



Appendix A: Sample Email Communications

PRE-LAUNCH ENDORSEMENT LETTER

Date: [DATE]
Memo to: [FIRSTNAME] [LASTNAME], [RANK/TITLE]
From: [NAME], President AND/OR Provost AND/OR Faculty Governing Body Leader
Re: Helping Our Faculty Succeed through Participation in COACHE's Job Satisfaction Survey

Dear Colleagues,

I am 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 peer 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 [INSTITUTION] a great place to work.

(If Institution is not receiving unit-record data)

The survey is completely confidential and will be handled through the COACHE project team at Harvard. Your privacy will be maintained in all published and written data, and your identity will be carefully protected in all information, including the summary analysis, that COACHE will share with our campus.

(If Institution is receiving unit record data)

In a process approved by Harvard's and [INSTITUTION]'s institutional review board, 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 data provided to [INSTITUTION] will be received and kept on a secure server by [NAME], [TITLE], [ADMINISTRATIVE UNIT]. Neither I, nor any other administrator, staff or faculty member outside [ADMINISTRATIVE UNIT] at [INSTITUTION] will have access to the unit-record data. [ADMINISTRATIVE UNIT] 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, [ADMINISTRATIVE UNIT] 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.



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We welcome this opportunity to learn from an independent, research-driven, comparative study. We believe that [INSTITUTION] 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.

Within a week, you will receive an e-mail from COACHE (coachefaculty@abtsurvey.com), directing you to the online survey. The survey is easy to complete. If you have any questions about this survey, please contact [INSTITUTION CONTACT] at [EMAIL] or [PHONE], or COACHE at coachefaculty@abtglobal.com.

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

Sincerely,

[PRESIDENT and/or PROVOST and/or FACULTY GOVERNING BODY LEADER]



POST-LAUNCH FOLLOW UP EMAIL (EXAMPLE)

FROM: [COACHE TEAM MEMBER EMAIL]
FROM_NAME: [COACHE TEAM MEMBER NAME]
SUBJECT_LINE: Improve [INSTITUTION] 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 [INSTITUTION]. 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 [INSTITUTION NICKNAME].

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.

(If your institution has previously participated in COACHE)

In the past, our participation in COACHE helped identify the aspects of faculty life where you and others were less satisfied such as [AREA OF CONCERN FROM LAST REPORT]. Based on your feedback, [INSERT POLICY OR PRACTICES CREATED SINCE LAST SURVEY ADMINISTRATION].

(If your institution has never participated in COACHE)

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. [INSERT COMMENT ABOUT / LINK TO INSTITUTION'S WEBSITE FOR MORE INFORMATION ABOUT TIMELINE.]

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,

[LIST ALL COACHE TEAM MEMBERS]



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POST-SURVEY CAO COMMUNICATION (EXAMPLE)

FROM: [PROVOST EMAIL]
FROM_NAME: [PROVOST NAME]
SUBJECT_LINE: Update on [INSTITUTION]'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, [INSTITUTION] 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 [LOCAL COACHE LIAISON], [TITLE], 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 here [\[LINK TO TIMELINE AND ONGOING UPDATES\]](#). 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 [INSTITUTION] a great place to advance the work and success of all faculty.

Sincerely,

[PROVOST SIGNATURE]