

# Re-engaging with Data and Stakeholders After Common Survey Administration Setbacks

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# About the University of Delaware



*The University of Delaware is committed to excellence in undergraduate and graduate education, research and service.*

- State-assisted yet privately governed public institution
- Land Grant, Sea Grant, Space Grant and Carnegie Doctoral University – Very High Research Activity (R1)
- Received the Carnegie Community Engagement classification in 2015
- Located in Newark, Delaware, a suburban community of more than 33,800, situated midway between Philadelphia and Baltimore
- 24,039 students in fall 2022 [34% Delaware residents; non-residents primarily from NJ, NY, PA, MD; ~ 11% are International]
- 1,347 faculty members in fall 2022



# UD's COACHE Timeline



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- February - April 2020: Survey administered
- July 2020: Results provided to UD
- ***Fall 2020: Process suspended due to pandemic***
- Spring 2021: Results disseminated to academic leadership
- June 2021: Town Hall meeting to share results; Web site established
- Fall 2021: Working groups formed
- ***Summer 2022: Leadership Changes - Provost and Chair of Board of Trustees***
- Fall 2022: Final report



# Recalibration #1: COVID

- UD had the first confirmed COVID cases in the state of Delaware
- Cleared the campus on 13 March 2020
- COACHE survey closed on 20 April 2020
- Received results in July 2020
- **Provost directed that all non-essential service activities be suspended in Fall 2020**
- Relunched with Informational Session with COACHE on 4 June 2021
- Provided updates to academic leadership and Board of Trustees in Fall 2021
- Assembled working groups in Fall 2021



# Leadership Updates: Goals of COACHE Process

## Survey → Analyze → Recommend Actions

- Faculty job satisfaction is more important now than ever.
- Survey results are pre-pandemic.
- The stresses of the pandemic and of the national conversation about structural racism are significant factors in interpreting our results and making recommendations to address areas of concern.
- Academic labor market is fierce. Retention of talent is a key priority.



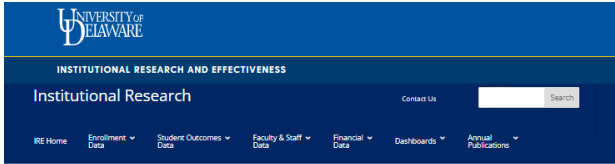
# Working Groups

Working Groups formed to address areas for further study:

1. Nature of Work: Service
2. Department Collegiality
3. Senior Leadership
4. Promotion & Tenure
5. Diversity, Equity, & Inclusion



# A New Level of Transparency



- Data Information**
- Enrollment Data
  - Student Outcomes Data
  - Faculty & Staff Data
  - Institutional Data on Diversity
  - Financial Data
  - Rankings

- Annual Publications**
- Common Data Set
  - Facts & Figures
  - Full Enrollment Comparisons
  - Grade Distributions
  - Post-Graduation (Career) Plans
  - Quick Facts

- Decision Support & Resources**
- Academic Analytics
  - Academic Benchmarking (Login)
  - Academic Program Review (APR)
  - Accreditation and Compliance
  - Surveys
  - Professional Presentations

**Collaborative on Academic Careers in Higher Education (COACHE) – Faculty Satisfaction Survey**

The Collaborative on Academic Careers in Higher Education (COACHE) Faculty Satisfaction Survey, administered by the Harvard Graduate School of Education, allows for benchmarking the experiences of UD faculty to those of colleagues at peer institutions. The experts at COACHE will provide UD with a research-based diagnostic report of survey results and will provide regular consultation to senior academic leaders regarding the survey data. The survey measures a range of factors that are important to faculty, including support for research, teaching and service, the clarity of tenure and promotion processes, departmental engagement and collegiality, and shared governance. For more information, see the [UDly](#) article announcing UD's participation in the 2020 Faculty Satisfaction Survey.

**2020 Survey**

- Faculty Satisfaction Survey Instrument
- COVID-19 Impact Study Technical Report
- Results (UD login required)

**COACHE Timeline**

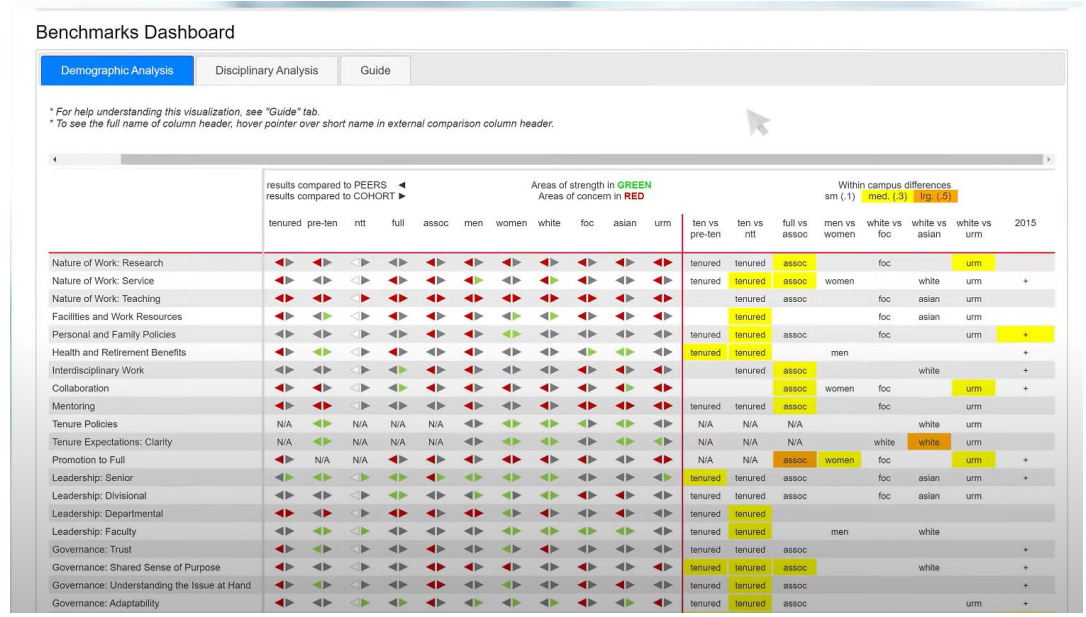
Survey Administration	February 13 – April 10, 2020
Chairs Workshop	April 27, 2021
COACHE Workshop	June 4, 2021
COACHE Working Groups Orientation	October 14 & 15, 2021

More updates to come...

**COACHE Presentations**

**COACHE Survey Results Information Session**

- Preview of Results
- Action Planning and Next Steps
- Session Video (UD login required)



From [Getting to know COACHE's Chief Academic Officer Report](#)



# Recalibration #2: Leadership Turnover

- Board of Trustees adopts university strategic plan, Spring 2022
- New Provost and New Board Chair, Summer 2022
- Issuing final COACHE report delayed in order to engage the Provost
- COACHE final report recommendations are an opportunity for new leadership to engage with faculty and commit to actionable steps to implement strategic priorities



# Outline of Final Report: The ~~Four~~ Three C's of COACHE

- Communication
- Collaboration
- Coaching
- Climate



# Climate

**Climate** is of primary importance. A poor climate is a chief reason for attrition, whereas a good climate promotes happiness and high achievement. We can do many things in response to the survey, but if we fail to improve the climate for faculty, we will not ultimately be successful.



# Coaching

**Coaching** is the key to improving and maintaining a good climate. For example, effective coaching can empower campus leaders and faculty peers to improve the climate by addressing issues of poor performance and uncollegiality. And building a culture of care and mentorship will promote and celebrate faculty success.



# Collaboration

**Collaboration** is the foundation of shared governance. Honesty, candor, transparency, and consistency are the hallmarks of effective collaboration. It depends upon trust, clarity of roles, good communication, and a strong sense of a shared mission. Identified as an institutional strength in the survey results, collaboration means both working together and equitably distributing and rewarding our work.



# Lessons Learned

Setbacks cost in time but realize the benefits. For example:

- COVID interruption led to a more thoughtful process
- Able to engage new Provost in COACHE discussions which leads to faculty engagement and boosts implementation of the University's strategic plan





**Ask questions, share your experiences...**

