

2021 Strategy Workshop: Engaging Faculty Leadership in Priority-Setting

September 13, 2021



collaborative on academic
careers in higher education

OVERVIEW



Introductions



**Group Exercise 1:
The Best-Case
Scenario**



**Reframing Healthy
Engagement**



**Group Exercise 2:
The Pre-Mortem**

GROUP EXERCISE 1: The Best-Case Scenario

Reflect on both general principals as well as your own experience as a faculty member.

- What is the best-case scenario for engaging with faculty?
- In an ideal world, what does it look like when faculty are constructively engaged in decision making with the administration?

ENGAGING YOUR FACULTY WELL

- Framing matters
- Engagement is a renewable resource
- Trust in one domain carries into other domains

CASE STUDY:

City University of New York

	2014	2017
Context	5 Years without a new contract	Demonstrated track record
Tensions	Who was in control?	How do we make progress in light of limited resources?
Challenges	Managing expectations Focus on a deficit mindset	How do we replicate these practices in other domains?

HEALTHY GOVERNANCE

- Your best faculty are seeking out these opportunities
- Faculty take public stands
- There are contested elections
- Faculty show up in times of stress
- Faculty experience reasonable access to leadership

Download the full article: [“Faculty Leadership and Institutional Resilience: Indicators, Promising Practices, and Key Questions”](#)

GROUP EXERCISE 2: The Pre-Mortem

It is March 2022. You and your team have shared out the COACHE results using the same approach that you've always used.

- What issues and challenges will you be dealing with if you take your standard approach?
- What steps can you take now to mitigate those concerns?

NEXT STEPS

- Connect with your local teams & create a strategy for sharing the data
- Determine your list of institutional priorities from the data
- Work collaboratively across campus to develop policies and practices to address your priorities
- Contact COACHE for help identifying resources, or to broker discussions with other partners

→ Be sure to utilize the “Guides and Articles” section of your CAO Report for additional resources, as well as the [“How Partners Use COACHE”](#) webpage and [Partner Case Studies](#)

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