

CAMPUS CONSTITUENT SURVEYS AT KU

A process to build trust, demonstrate action, and
achieve continuous improvement

COACHE Strategy Workshop
Presented by Corinne Bannon, Chief Data Officer and Vice Provost of Analytics,
Institutional Research, and Effectiveness at the University of Kansas
August 8, 2024



Analytics, Institutional
Research, & Effectiveness

Agenda

- Institutional context | 2022
- COACHE survey process
- Campus constituent survey process
- Campus Constituent Survey Implementation Team
- Take aways
- Questions



Institutional Context | 2022

Environmental factors:

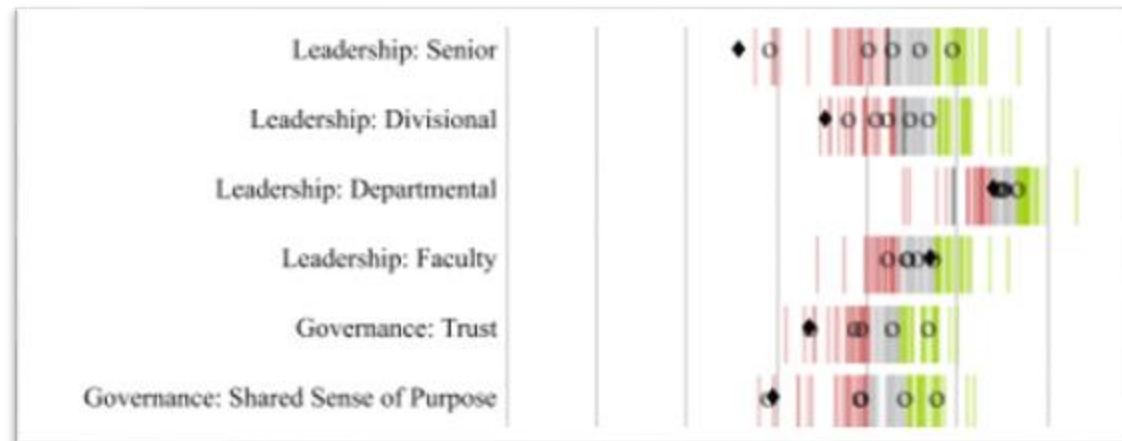
- Coming out of the COVID pandemic.
- Financial crisis.
- No systemic raises.
- Years of reduced state budget allocations.
- Fairly new executive leadership; the Provost started at KU right after COVID struck in 2020.
- Transition in Faculty Affairs leadership.



Institutional Context | 2022

COACHE survey administration and results:

- Administered for the first time in 10 years.
- No single unit consistently oversaw large campus constituent surveys for students, staff and faculty, and executive leaders were not deeply involved in the process.
- Campus constituent survey processes conducted inconsistently.
- Difficult set of results revealing a general dissatisfaction with central leadership.



THE PERFECT STORM.

Steps needed to be taken to ensure faculty felt **heard** and could **trust** leaders to respond.



What we did?

- Created an advisory committee with broad campus representation and executive (Provost) leadership. Cross-unit and governance representation identified.
- Formed a small data team of staff and faculty to perform additional analysis as directed by the advisory committee. This team was supported by an analyst in AIRE.
- Created a public webpage and communicated results via a Provost campus email.
- Further engaged the campus community in the results and sought additional feedback.
 - 14 campus engagement meetings held within academic schools
 - 200 faculty members attend and over 100 recommendations provided
- Advisory committee reviewed results and collected feedback to create a recommendations report.
- Provost and governance leaders delivered the recommendations report via a public forum.



COACHE 2022 Website



**Faculty Job
Satisfaction
Survey 2022**



COACHE 2022 Website Content

COACHE TEAM

[Composition and Roles >](#)

REPORTS AND ANALYSIS

[Preview Report >](#)

[Comprehensive Report >](#)

[Thematic Summary Report >](#)

[Goals and Areas of Focus >](#)

RECOMMENDATIONS

[Recommendations Report >](#)

[Recommendations Forum](#)

[Presentation >](#)

[Campus Constituent Survey
Implementation Team Updates >](#)

CAMPUS ENGAGEMENT

[Opportunities for Engagement >](#)

[Forum on Faculty Satisfaction and](#)

[Path Forward Presentation >](#)

[Campus Messages >](#)

CONTACT:

[Cara Nossaman >](#)

OTHER USEFUL LINKS

[FAQs >](#)

[Learn more about COACHE >](#)



An Opportunity.

Apply the new COACHE process
to all campus constituent
surveys at KU.



Campus constituent surveys at KU

- We identified a campus constituent survey for each core constituent group:
 - **Faculty:** COACHE
 - **Undergraduate students:** NSSE
 - **Graduate students:** Graduate Student Experience Survey (KU created), moving to Grad Seru.
 - **Staff:** Great Colleges to Work For.
- Executive commitment made and communicated to run each survey every three years on a rolling cadence.
- Refined the COACHE process into an institutional process to ensure effective administration, participation, engagement and tracking of recommendation implementation.
- KU's Analytics, Institutional Research, & Effectiveness unit identified as the process owner.
- Clear roles and responsibilities established for each stage of the process.



Campus Constituent Surveys Process

9 Continuous Improvement & Transparency
Advisory chairs present recommendations to the campus constituent survey implementation team. This team meets on a triannual basis to prioritize, implement and track the recommendations. With the support of AIRE, this team records updates on the status of recommendations to ensure accountability and shares with campus community.
Fall of AY 3 and on-going

8 Celebrate Campus Participation
Survey sponsor and advisory committee chair hold a public forum to share recommendations, updates on recommendations that were implemented since the previous survey administration and discuss next steps.
Spring of AY 2

7 Advisory Committee Finalizes Recommendations
Advisory committee develops advisory team report compiled of actionable recommendations.
Spring of AY 2

6 Campus Engagement
Advisory committee holds engagement sessions to share results and collect additional feedback to inform recommendations.
Spring of AY 2



1 Pre-Administration Begins & Engage Survey Sponsors
AIRE engages survey sponsors to review contract terms, determine survey population and survey questions with the survey administrator (ie. COACHE).
Fall of Academic Year (AY) 1

2 Identify Advisory Committee Chair(s)
Survey sponsors determines advisory committee chairs and partner in creation of communication strategy.
Fall of AY 1

3 Launch Survey
AIRE creates population file and sends to survey administrator. Survey administrator distributes survey to constituent group.
Spring of AY 1

4 Review Survey Results, Conduct Analysis, & Review Benchmarks
Advisory committee chairs and survey sponsor form advisory committee. Advisory committee reviews survey administrator reports. AIRE conducts additional analysis.
Summer of AY 1 or Fall of AY 2

5 Share Results & Review Recommendations Implemented from Prior Administration
Advisory committee chairs and survey sponsor shares survey administrator report with campus community. Advisory committee plans community engagement process and reviews the implemented recommendations from previous administrations.
Fall of AY 2

Roles and Responsibilities

Document developed to outline roles and responsibilities for the following roles for each survey (examples for COACHE provided in parentheses):

- Survey administrator (COACHE)
- Process owner (AIRE)
- Data steward (AIRE)
- Survey sponsor (Provost)
- Advisory committee chair (Provost, Faculty/University Senate President)
- Advisory committee member (8-10 members, broad representation chosen by the chair(s))
- Campus constituent survey implementation team member (campus leaders responsible for recommendation implementation)



A Realization.

“Just show us one
thing you did based
on survey results.”

(quote from several faculty during engagement sessions)




CCS Implementation Team at KU

Roles:

- Review recommendations and prioritize action.
- Provide updates on the status of recommendations to ensure accountability and transparency to campus constituents.
- Collaborate with fellow implementation team members to forge partnerships and share how work being implemented impacts other units.

Tracking and communication:

- The CCS Implementation Team meets 3x a year.
 - Progress is documented and provided to campus via an updated recommendations tracking spreadsheet shared on AIRE's website.
 - Provost and CDO send email to campus highlighting actions and how they respond to a survey recommendation.
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CCSI Team Website

Campus Constituent Surveys Implementation Team —

Formed in Fall 2023, this team of stakeholders with oversight over core university functions are tasked with reviewing, prioritizing, and communicating updates for Campus Constituent Survey recommendations three times a year.



Implementation Team Tracking

We track:

- Survey and recommendation
- Area of Focus
- Sponsor and partners responsible
- Status update
- Updates from each Campus Constituent Survey Implementation Team meeting

Survey	Recommendations collected in 2023 for COACHE and Docking	Area of Focus Category/Working Group	Sponsor responsible for planning/executing recommendation (Assigned leader who will provide status updates on progress.)	Partners responsible for supporting sponsor in planning/executing recommendation	Agreed Upon Actions - Feb	Feb/Mar 2024 Status Updates to Campus Community	May/June 2024 Updates and/or Roadblocks
COACHE	Continue to support faculty development programming that can assist faculty who have gotten "stuck" owing to balance issues to rebalance their work (NCFDD, coaching circles, mentorship programs).	Nature of Work (Research)	VPFA (Amy Mendenhall)	Interim VP for HR (Angie Loving), Academic Unit Leaders	Already prioritized for FY '24	<ul style="list-style-type: none"> • Faculty Affairs has been reshaping how this programming looks • https://facultyaffairs.ku.edu/center-faculty-development-and-mentoring 	<p><u>Updates from Amy Mendenhall on 6/06/24</u></p> <ul style="list-style-type: none"> • Faculty Affairs successfully hosted our first Faculty Academies Week (5/13-5/17) • Faculty Affairs has grown its professional development offerings for faculty at all career levels and is planning programming details/dates for AY24-25 (two-year programming for new faculty, faculty learning circles for various stages based on topic). • Faculty Affairs launched a Faculty Development advisory group to map out the needs of faculty at each career stage, the programming/supports currently offered, and the gaps. <p><u>Updates from team meeting on 6/13/24</u></p> <ul style="list-style-type: none"> • Faculty Affairs is in conversation with CTE and the library to combine and several initiatives as part of a new professional development week for faculty. • Through the year, programming that targets different levels of faculty is being developed.

Implementation Team Email

Your Survey Responses in Action

Dear Colleague,

At KU, we aspire to be an exceptional learning community – a place where each student and each employee is able to grow and succeed – and this begins with listening and acting on input and feedback we receive from you.

Your survey responses drive change at KU. [Campus constituent surveys](#) – such as COACHE, the Docking Institute Staff Survey and the National Survey of Student Engagement – are foundational to our [Jayhawks Rising strategic plan](#). In the future, we aim to do better at consistently communicating the resulting activity and progress with you.

Introducing the Campus Constituent Survey Implementation Team

Leaders serving KU Lawrence and Edwards now meet regularly to discuss recommendations from constituent surveys, determine priorities, assign sponsors and set time frames for initiatives. [The team](#) includes representatives from University Governance and stakeholders with responsibilities for core campus functions.

The charge of the team includes:

- prioritize recommendations that advance [our institutional priorities](#) the most,
- provide updates on the status of ongoing work related to each recommendation.

The Provost chairs the team while AIRE staff provide administrative support, and the team meets three times each year – February, June and October – to track status and ensure initiatives continue to move forward.

We are committed to sharing the team's updates and summaries with campus through email and [tracking documents](#) uploaded to the [Campus Constituent Survey Implementation \(CCSI\) Team website](#). These tracking documents detail who has responsibility for each recommendation and its activity status and notes from recent meetings.

Your recommendations in action, a few examples

The CCSI Team first met in October 2023 to review the results from the [staff](#) and [faculty](#) job satisfaction surveys, as well as subsequent feedback from governance-led campus engagement sessions. The sessions generated dozens of recommendations and ideas tied to the survey results.

Here are updates on three recommendations:

Recommendation: Improve compensation, and present information, methodologies and timelines related to compensation initiatives annually. (Docking and COACHE surveys)

Action: AKU team has been developing a market pay philosophy that addresses immediate needs, priorities and implementation. Some job categories, where lagging pay made it impossible to hire, have already seen market wage adjustments. Provost Bichelmeyer and Chief Financial Officer Jeff DeWitt [discussed efforts to address market salary wages](#) for Lawrence and Edwards employees during the Feb. 29 Chancellor's Weekly Update and [shared strategies that can facilitate this goal](#). There will be additional updates on the project this year.

Recommendation: The Chancellor and Provost should host a State of the University/State of the Campus address every academic year. Information shared can live on a website. (COACHE survey)

Action: Chancellor Girod hosted the [State of the University Address](#) in early October, which was followed by the KU Lawrence and Edwards [State of the Campus presentation](#) later that month. These will be annual events.

Recommendation: The Office of Faculty Affairs should continue to support faculty development programming that can assist faculty who have gotten "stuck" owing to balance issues to rebalance their work. (COACHE survey)

Action: The Office of Faculty Affairs has developed programming this year that focuses on all faculty at various levels of their career and emphasizes strategies around planfulness and balancing their work. This programming consists of [New Faculty Foundation Series events](#); associate deans, chairs, and directors day-long and one-hour workshops; [Faculty Learning Circles](#), and [KU Faculty Development Academies](#). Rebalancing work topics include time management and planning as new faculty, mapping the faculty career cycle to success, writing to publish and associate professors preparing for promotion at mid-career.

Supporting our mission

The work you do in support of students, your colleagues, and other KU stakeholders is central to our mission to educate leaders, build healthy communities and make discoveries that change the world. Through our campus constituent surveys and our implementation team, we are working to ensure you are also supported – personally and professionally. We are committed to surveying you and our other core constituent groups once every three years. You can learn more about these efforts on the new [Campus Constituent Survey website](#). If you have questions, please email jayhawks-rising@ku.edu.

Thank you for all you do for KU.

Respectfully,

Barb and Corinne

Barbara A. Bichelmeyer

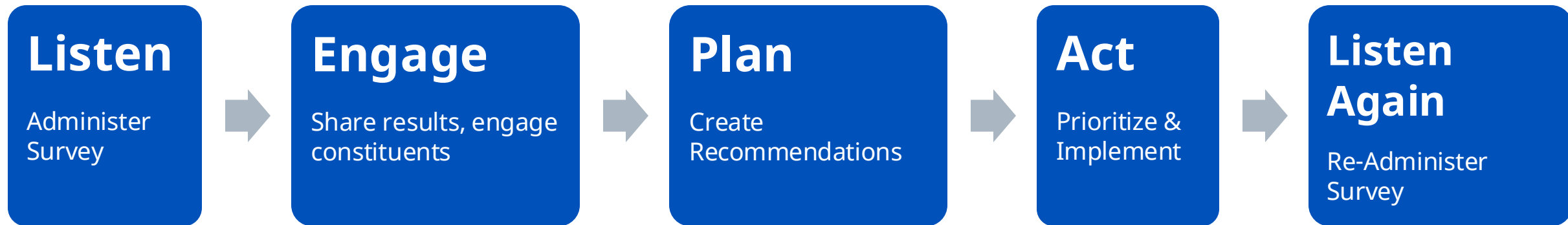
Provost & Executive Vice Chancellor

Corinne Bannon

Vice Provost & Chief Data Officer, Analytics, Institutional Research, & Effectiveness

Take Aways

Surveying alone isn't enough. The process is key.



Communication is critical at every step

Teamwork makes the dream work



Key partners and acknowledgements

Key partners in developing and implementing this process:

- Barbara Bichelmeyer, Provost and Executive Vice Chancellor
- Ani Kokobobo, University Senate President (2022-23)
- Nate Brunsell, Faculty Senate President (2022-23)
- Cara Nossaman, Director of Strategic Initiatives, AIRE
- Leigh Sands, Management Analyst, AIRE
- Mark Sheaves, Director of Communications, AIRE
- Thomas Skinner, Principal Analyst, AIRE

- Additional key partner units:
 - Faculty Affairs
 - Graduate Studies
 - Human Resources
 - Undergraduate Education & Academic Success

Questions





THANK

YOU