

Manhattanville COACHE Communications Plan

Meetings

1. Presentation to College Assembly
 - a. To Introduce the purpose of the survey, the timeline, and the COACHE committee
 - b. Christine D. (Provost) will briefly announce the COACHE survey at the 10/6 College Assembly.
 - i. Tell faculty that the COACHE committee will have a series of more in-depth discussions at the November College Assembly and either November (SOE) or December (SAS or SNHS) School Assemblies.
 - c. Nancy, Katie, Patty, and Carleigh will present more detailed information at the 11/3 College Assembly. This will be a brief 5-minute presentation, ~3-4 slides. Christine F. will be on hand to answer any technical/logistical questions that come up.
2. School-Level Assemblies
 - a. For more specific discussions about COACHE
 - b. SAS (12/8) – Becca & Carleigh
 - c. SNHS (12/8) – Deb & Patty
 - d. SOE (11/10) – Shelley & Katie

Blackboard Folder

- Set up a COACHE folder in the Faculty Governance Tab
- Purpose is to provide a central repository for COACHE information that faculty can access as desired
- Include the following documents:
 - Information sheet about COACHE
 - COACHE Timeline
 - List of COACHE Committee Members
 - Copy of COACHE's Informed Consent Document
 - Published research that has grown out of COACHE:
<https://coache.gse.harvard.edu/research>
 - FAQ
 - Local guidance for completing COACHE
 - How to interpret key terms (e.g., department and division)
 - Copies of COACHE-related emails emanating from the College
 - Copies of any COACHE-related presentation slides
 - Eventually, survey result reports will be posted here

Email Communications

Pre-Launch

1. Support letter from Provost & Chair of Faculty

Date: [DATE]

Memo to: [FIRSTNAME] [LASTNAME], [RANK/TITLE]

From: Christine Dehne, Provost ; Nancy Todd, Chair of Faculty

Re: Helping Our Faculty Succeed through Participation in COACHE's Job Satisfaction Survey

Dear Colleagues,

We are pleased to inform you of an important opportunity you will be offered in the coming days to participate in a survey of faculty job satisfaction. This survey research is part of a national program called the Collaborative on Academic Careers in Higher Education (COACHE), which has been operating from the Harvard Graduate School of Education since 2003. Participation will entail completing a 25-minute, web-based survey; your unique link to the survey will be emailed to you from COACHE in the coming days. COACHE will not use any name or email address for any purposes except for this research. While there are many surveys that faculty are asked to complete, this one was designed entirely to determine their current job satisfaction compared to faculty at other institutions. Your views are especially important to us as we strive to attract and retain the best and brightest scholars and teachers, increase the satisfaction of all faculty, and to make Manhattanville College a great place to work.

In a process approved by Harvard's institutional review board and endorsed by Manhattanville's institutional review board, COACHE will provide our campus with their summary analysis, as well as the confidential individual-level response file, stripped of names and e-mail addresses. The data provided to Manhattanville will be received and kept on a secure server by Christine Farrugia, Director of Institutional Research, Planning and Assessment in the Office of Institutional Research. Neither I, nor any other administrator, staff or faculty member outside Institutional Research at Manhattanville will have access to the unit-record data. The Office of Institutional Research will explore and analyze broad patterns in the data to assist with planning and developing improved academic policies and practices across campus. To protect confidentiality and guarantee that the results of this survey cannot influence personnel decisions about individual faculty members, Institutional Research staff will disseminate survey results only with data aggregated in cells of five respondents or more, so that individual faculty and individual departments cannot be identified.

We welcome this opportunity to learn from an independent, research-driven, comparative study. We believe that Manhattanville has the potential to be one of the best places for faculty to work, and with your help we can learn how best to support that goal. However, data from the Faculty Job Satisfaction Survey will be meaningful only if we have broad participation.

Notes on Survey Completion: As a survey that is administered nationally to all types of colleges and universities, some terms used in COACHE vary from their use at Manhattanville. Throughout the COACHE survey, the term "divisions" should be read as "schools" by Manhattanville faculty. Where COACHE uses the term "department", faculty should read that term as either "division" (in the School of Arts and Sciences and the School of Nursing and Health Sciences) or "department" (in the School of Education).

Within a week, you will receive an e-mail from COACHE (coachefaculty@opinioncast.com), directing you to the online survey. The survey is easy to complete. If you have any questions about this survey, please contact coache@mville.edu, or COACHE at coachefaculty@abtassociates.com.

Thank you in advance by helping us through participation in this study.

Sincerely,

Christine Dehne
Provost & VP of Academic Affairs
Professor of Communication & Media
Manhattanville College
2900 Purchase Street
Purchase, NY 10577
914-323-1485
Christine.Dehne@mville.edu

Nancy Todd
Chairperson, Manhattanville Faculty
Professor of Biology and Environmental Studies
Manhattanville College
2900 Purchase St.
Purchase, N.Y. 10577
(914)323-5121

Post-Launch Follow-Up

1. Follow up from COACHE Committee

FROM: coache@mville.edu
FROM_NAME: COACHE Team
SUBJECT_LINE: Improve Manhattanville by lending your voice to COACHE's Faculty Job Satisfaction Survey

Dear Colleagues,

I am writing to you today as a colleague and partner in an important endeavor for Manhattanville College. A few days ago, you were sent an invitation to participate in the COACHE Faculty Job Satisfaction Survey. As you may already be aware, this survey is designed to enhance our understanding about your experience as a faculty member at Manhattanville.

As part of the working group assigned to this task, I want you to understand that we are fully committed to using this data to improve the workplace for faculty. The survey is only the first step in a three-year process designed to transform data into actionable policies and practices.

Other institutions have used COACHE data to identify areas of strength and concern related to policies and practices. COACHE works with participating institutions to disseminate the results to faculty. Then, we will identify best practices for improving on our weaknesses and leveraging our strengths. When the results are in hand, we plan to share the findings broadly and work with faculty to build a concrete action plan. In other words, these results will not just sit on a shelf. For more information on COACHE and the timeline, see the COACHE folder in the Provost’s section on Blackboard.

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If you have already completed the survey, please accept my sincere thanks. If you have not completed the survey, I hope you will do so as soon as possible. Please be assured, the instrument is designed to be completed by most faculty within 25 minutes. I hope you will lend your voice to this effort.

Thank you,

Associate Provost – Chair, ex officio	Alison Carson
SAS Dean	Rebecca Lafleur
SOE Dean	Shelley Wepner
SNHS Dean	Debra Simons
Chair of Status Committee	Katie Cunningham, SOE
Chair of Faculty	Nancy Todd, SAS
Chair of SNHS Mission, Policy, and Resource Committee	Patricia Stout-Traina, SNHS
Director of CTLS	Carleigh Brower, SAS
Director of Institutional Research, Planning and Assessment	Christine Farrugia

2. Department-level, division-level follow ups from Chairs

- Chairs to send follow ups to their departments/divisions upon survey launch

Guidance for communications from Chairs

- Keep email messages short.
- Suggested text for the emails is provided below. However, you should tailor your emails to use your own language so they come across as authentic messages from you, rather than boilerplate messages.

- Avoid language that could be construed by faculty as pressure or coercion to complete the survey. Participation in COACHE is entirely voluntary.
- Please include “Notes on Survey Completion” in your emails.

Email Templates

For School of Nursing and Health Sciences

- This school does not have chairs, to the email will be sent by the Dean.

Dear Faculty:

Last week you should have received an email invitation to complete the COACHE Faculty Satisfaction Survey. The survey is available for full time faculty and takes about 25 minutes to complete. The results of the survey will be used to improve the academic workplace. I encourage you to complete the survey so that the perspectives of the faculty of Nursing and Health Sciences are well represented.

Notes on Survey Completion: As a survey that is administered nationally to all types of colleges and universities, some terms used in COACHE vary from their use at Manhattanville. Throughout the COACHE survey, the term “divisions” should be read as “schools” by Manhattanville faculty. Where COACHE uses the term “department”, faculty in the School of Nursing and Health Sciences should read that term as “division”.

Deb Simons

For School of Education

Dear Faculty:

Last week you should have received an email invitation to complete the COACHE Faculty Satisfaction Survey. The survey is available for full time faculty and takes about 25 minutes to complete. The results of the survey will be used to improve the academic workplace. I encourage you to complete the survey so that the perspectives of our department’s faculty are well represented.

Notes on Survey Completion: As a survey that is administered nationally to all types of colleges and universities, some terms used in COACHE vary from their use at Manhattanville. Throughout the COACHE survey, the term “divisions” should be read as “schools” by Manhattanville faculty. Where COACHE uses the term “department”, School of Education faculty should read that term as “department”.

[Department Chair Name]

For School of Arts and Sciences

Dear Faculty:

Last week you should have received an email invitation to complete the COACHE Faculty Satisfaction Survey. The survey is available for full time faculty and takes about 25 minutes to complete. The results of the survey will be used to improve the academic workplace. I encourage you to complete the survey so that the perspectives of our division’s faculty are well represented.

Notes on Survey Completion: As a survey that is administered nationally to all types of colleges and universities, some terms used in COACHE vary from their use at Manhattanville. Throughout the COACHE survey, the term “divisions” should be read as “schools” by Manhattanville faculty. Where COACHE uses the term “department”, faculty in the School of Arts and Sciences should read that term as “division”.

[Division Chair Name]

- 3. Throughout the survey administration, further follow up emails may be sent depending on response rates.**

Post-Survey Communication

- 1. From Provost**

FROM: Christine.dehne@mville.edu

FROM_NAME: Christine Dehne

SUBJECT_LINE: Update on Manhattanville’s response to the Faculty Job Satisfaction Survey results

Dear Colleagues,

One of my overarching priorities is to foster a workplace that is valued by our faculty, students and staff. There is no doubting that the pressures of an academic career are significant – especially during periods of constraint such as those as we have experienced in recent times. Nonetheless it is important that we continuously strive to do more to support our community and, periodically, assess how we are performing and what further might be done at the department, division, or university-wide level.

Earlier this year, Manhattanville was one of many institutions to join the Collaborative on Academic Careers in Higher Education (COACHE), based at the Harvard Graduate School of Education, which administered a survey of job satisfaction to our faculty. In this effort, locally coordinated by Christine Farrugia, Director of Institutional Research, Planning and Assessment, surveys were sent to **XXX** individuals, and responses were received from **XXX (XXX%)**.

Thank you to everyone who took the time to respond. I appreciate that time is a precious resource, and I am committed to making your contribution to this effort be worth every minute.

Survey responses are grouped into several themes, including the nature of the teaching, research, and service aspects of faculty work; the clarity and reasonableness of our tenure and promotion processes; satisfaction with personal and family supports; levels of climate and collegiality; and other aspects of your work-life.

Later this year, COACHE will send to us a comprehensive report of the findings, including results at peers and among a large cohort of similar institutions. I will be convening a task force responsible for assisting me in interpreting and responding to the detailed findings when they arrive. You may follow our progress the COACHE folder in the Provost's section on Blackboard. In the meantime, I welcome all comments and your suggestions on how we can organize the campus community around disseminating, discussing, and acting upon the survey results toward keeping Manhattanville a great place to advance the work and success of all faculty.

Sincerely,

Christine Dehne
Provost & VP of Academic Affairs
Professor of Communication & Media
Manhattanville College
2900 Purchase Street
Purchase, NY 10577
914-323-1485
Christine.Dehne@mville.edu

Talking Points / FAQ

What is COACHE?

- The Collaborative on Academic Careers in Higher Education is a research-practice partnership based in the Harvard Graduate School of Education. COACHE studies the work lives of faculty with a focus on actionable data to support academic administrators. Studies are conducted in partnership with college and university leaders (both faculty and administrative) with an emphasis on using the data collected to improve the academic workplace.

Why is Manhattanville doing the COACHE survey?

- A workplace where faculty feel supported and valued for their contributions is critical to both our students' success and the fulfillment of our mission. COACHE stands out for its collaborative process that works with faculty over a three-year cycle to collect data on satisfaction and supports us through the process of creating changes to improve faculty working conditions. COACHE is a leader in this work, with an eye toward improved faculty recruitment, development, and retention. The goal of this survey is to obtain data on the satisfaction of full-time academic tenured, tenure-track, and non-tenure track faculty, i.e., professors, associate professors, assistant professors, and full-time academic professionals and lecturers. Participation is voluntary but encouraged.

What about the cost? Why is the college spending money on this now, especially at this time when funds are not available for faculty travel and professional development?

- It has been too long since the job satisfaction of our faculty has been measured. While information measuring the satisfaction of our students and staff has been gathered, we have

not done this for our faculty in recent memory. There have been many faculty changes in recent years. In light of these transitions, the COACHE committee's goal is to ensure that all faculty feel a sense of belonging, connectedness, and work satisfaction as we come back together in various arrangements. Following a review of several different instruments, and with input from faculty, the COACHE survey was selected because it best matches the ways that faculty satisfaction can be measured at Manhattanville, with a specific focus on the areas necessary for reappointment and tenure, as well as governance. In addition to COACHE being the best instrument for us, the fee covers a three-year partnership during which we have access to COACHE's team of researchers, a broad cohort of peer institutions, and access to educational opportunities.

Are my responses confidential? How are the data being handled?

- The COACHE survey has been approved by Harvard University's institutional review board. The process for handling the survey data has been approved by Harvard to protect confidentiality and guarantee that the results of this survey cannot influence personnel decisions about individual faculty members.
- Survey invitations are sent directly to faculty from COACHE using email addresses provided to them by Manhattanville. COACHE will not use your email address for any other purpose besides sending survey invitations and reminders.
- COACHE will provide our campus with their summary analysis, as well as the confidential unit-record database, stripped of names and e-mail addresses.
- The unit-record data provided to Manhattanville will be received and kept on a secure server by Christine Farrugia, Director of Institutional Research, Planning and Assessment in the Office of Institutional Research, who has signed a statement of confidentiality legally guaranteeing that the unit-record data received by her will not be shared with any individuals who are in a position to make or influence personnel decisions about individual subjects, and that only aggregate data, with no cells smaller than five respondents, will be shared with broader audiences at their institution.
- Both COACHE and Manhattanville's Institutional Research staff will disseminate survey results only with data aggregated in cells of **five** respondents or more, so that individual faculty and individual departments cannot be identified.

What does the survey ask about?

The Faculty Job Satisfaction Survey themes have been carefully curated based on research and ability to effect change. These themes include:

- Nature of Work: Research/Scholarship; Teaching; and Service
- Resources and Support
- Interdisciplinary Work, Collaboration, & Mentoring
- Tenure and Promotion
- Institutional Leadership
- Shared Governance

- Department Engagement, Quality, & Collegiality
- Appreciation & Recognition
- Retention & Negotiation

Who is included in the survey? Why aren't adjuncts/part-time faculty included?

- The COACHE survey instrument is designed to assess the experiences of all full-time faculty of all ranks and appointment types. Because part-time faculty are an increasingly important area of study, COACHE believes that a distinctive instrument is warranted for part-time faculty.

How long does the survey take?

- The survey takes about 20-25 minutes to complete.
- The survey will be open from February until April 2022.
- The results from the survey will be available in summer 2022.

Some terms in the survey don't correspond to Manhattanville's academic structures. How should I answer those questions?

- As a survey that is administered nationally to all types of colleges and universities, some terms used in COACHE vary from their use at Manhattanville.
- Throughout the COACHE survey, the term "divisions" should be read as "schools" by Manhattanville faculty.
- Where COACHE uses the term "department", faculty should read that term as either "division" (in the School of Arts and Sciences and the School of Nursing and Health Sciences) or "department" (in the School of Education).

I haven't received the survey invitation email? What should I do?

- Concerned you haven't received the email from COACHE? Faculty should check their Inbox and Junk Folder for a message from coachefaculty@opinioncast.com.
- If you have not received the link, please request a new one at any time by contacting coachefaculty@abtassociates.com.
- If you are having difficulty with this process, please contact coche@mville.edu.