

## University at Buffalo Communications Plan: Framework

### I. Potential recipient groups for our messaging

- NTT (clinical, teaching, research track), TT, Tenured
- Recent hires (on first term, past year 1)
- Faculty in terminal year after being denied tenure
- Undergraduate-focused, graduate faculty
  - Graduate: health professions; other
- Gender preference, race/ethnicity groups
- Disciplines (Arts&Humanities, Social Sciences, Life Sciences, Physical Sciences and Engineering)

### II. Potential messengers at UB

- Vice provost for faculty affairs
- Deans, associate deans for faculty affairs/development
- Unit diversity officers
- Department chairs, potentially the most influential
- UB institute members
- COACHE team members
- School “ambassadors” as COACHE point person: Identify members at each school who can serve as an extension of the COACHE team – If faculty know/trust someone on our team, they may be more likely to complete the survey
- Faculty senate:
  - FSEC, Full FS, committee chairs, representatives for each unit

### III. Key messages we want to convey given the current climate at UB and discussions around COACHE we anticipate

- What is COACHE?
- How data is collected/used/stored (i.e., importance of privacy/confidentiality)
- Mechanisms and safeguards that prevent responses from being identifiable
- How these data have been used to drive positive change at UB (specific examples)
- Why these data are important to UB going forward:
  - Range of institutional goals that include raising internal & external recognition and national profile of our faculty, making UB an institution that attracts future colleagues and collaborators to Buffalo and effectively retains their faculty scholars, diversifying the faculty at UB, etc.
  - Improve climate, job satisfaction, leadership
  - Drive changes in policy governing faculty promotion and promotion/tenure
  - Determine resources for schools/the college

### IV. Framework from Appendix A appropriate for UB

- The collaborative framework for communication would work for UB. Recommend Follow-up email version 3 in Appendix B.

## V. Collaboration with UB Marketing & Communications on organizational tactics

- UB COACHE Landing Page
  - Get vanity URL configured for buffalo.edu/coache
  - <http://www.buffalo.edu/provost/admin-units/faculty-affairs.html>
  - Highlights look/details of header in direct email from COACHE survey administrators containing link to survey
  - Explains goals of survey
  - Explains benefits, why faculty should participate, noting history of UB's participation
  - Introduces members of the UB COACHE planning and implementation team
  - Link to additional information: <http://coache.gse.harvard.edu/about>
- MyUB webpage for faculty
  - Post and maintain link to UB COACHE web page on My UB "Need to Know."
  - Use 'Window shade' technique
- Additional university web pages
  - Faculty and Staff page: Dedicated tile under 'UB News and Resources'
  - Faculty Affairs 'Surveys' pages
  - Office of the Provost page: 'Communications from the Provost'
  - Faculty Senate page
  - Add callout to UB COACHE page to each school's and CAS's landing pages
  - Add callout to UB COACHE page from the VP for Research and Economic Development site
- UB Now (UB's faculty and staff digital newsletter)
  - Full story published to site in early February
  - Series of "Need to Know" briefs
  - "Last Chance" callout as participation window draws to a close
- Direct email appeals
  - Letter from Provost
  - Letter from VP Faculty Affairs
  - Letter from VP Inclusive Excellence
  - Reminder emails from department VP chairs
  - Reminder emails from VPs for Academic Affairs, Research & Economic Development, Finance and Administration
- Supporting email assets
  - Boilerplate copy and appropriate variations (see COACHE template communications) to unit communicators

## VI. Additional channels of communication

- Email: direct and indirect (e.g., via UB Now)
- UB website: <http://www.buffalo.edu/provost/admin-units/faculty-affairs.html>
- VP/Deans meetings
- Deans' faculty meetings
- Deans' newsletters for each school/the college as available - e.g. The Insight Newsletter (Jacobs School of Medicine and Biomedical Sciences).

- School/department meetings
- Senior communicators meeting
- Posters/signs at key positions on each campus: entry to school/college buildings, department chair office, building elevators
- Faculty Affairs workshop series for department chairs
- Live and asynchronous webinars, including Q&A; have some type of attention-grabbing kickoff event
- Give people time to complete during faculty meeting or end faculty meeting early with request to complete
- Provide real time updates on participation by unit to deans to motivate with competition; a real-time barometer graphical dashboard with ticking clock

#### **VII. Institutional context of our communications**

- President's welcome back email in January
- Unit all-faculty meetings – November/December if late in the semester, February/March if early in the semester
- Address to the full senate through COACHE team members from the senate

#### **VIII. Delivery of communications from pre-launch, through the 8-10 weeks the survey is open for response collection, to the post-survey engagement with the campus**

- See details in timeline spreadsheet, separate document
- Get deans and chairs, faculty senate reps onboard ASAP
- Prepare messages addressing trust and value and branding ASAP and test these in informal focus-groups as available to COACHE team members
- Launch informational campaign to get people familiar with coach 6 weeks before launch (late November/early December)
- Send out the trust and value messages discussed above in an email and alert people to launch date
- Have all deans, chairs, faculty senate reps mention it in at least one meeting/email prior to launch (need to set up some system of accountability for this)
- Aim to have every faculty member hear about it from  $\geq 3$  sources before they actually get the request.
- During the data collection window send out up to 4 reminders with new material addressing trust and value and consider having the name of someone they can contact if they have concerns.
- Use response rate updates to engage decanal units in friendly competition
- Publish a thank you to build up enthusiasm for the roll-out of results and the next cycle

**COACHE Survey 2021/22 - UB Communications Plan & Timeline**

Communicating Entity	October 2021	November 2021	December 2021	January 2022	Early February	Mid February	Early March	Mid March	Late March	Early April	April (TBD)				
<b>COACHE Harvard</b>				"Green Light" for endorsement letter	<b>Launch @ UB</b>		1st Reminder		2nd Reminder		3rd Reminder		4th Reminder		<b>Close</b>
<b>Faculty Affairs &amp; FA Web Site</b>		UB-COACHE landing page on VPFA web site goes live			COACHE kick-off event (TBD)			Response Rate Update		Response Rate Update		Response Rate Update		Response Rate Update	
<b>COACHE Team @ UB</b>	Team members @ UDO meeting		Team members @ Senate		Team members @ kick-off	Team members @ Senate	Team members @ Unit meetings	Team members @ Unit meetings	Team members @ Senate & UDO meeting	Team members @ Unit meetings	Team members @ Unit meetings	Team members @ Unit meetings			
<b>UB Marketing &amp; Communications</b>	Build out COACHE landing page		Build links/content on university web pages: MyUB, provost, faculty&staff, VPIX, VPRED, Faculty Senate		UB Now initial story (TBD)		UB Now "Need to Know" brief (TBD)		UB Now "Need to Know" brief (TBD)				UB Now "Last Chance" callout (TBD)		
<b>Faculty Senate</b>			Update on Faculty Senate meeting 12/14			Update on Faculty Senate meeting 2/15			Update on Faculty Senate meeting 3/15						
<b>Senior Leadership</b>				Provost & VP Faculty Affairs letter		VPFA Update at VP & Deans Meeting		VP Inclusive Excellence letter		VPAA & VPRED letter		VP Finance & Administration letter		VPFA letter	
<b>Decanal Units</b>	VPIX & Unit Diversity Officers meeting			Place link on unit web pages		Deans' news letter	Unit chairs meeting with deans (Arts & Sciences, Engineering, Medicine, etc) or Unit faculty meeting with deans (Social Work, Nursing, Law, Libraries)	VPIX & Unit Diversity Officers meeting	Unit chairs meeting with deans (Arts & Sciences, Engineering, Medicine, etc) or Unit faculty meeting with deans (Social Work, Nursing, Law, Libraries)						
<b>UB Communities &amp; Faculty Organizations</b>						Department faculty meetings mid February to mid March				Department chair reminders to faculty					
<b>Other</b>			Email to Middle States Steering Committee on usefulness for self-study process.		CATT -- Add link to "Opportunities for You Web Site"										