

DAY 1: Developing a Communication Plan

2024 COACHE STRATEGY WORKSHOP

HARVARD



GRADUATE SCHOOL
OF EDUCATION

collaborative on academic
careers in higher education

COACHE Survey Communication Plan

The importance of effective communication at each phase:

- Better response rate leads to better data.
- Better data deployment and engagement leads to better policy recommendation.



Year 1

Starts to prepare for
survey administration



Year 2

Starts to contextualize
COACHE report and
strategize data
deployment



Year 3

Starts to implement
change

Goals for Today

- Create a communication plan for your respective survey stage.
- Reflect on a set of focuses questions that will help you strategize your communication plan development.
- Be engaged!

Goals



Which communication goal is (was) most important to you in year 1?

Multiple Choice Poll 45 votes 45 participants

Overall response rate - 17 votes



High response rate from a specific school - 1 vote



High response rate from a specific faculty group - 1 vote



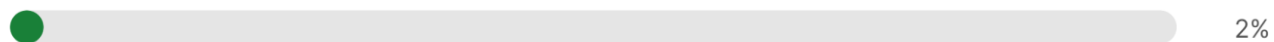
Overall increase of faculty engagement - 12 votes



Create a "buzz" around COACHE survey campus wide - 12 votes



Other - 1 vote



Decline to answer - 1 vote





Which communication goal is (will be) most important to you in year 2?

Multiple Choice Poll 46 votes 46 participants

Overall data dissemination - 20 votes



43%

Successful data dissemination with a specific school - 0 votes



0%

Successful data dissemination with a specific faculty/administrative group - 4 votes



9%

Overall increase of faculty engagement - 15 votes



33%

Create a "buzz" around COACHE results campus wide - 7 votes



15%

Other - 0 votes



0%

Decline to answer - 0 votes



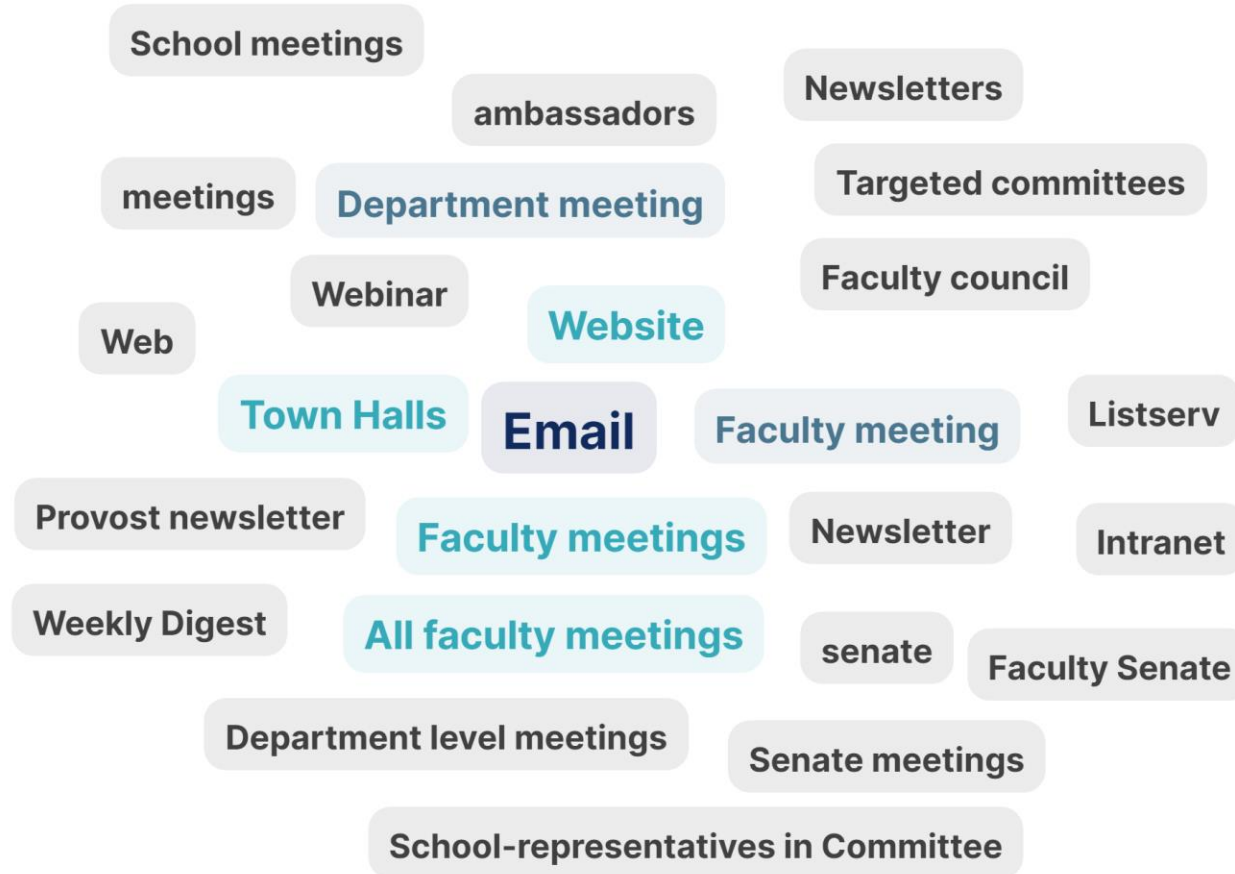
0%

Methods



What communication channels do you have available?

Wordcloud Poll 97 responses 43 participants





Once you receive the report, how would you prioritize data dissemination with each group?

Ranking Poll 46 votes 46 participants

1. Smaller-scale sharing of survey results with certain groups (offices, schools, affinity groups, or committees)



2. Large-scale sharing of survey results with all stakeholders



3. Not sharing survey results institution-wide; keep results within the Chief Academic Officers (CAOs) office



Which offices, affinity groups, or committees might learn from certain "cuts" of the survey results?

Open text poll 62 responses 35 participants

- Anonymous Search Committee
- Anonymous Tenure and promotion committee Faculty life committee Deans Council Faculty development
- Anonymous Board of trustees
- Anonymous Associate Dean Council
- Anonymous HR
- Anonymous Institutional research
- Anonymous DEI, department chairs, faculty committees, operational divisions
- Anonymous Senate
- Anonymous Research faculty Sponsored Research Faculty committees Deans Executive leadership Human Resources
- Anonymous Deans
- Anonymous Faculty groupings
- Anonymous Faculty Senate, Colleges/Schools, Council of Deans, Associate Deans and Dept Chair forums; President's Cabinet
- Anonymous AUH
- Anonymous Depart chairs and deans
- Anonymous Provost's office
- Anonymous Faculty
- Anonymous Faculty Resource Groups, Research Offixe, ADVANCE PI team, department chair and deans
- Anonymous Faculty governance
- Anonymous Faculty success
- Anonymous Department Chairs

Communication Strategies

Build relationships with audiences who would play a significant role in the COACHE process.

- Uninformed
- Informed and supportive
- Informed and unsupportive

These audiences may include the Provost, Academic Center Deans, Chairs/Directors, Associate Vice President for Research and Graduate Studies, Chief Diversity Officer, Affinity groups, and Center for Teaching, Learning and Technology, etc.

Small Group Discussion: Identify a few groups of audiences who would play a significant role in the COACHE process. The group may be as passionate about the survey as you do (informed and supportive). Or this group may be hesitant to contribute because their agenda was not highlighted in the past COACHE survey (informed and unsupportive). How do you plan to engage them?

Active Work!

It's time to develop a communication plan.

1. **Locate the Template:**

- **Via thumb drive:** Open the "Communication Plan Session" folder. You will find two templates labeled "Year 1" and "Year 2." Select the appropriate one based on your survey year.
- **Via website download:** Google "COACHE Strategy Workshop August 2024" to locate the event page. The templates are among the attachments of the event page.

2. **Review the Template:** Each template comes with a detailed prompt that outlines how to work with it. Discuss the prompt with your colleagues.

3. **Work with the Template:** Fill out the template. Remember, you are encouraged to be flexible with it. Adjust and modify it as needed to best suit your team's objectives. Throughout this activity, maintain open communication with your colleagues.

Debrief



What is your biggest takeaways from this activity?

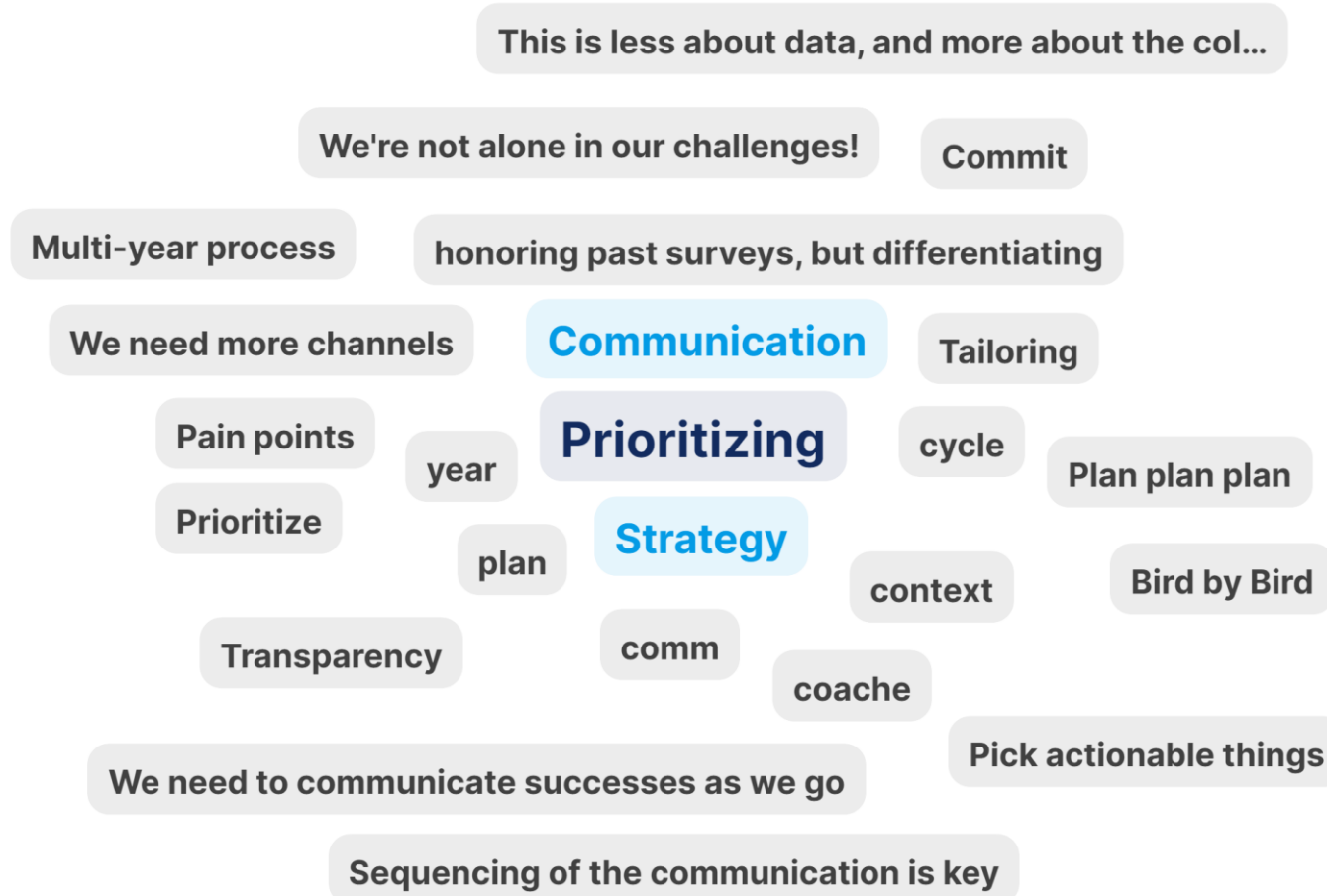
Wordcloud Poll



40 responses



31 participants



Next Steps

1. SAVE your template! We will use the template again tomorrow.
2. Topics for tomorrow's communication planning session:
 - Challenges
 - Success measurements
3. What's next for Strategy Workshop today:
 - Lunch break: 12:30 pm – 2:00 pm
 - Guest speaker presentation starts at 2:00 pm

DAY 2: Refining the Communication Plan

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We Want to Hear From You!

What are your
challenges?

What kinds of
support do you
hope to receive?

What does
success look
like to you?

How do you
plan to measure
success?

Challenges



Communication Challenges

From: Faculty
To: Coache Faculty <coachefaculty@abtglobal.com>
Subject: FW: Please complete the COACHE Survey

Dear Colleagues:
We do not feel comfortable conducting this survey because our dean has the ability to monitor our surveys and how we conduct our surveys. She has sent out a similar message nearly every week to remind us she has been doing so.
Best Regard,

From: Faculty Member
To: Coache Faculty
<coachefaculty@abtglobal.com>
Subject: Re: Final Reminder: COACHE's Faculty Job Satisfaction Survey

Have the results of this survey been made public? If so, could you please send me a copy? If not, could you please explain why?

Many thanks



For those who are currently in year 1, what would be the biggest communication challenge for you?

Multiple Choice Poll 21 votes 21 participants

Survey fatigue - 8 votes



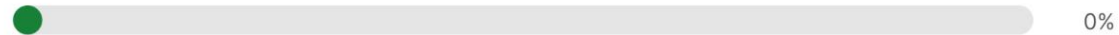
Trust in the COACHE process - 6 votes



General data security concerns - 0 votes



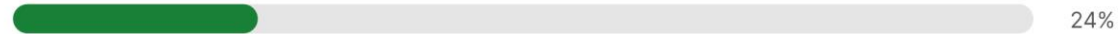
Time constraint - 0 votes



COACHE team personnel changes - 0 votes



Institution leadership changes - 5 votes



Other - 1 vote



Decline to answer - 1 vote





For those who are currently in year 2, what was the biggest challenge for you in year 1?

Multiple Choice Poll 25 votes 25 participants

Survey fatigue - 10 votes



Trust in the COACHE process - 3 votes



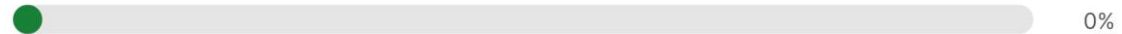
General data security concerns - 2 votes



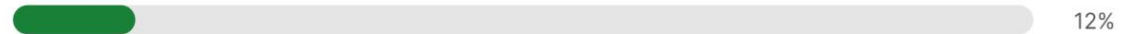
Time constraint - 3 votes



COACHE team personnel changes - 0 votes



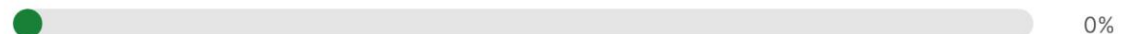
Institution leadership changes - 3 votes



Other - 4 votes



Decline to answer - 0 votes





For those who are currently in year 2, what would be the biggest communication challenge for you?

Multiple Choice Poll 23 votes 23 participants

Transparency: The report is still being worked on. How transparent will you be at this moment? - 7 votes



Re-engaging faculty: How to have faculty members trust the process and be informed enough? - 5 votes



Engaging constituents: When to prepare deans, department chairs, and other constituents for discussion of the report? - 9 votes



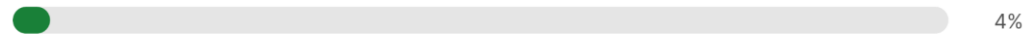
Time constraint - 0 votes



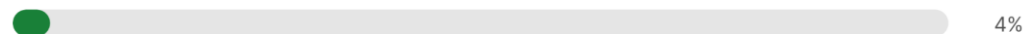
COACHE team personnel changes - 0 votes



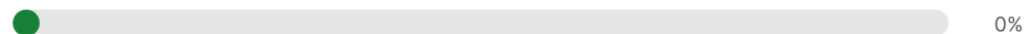
Institution leadership changes - 1 vote



Other - 1 vote



Decline to answer - 0 votes



Active Work!

It's time to refine your communication plan.

1. **Identify Key Challenges:** Gather with your colleagues and discuss the challenges you see at each stage of your communication plan. Discuss which challenge stands out the most to you and why.
2. **Strategize Management and Mitigation:** Collaboratively brainstorm strategies to manage or mitigate the challenges. Consider both proactive measures to prevent issues and reactive measures to address them if they arise.
3. **Revise the Communication Plan:** Create another column in your communication plan that lists the challenges you anticipate and, if applicable, strategies for handling them.

Success Measurement



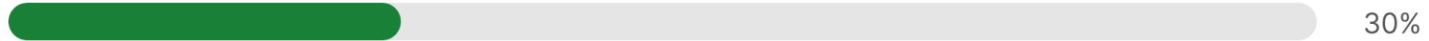
To what extent have you thought about measuring faculty engagement?

Multiple Choice Poll 27 votes 27 participants

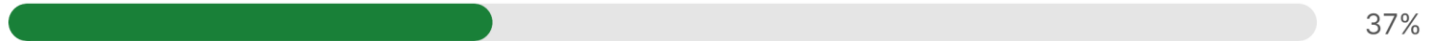
Extensively - 1 vote



Considerably - 8 votes



Moderately - 10 votes



Slightly - 4 votes



Not at all - 3 votes



Decline to answer - 1 vote



Success Measurement

How would you know if your faculty were engaged?

Measurable metrics:

- Survey response rate
- COACHE meeting registration, attendance, feedback survey
- COACHE website traffic

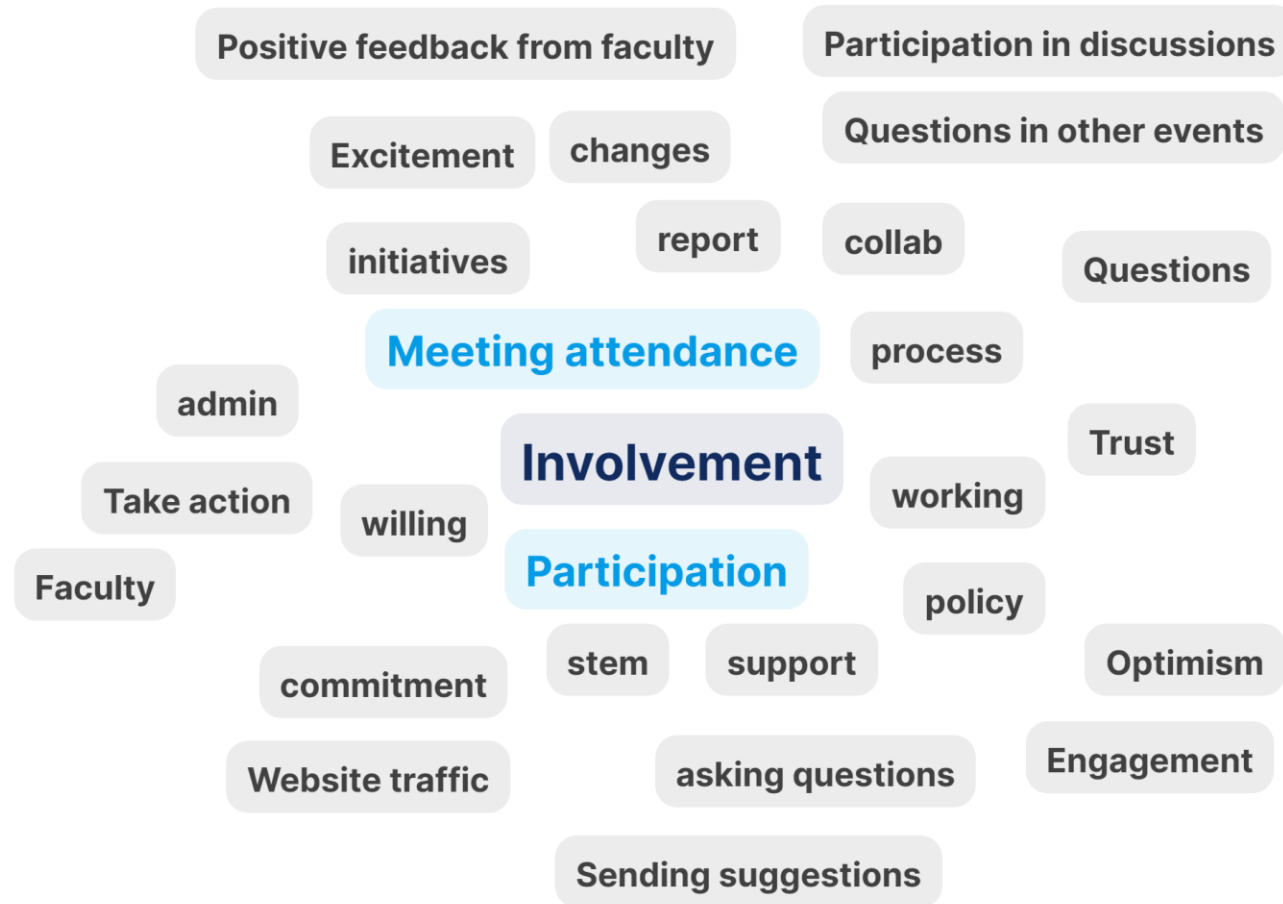
Qualitative insights: However, there are other aspects of engagement that are hard to measure or benchmark but equally valuable. You can ask yourself a set of focused questions to tease out the picture:

- Are people bringing up COACHE to you outside COACHE-related meetings?
- Are you getting feedback from faculty about survey administration and/or data dissemination?



After hearing from Todd, how would you define successful faculty engagement?

Wordcloud Poll 41 responses 28 participants



Active Work!

It's time to refine your communication plan.

1. **Identify Check-In Points:** Set specific times in your communication plan for the COACHE team to evaluate progress. For example, for Year 1, consider scheduling a check-in at the halfway point of the survey administration period from February to April.
2. **Gather Evidence for the Check-Ins:** List the kinds of evidence or metrics, such as meeting attendance, response rate, and feedback received so far, that your team need to gather for the check-in meetings.

Debrief



Are there additional topics regarding the communication plan that you hope to discuss?

Wordcloud Poll  17 responses  15 participants

