

2021 Strategy Workshop: Creating Your Communications Plan

September 24, 2021



collaborative on academic
careers in higher education

OVERVIEW



**Introductions and
Framing**



**Case Study:
Louisiana State
University**



Feedback Session



Large Group Discussion

Resources Available to Craft Your Plan

- Webinar Recording: Developing Your Communications Plan
- Module 3: Crafting Your Communications Plan
- Communications Plan Workbook

VISIT: <https://coache.gse.harvard.edu/faculty-job-satisfaction-survey-administration>

Tenets of a Solid Communication Strategy

- Diversify the message
- Diversify your messengers
- Diversify your mediums

CASE STUDY:

Louisiana State University



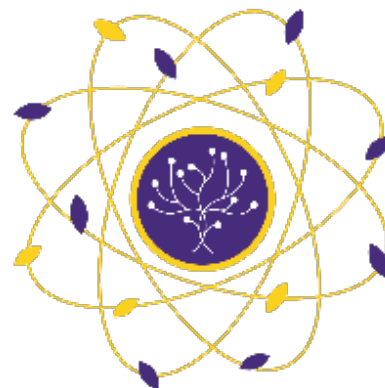
Kathleen Searles, Ph.D.
Sheldon Beychok Distinguished
Professor of Political Science



Zakiya S. Wilson-Kennedy, Ph.D.
Associate Professor; Assistant Dean
for Diversity and Inclusion

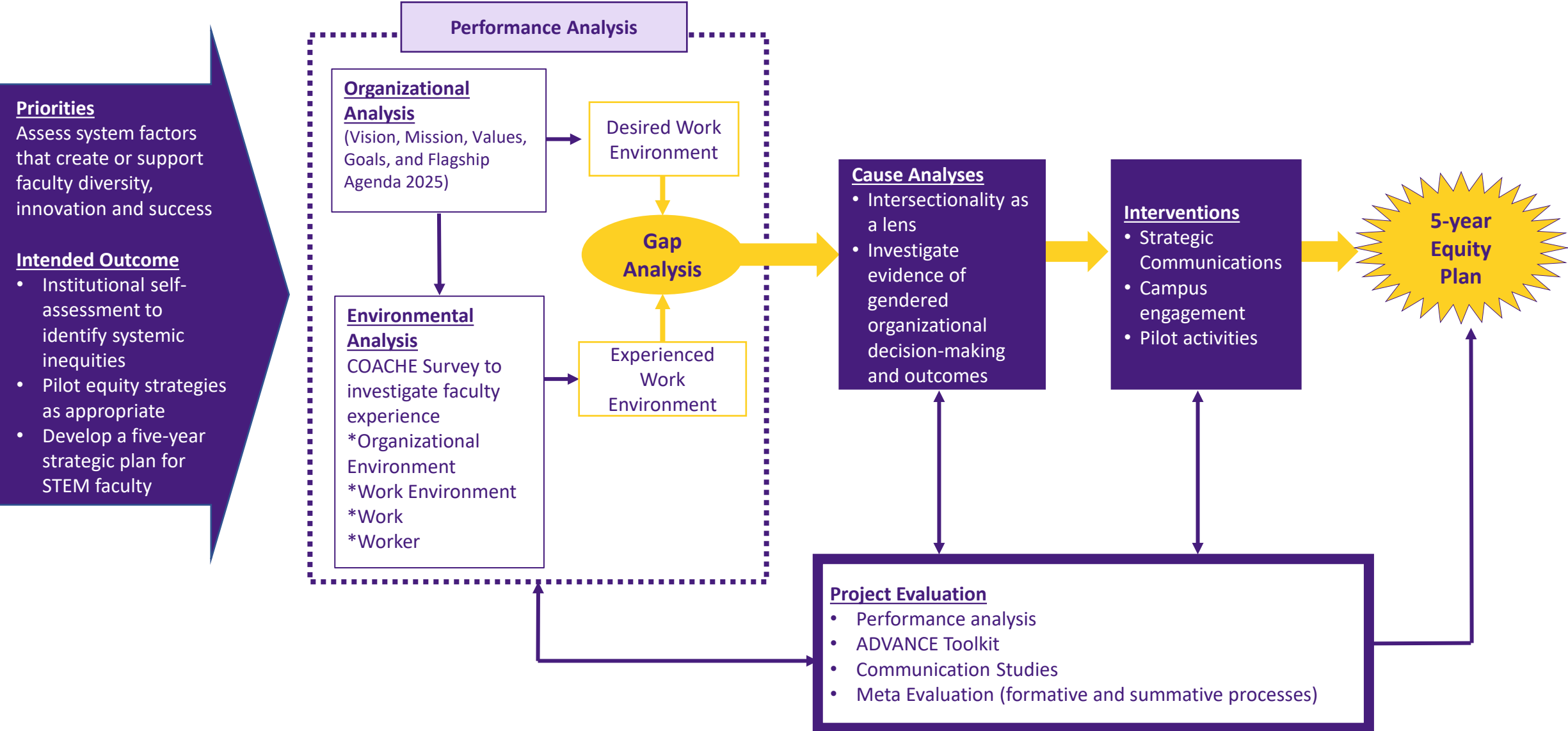
LSU

DIVERSITY & INCLUSION ROADMAP
2020-2022



LSU
ADVANCE
Communication.Equity.Culture

LSU ADVANCE Catalyst Organizational Change Model



Priorities

Assess system factors that create or support faculty diversity, innovation and success

Intended Outcome

- Institutional self-assessment to identify systemic inequities
- Pilot equity strategies as appropriate
- Develop a five-year strategic plan for STEM faculty

Institutional Study

APLU Institutional Self Study

- ***Institutional Processes and Culture***
- ***Institutional Self-Assessment Questionnaire (Part I)***
 - Specific activities and practices, resources and services available related to increasing diversity and inclusion in the professoriate.
 - Core questions parallels the APLU Institutional Model for Increasing Faculty Diversity
 - Institutional Context, Recruitment (Outreach, Hiring, and Yield), Transition, and Retention (Professional Development, Advancement, and Satisfaction and Support)
 - Self-Assessment process, strengths and weaknesses, campus action planning
- ***Institutional Self-Assessment Data Collection Template (Part II)***
 - 5 years of faculty data: enrollment, hiring, advancement and retention data.

Collaborative on Academic Careers in Higher Education (COACHE)

- ***Faculty Job Satisfaction Survey: Individual Experiences***
 - Nature of Work: Research, Teaching, and Service
 - Resources and Support
 - Interdisciplinary Work, Collaboration, and Mentoring
 - Tenure and Promotion
 - Institutional Leadership
 - Shared Governance
 - Department Engagement, Quality, and Collegiality
 - Appreciation and Recognition
 - Retention and Negotiation
- ***Benchmarked with peer institutional types***

Faculty Focus Groups



Provost's Core Committee Focus

- Support the exploration of the campus climate and culture impacting faculty experiences, innovation, and diversity
- Lead the process for institutional self-assessment
- Provide recommendations and guidance
- Discuss the project, data collection, project timeline, and findings
- Insights on subsequent action planning process

communication matters

faculty will not respond if

- they do not see administrative buy-in
- they believe it is business as usual
- they do not trust the process
- they are confused
- they fear repercussions

goals

- response rate > 40%
- engender faculty trust
- communicate shared meaning
- emphasize administration buy-in

strategies & drivers

vary message types

vary speaker

vary message channel

reduce confusion

engender trust

communicate change

avoid diversity backlash

approach

onboard stakeholders

work closely with strategic communications & academic affairs

dynamic response

messaging & mode in practice

consider target groups, who speaks & who doesn't

targeted communication

emphasize data will be put into action

emphasize transparency

emphasize pre-work, long-term, part of COACHE process

mindful of who speaks

aim for multiple touches per faculty member

email sparingly, strategically (employee portal, website, town hall, meetings, internal communications, research newsletters, special events)

timeline



December

Communication plan
ready & approved by
Harvard



January

Pre-COACHE
communications



February

COACHE implemented,
ongoing messaging



April -

Post-COACHE
communications

December 1	
2	
3	Provost discussed COACHE with Faculty Senate leadership, arranged for discussion at January meeting ✓
4	Submit messages to Harvard IRB & LSU IRB ✓
January 1	Preparation for communication plan launch ✓
	Provost communicates COACHE to Deans and VPs ✓
	Broadcast email from Provost Introducing COACHE (January 8, 2021 ; open rate 61%) ✓
2	Launch COACHE website (January 8, 2021) ✓
	Feature in OAA newsletter (January 18, 2021) ✓
	Dean Peterson talks to Dean's Lunch and Learn (January 22, 2021) ✓
	Feature in News and Notes, Employee Hub (January 26, 2021) ✓
3	
4	Dr Elliot remarks at Faculty Senate meeting (January 25, 2021 ; 3pm, Zoom) ✓
	Provost remarks Townhall (January 20, 2021 ; 3pm, Zoom) ✓
	Faculty Senate President Email (January 28, 2021); amended slightly by Dr. Lopez ✓
	Moodle link to website (January 29, 2021) ✓
February 1	Feature in News and Notes, Employee Hub cont'd ✓
	Email From President: Broadcast to Deans and VPs and Chairs (February 4, 2021 ; open rate 62%) ✓
	Feature posted to Media Center (February 5, 2021) ✓
2	Implement COACHE (February 8, 2021) ✓
	myLSU tile live (February 8, 2021) ✓
	OAA Broadcast announcing launch (February 12, 2021) ✓
	Shinehee Jeong speak to UCGE (February 8, 2021 10am) ✓
	Feature in LSU Research Highlights (February 10, 2021) ✓
	Email from Dr. Monique Fondren Cain to Black Caucus members (2/12/21 ; second reminder week of 2/15/21) ✓
	Email from Tammy Millican to UCGE members ✓
3	
4	Email from Bill Mattera to LGBTQIA Caucus ✓
March 1	Updated feature in News and Notes, Employee Hub cont'd ✓
	RR discussed at weekly-check in with Deans ✓
	Specific communications go to college communicators (March 10, 2021) ✓
	Add agenda item about RR to provost meeting with chairs and deans ✓
2	Science Café future of faculty (March 18, 2021 ; 6pm) ✓

	Dean Peterson talks to Dean's Lunch and Learn (January 22, 2021) ✓
	Feature in News and Notes, Employee Hub (January 26, 2021) ✓
3	
4	Dr Elliot remarks at Faculty Senate meeting (January 25, 2021; 3pm, Zoom) ✓
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[Message about COACHE](#)

[COACHE Survey](#)

[Frequently Asked Questions](#)

[Contact](#)

Collaborative on Academic Careers in Higher Education

A national effort coordinated through the Harvard Graduate School of Education to gather data and feedback on areas of institutional strengths, weaknesses, and opportunities.

A Letter from the Provost



We are proud to announce that LSU has officially partnered with the [Collaborative on Academic Careers in Higher Education \(COACHE\)](#) to field a faculty job satisfaction survey. COACHE, operated by the Harvard University Graduate School of Education, is a powerful instrument that aims to help universities assess and improve faculty retention and satisfaction, benchmarked against peer institutions.

Your participation in the survey will allow us to identify and collectively address areas of concern, ensuring that LSU faculty members are valued and that our institutional priorities align with faculty needs.

Starting immediately, the three-year partnership will include the implementation of a survey, a diagnostic report and ongoing consultations with the COACHE team. The survey will address a wide array of themes, from policies and procedures to recruiting and retention, with the ultimate goal of providing data-driven feedback to the institution.

COACHE will provide reports to the LSU Core Committee in fall 2021. Upon review by the committee, the results and plans for next steps will be shared with the faculty.

I am thankful to the LSU COACHE Core committee members for their hard work and dedication as we work to launch this initiative for the



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Frequently Asked Questions

[What is COACHE?](#)

[Why is LSU participating?](#)

[Why should I participate?](#)

[Is my information secure?](#)

[How can I request the data?](#)

[What if I don't get the email from COACHE with the link to my survey?](#)

[My link to the survey doesn't work. What should I do?](#)

[How long will the survey take?](#)

[What is the deadline to participate?](#)

Why should I participate?

The survey provides us with a unique opportunity to hear directly from faculty and importantly, center faculty voices as we develop a plan for the future. While we know there are endless demands on faculty time and it seems as if there are already too many surveys, this is the first major faculty satisfaction survey of its kind conducted on this campus. Led by an independent research team at Harvard Graduate School of Education, the COACHE survey instrument gives us benchmarking capabilities, lending important context to the data. Your responses will provide evidence of things that we do well and things that we need to do better. Ultimately, your participation will help guide priority-setting and planning for the future.

Colleagues –

I am sure by now you have all heard about the Collaborative on Academic Careers in Higher Education (COACHE) survey on faculty job satisfaction, and all eligible faculty should have received a link to participate via email. I write to underscore the relationship between this survey and LSU research efforts.

One of my priorities as Vice President of the Office Research and Economic Development is removing impediments to research productivity. This survey will provide data so that we can better understand the opportunities and challenges faculty face in the pursuit and production of scholarship. Moreover, it fosters the sort of introspection needed to promote basic research here on campus.

Importantly, this survey is also a product of research excellence, supported by a NSF grant awarded to a team of faculty researchers and campus leaders. After the data are received fall 2021, the process of review and implementation will also be faculty-led, coordinated through the LSU Core Committee. That this survey represents a remarkable opportunity for faculty to communicate their priorities, research and otherwise, cannot be overstated.

The link to take the 25-minute survey has already been sent to eligible faculty from coachefaculty@abtsurvey.com, featuring “COACHE” in the subject line. The survey closes April 12. More information about the survey can be found at the [COACHE website](#) and the [LSU COACHE Faculty Job Satisfaction webpage](#), which includes answers to frequently asked questions. Additional questions can be sent to COACHE@lsu.edu. If you’re interested in learning more about how COACHE fits in with university priorities, I was fortunate enough to be a part of a great [Science Café discussion](#) on the topic, including COACHE Director Kiernan Matthews and campus leaders; I encourage you to watch it.

Thanks for your consideration, and for all that you do to help us achieve our mission of scholarship.

Sam Bentley

Professor and Billy and Ann Harrison Chair in Sedimentary Geology

Vice President, Office of Research and Economic Development

To my non-tenure track colleagues,

This is Johnna Roose, instructor in the Department of Biological Sciences, and I want to offer you my perspective on why you should participate in the COACHE Survey on job satisfaction. The LSU administration appears committed to learn about and respond to employee concerns based on the results of this survey. Given the unique challenges of the pandemic and the more recent events that have thrust our campus into the news, I believe the administration is uniquely primed for honest feedback on the satisfaction of its employees. It is critical that non-tenure track voices be included, and typically our response rates are lower than other employee categories on campus.

The survey itself includes a range of topics on which we are asked to give an opinion. Admittedly, there are a few questions that seem more applicable to those on the tenure-track, but there are far more questions related to topics that affect us all including instruction, service, work-life balance, the efficacy of our Faculty Senate, and communication to and from administration at all levels. There are also several open-ended questions, offering the opportunity to elaborate on topics we feel strongly about.

The survey takes just 25-minutes, and feedback from non-tenure track faculty is invaluable. You should have already received the link via email from coachefaculty@abtsurvey.com, featuring "COACHE" in the subject line. The survey closes April 12. Additional questions can be sent to COACHE@lsu.edu and more information about the survey can be found at the [COACHE website](#) and the [LSU COACHE Faculty Job Satisfaction webpage](#). I also encourage you to watch the recent [Science Café](#) discussion that illustrated how useful information from the survey can help shape the future of our university.

Please participate! Thanks.

Johnna Roose, PhD
Biochemistry Instructor
Department of Biological Sciences

Dear SVM Faculty Family,

Next week you'll receive a final reminder from the Collaborative on Academic Careers in Higher Education (COACHE). As we are just days out from the close date of April 12, colleague-to-colleague I am writing to ask for your help.

COACHE is the first major faculty job satisfaction survey undertaken at this university, and more than ever, LSU leadership need to hear from us. Yet, participation rates from Veterinary Medicine are among the lowest. These data will help administration align LSU priorities with our priorities, but if we don't participate the data cannot effectively represent our perspectives.

I understand we are all stretched thin and this is just one more request. However, I believe COACHE is a remarkable opportunity. In fact, this is part of why I am serving on the Provost's Core Committee, among other faculty researchers and academic leaders, working to coordinate review and next steps. These efforts are vital to ensure the response is faculty driven and transparent. My former institution participated in COACHE, and I can attest to the useful outcomes that came for the Purdue campus after the survey results became available.

You should have already received a link to take the 25-minute survey, sent from coachefaculty@abtsurvey.com, featuring "COACHE" in the subject line. If you can't find it, information to request a new link and more details can be found at the [LSU COACHE Faculty Job Satisfaction webpage](#).

I appreciate your consideration, and all the work you do for LSU and the LSUSVM community.

Sincerely,

Henry

Henry W. Green, III, DVM, DACVIM (Cardiology)
Associate Professor of Cardiology
Department of Veterinary Clinical Sciences

Response Rates

	You	Peers	Cohort
All Faculty	49%	37%	43%
Tenured	59%	39%	45%
Pre-tenure	56%	41%	45%
Non-tenure Track	33%	32%	38%
Full Professor	53%	44%	46%
Associate Professor	58%	34%	43%
Men	45%	32%	40%
Women	52%	43%	50%
White	50%	40%	46%
Faculty of Color	45%	31%	40%
Asian/Asian-American	46%	27%	35%
Underrepresented Minorities	44%	36%	44%

what worked

- team, grant investment
- focus on who talks
- multi-mode, multi-message
- over-arching themes

what didn't work

- big lift

next time

- plan earlier
- support team
- videos
- more detailed website
- clearer timeline

top takeaways

take communication seriously

create & empower a team

plan ahead

build in flexibility

BREAKOUT GROUP DISCUSSION

- Within the breakout groups, each campus should share their initial notes on communication planning. Do your best to consider the differing constituent groups within your faculty.
- If you're a returning partner, what have you done in the past that did or did not work?

UPCOMING DEADLINES

- **10/1:** Decision deadline for custom questions
- **10/1:** Communications plan due date
- **10/15:** IRB approval deadline

Optional conversation series: [National Academies virtual workshop series on Promotion, Tenure, and Advancement through the Lens of 2020](#)

CONTACT COACHE

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