Academic Careers in Higher Education (COACHE) Faculty Satisfaction seeks to assess the work lives of the faculty and create a better faculty experience at Old Dominion University. The survey was conducted twice in the past (2015-2016, 2018-2019). Highlights of the improvement made because of the 2018-2019 survey include:

Creating the following new roles and centers:

- The faculty development director
- The center for faculty development, the director of faculty diversity and retention
- The new VP of faculty affairs and strategic initiatives

Over 24 changes and clarifications made to tenure and promotion policies.

More information about the COACH is found [here](#).

The new COACH survey will launch on **in early February**. If you accept our invitation, the COACH Committee expects you to join our campaign to publicize the survey and its impact on the faculty experiences and spread the word about the survey amongst the faculty of your college. If there is any area(s) of your faculty life at ODU that the faculty is not satisfied with, this is an opportunity for them to make their voice heard.

The COACH committee appreciates any support that you can provide to promote the faculty participation in the COACH survey. If you have any questions or concerns about this invitation, please let me know.

Most sincerely,

Yonghee Suh, Ph.D.
Member, The COACH Committee

Dear Colleagues,

I hope this email finds you well. If you are a full-time faculty member and have been here at least one year, you should have received an invitation to take the COACHE Survey. The Collaborative on Academic Careers in Higher Education (COACHE) Faculty Job Satisfaction Survey seeks to assess the work lives of the faculty and create a better faculty experience at Old Dominion University. The survey was conducted four times in the past (2010, 2013, 2016, and 2019). Highlights of the improvement made because of the 2016 and 2019 survey include:

Creating the following new positions, initiatives and policies:

- The Vice Provost for Faculty Affairs and Strategic Initiatives
- A Chairs Council that meets monthly
- Over 24 changes and clarifications made to tenure and promotion policies
- Improved focus on mentorship

More information about the COACHE is found [here](#).

The new COACHE survey launched in February and will close on **April 8th**. If you haven't yet, please complete the survey (approximately 30 minutes) at your earliest convenience. If you are unsatisfied about any area of faculty life, the COACHE survey is an important opportunity to ensure your voices are heard. Your answers are confidential and only reported as aggregated results.

If you have any questions or concerns about the survey, please let me know.

Sincerely,

Yonghee Suh, Ph.D.

Member, the COACHE Committee

Faculty Senator, Department of Teaching and Learning

LETTER FROM FACULTY SENATORS TO THEIR COLLEGES

Letter Sent to Deans...(if they didn't send e-mails)

Dear Dean X,

We are writing on behalf of the COACHE survey TEAM that is spearheading the roll out of the COACHE Faculty satisfaction survey this spring---that's the Collaborative on Academic Careers in Higher Education based at Harvard. Faculty participating in the survey received an e-mail from the Provost on February 13th informing them the survey was coming and explaining the process, the importance of the survey, and confidentiality of the data. The survey link was sent to full-time faculty (teaching and research) who have been at ODU for at least one year. It arrived in email boxes on February 16th at 11AM.

We are asking for your support in getting faculty to complete the survey. In order to avoid sending information to everyone, and to avoid confusion for those who will not receive the survey, the Office of Institutional Effectiveness & Assessment has provided a distribution list broken down by College (attached) which can be used to distribute information regarding COACHE to those who received the survey in your college.

We are also attaching a WORD document of a draft e-mail that we ask you to please send to your faculty. Please feel free to edit or change as you wish. You should have received this message from Wayne Haynes last week. We do not believe we have seen an email yet from you to the College of Arts and Letters. We sincerely apologize if we missed something, but hope, if not, that you will be able to send a message to your faculty this week.

The Provost is looking for a 60% return rate. We will update you with completion reports as the survey progresses.

Thank you so very much.

Sincerely,

One Message from a Dean to Faculty

Dear Colleagues:

I am writing to remind you to complete the COACHE survey as soon as possible if you have not done so already. Please finish it this week. Some of you have started but not completed it. I would really like to get department level information from the survey so it would be great if everyone would complete the survey. We will use these results to work with faculty to make changes and I look forward to doing that.

Best Regards,

PS: You are receiving this email if you are a full-time faculty member past your first year at ODU.



Office of Academic Affairs

Tue 4/4/2023 12:07 PM

Dear Colleagues,

Thank you for working so hard to meet our goal for the COACHE survey. As of today, we are at a 61% completion rate. However, we will be closer to 70% if all who have opened the survey go back and finish it. The COACHE survey empowers your voice and allows us to make ODU an even better place to work.

The COACHE Survey ends on April 7th so it is still not too late to take or finish the survey.

If you perhaps deleted the original email from COACHE with the survey link, check your delete box, or contact COACHE to request the link again: coachefaculty@abtassoc.com.

Sincerely,

Austin O. Agho, Ph.D.

Provost and Vice President for Academic Affairs

Messaging Faculty

- Faculty engagement
 - Plenty of alerts
 - E-mails not just from administrators
 - What is going to happen with the data?
 - Anonymous...
 - Transparency...





Dean Support was Essential:

Pictured from left to right are: Dean Bonnie Van Lunen (College of Health Sciences), Dean Tammi Dice (Darden College of Education & Professional Studies), Dean Kenneth Fridley, (Batten College of Engineering and Technology), Dean Kenneth Kahn, (Strome College of Business), Dean Laura Delbrugge (College of Arts & Letters), & Dean Gail Dodge, (College of Sciences).



Website: <https://www.odu.edu/acadaffairs/coache>



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Identifying strengths, Inspiring improvement

Coordinating the Collaborative on Academic Careers in Higher Education (COACHE) Faculty Satisfaction Process

The image features a background of dark grey, interlocking puzzle pieces. A white circle is positioned on the left side, containing the text "How did we get to 71%?".

How did we
get to 71%?

Lessons Learned—for 71%

- Established a highly-effective working team
- Developed a clear message about why COACHE is important
- Stressed anonymity
- Got Buy-in from key figures and groups around campus
- Constantly monitored success rates
- Tapped into an audience who believe in the institution and felt their anonymity was protected
- Tapped into an audience with some grievances and felt their anonymity was protected
- Let everyone know their voices matter





Questions?

Thank You
from
OLD DOMINION
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