

## Communications Frameworks – The Collaborative on Academic Careers in Higher Education

	Goal	What faculty hear	How is initial information shared?	How will the findings be prioritized?	How will decisions be made & communicated?
<b>INFORM</b>	To provide stakeholders with balanced and objective information to assist them in understanding the problem, alternatives, or solutions	We will keep you informed.	The results will be posted on the faculty intranet.	We will share information on how findings will be prioritized.	We will share information on the decision-making process.
<b>CONSULT</b>	To obtain feedback on analysis, alternatives, or decisions	We will keep you informed, and we will listen to and acknowledge your concerns, and provide feedback on how your input influenced the final decision...	... and we will host a town hall meeting for all faculty to hear your thoughts and insights.	We will seek feedback on priority-setting and will share information on how findings will be prioritized.	Your feedback will help guide how we address specific issues and will inform decision-making.
<b>COLLABORATE</b>	To work directly with stakeholders throughout the process to ensure that mutual concerns are understood and considered	We will work with you to ensure that your concerns and issues are directly reflected in the alternatives developed and provide feedback on how your input influenced decision-making...	... and we will have small group meetings to inform our approach to specific issues that have been identified.	Feedback from town hall and small group discussions will be directly reflected in priority-setting and decision-making.	
<b>CO-CREATE</b>	To partner with stakeholders in each aspect of the decision-making process, including development of alternatives and identification of the preferred solution	We will look to you for direct advice and innovation in formulating solutions and we will incorporate your advice and recommendations into decisions to the maximum extent possible...	... and each small group will focus on a major area to make recommendations on how to prioritize and approach specific issues that have been identified.	We will incorporate small group recommendations into priority-setting and decision-making to the maximum extent possible.	
<b>DELEGATE</b>	To place final decision-making in the hands of the others	We will place final decision-making in your hands...	... and those groups will decide how to prioritize and approach specific issues that have been identified.		

## Communications Milestones

	INVOLVED PARTY	MILESTONE	EXAMPLES	TOOLS
<b>Months prior to receipt of results</b>	Chief academic officer, COACHE key contact (e.g., vice provost, dean of faculty, associate dean)	CAO's and/or faculty leader's communication on membership and how findings will be shared and prioritized	Letters or emails from the CAO, newsletter blurbs, announcements at faculty senate or equivalent	Faculty Job Satisfaction survey administration toolkit, including sample email communications
<b>Initial weeks following receipt of results</b>	CAO, COACHE key contact, relevant officers in faculty development, diversity, IR, news/ PR, HR, board of trustees, accreditation team, et al.	Large-scale sharing of results	Posting full results, executive summary, or snapshot of results on intranet. Highlight institution's strengths and demonstrate commitment	CAO Report, formatted to maximize flexibility in how much detail to disclose at this stage, and to vary level of detail by audience
		Large-scale discussions regarding results	Town hall meeting (or other forum) to discuss results	COACHE newsletters, other members' websites describing data deployment strategies and results
		Discussions with peer institutions about ideas for action	Contact with peer institutions in COACHE to share ideas, challenges, and strategies to address the challenges	COACHE workshops and structured interactions; consortium or system meetings
<b>Months following receipt of results</b>	Chief academic officer, COACHE key contact, other involved parties	Smaller-scale discussions of results by stakeholder or affinity group; sharing information with larger audiences on results identified as priorities	Results discussion with department chairs, committee on the status of women, search committee chairs, et al.	CAO Report and other supplementary materials include example actions by members
<b>Ongoing</b>	Chief academic officer, COACHE key contact, other involved parties	Sharing information on action toward addressing priority items	Keep progress reports as recurring items in the faculty newsletter and faculty senate meetings	Search the Web for "COACHE" to see how members are keeping stakeholders apprised
		Organize and catalyze conversations around results	Create task forces, ad hoc committees, and blue-ribbon panels around the issues brought to light	See, for example, book <i>Governance as Leadership</i> for possible questions to catalyze discussion around results
		Conversations with COACHE institutions	Regular communication with peer institutions in COACHE to share ideas, challenges, and strategies to address the challenges	Events at APLU and AAC&U; consortium and system convenings; Year 2 Strategy Workshop

*Adapted by COACHE from AAMC's Faculty Forward Workbook, GFA Meeting, August 2009*