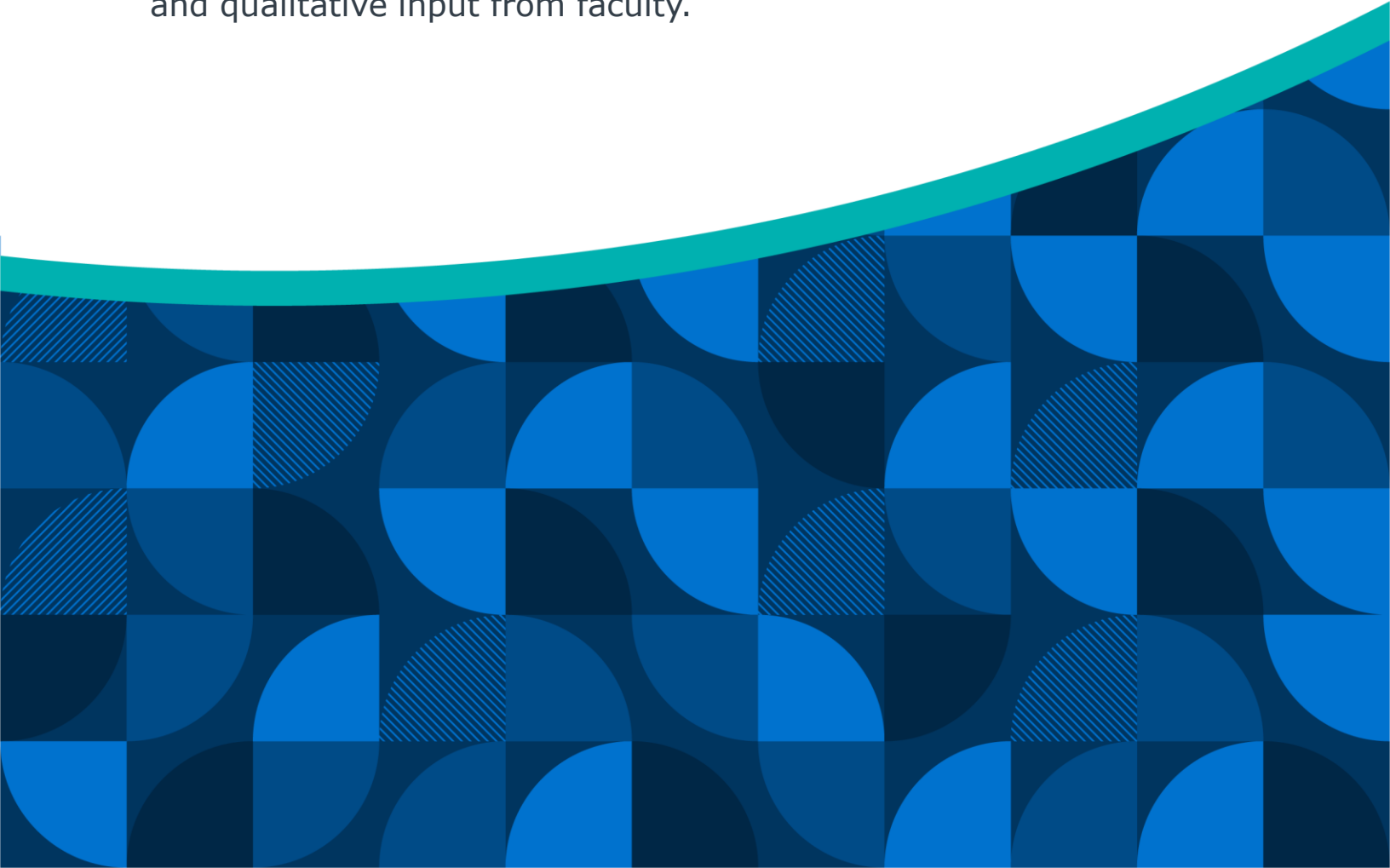




FACULTY MORALE TOOLKIT

Diagnose Causes of Low Morale Communication Templates

Use these templates and resources to announce the school's investment in faculty and communicate to faculty on how the school plans to diagnose causes of low morale via collecting quantitative and qualitative input from faculty.



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EAB's Diagnose Causes of Low Morale
Communication Templates

Communication for Diagnostic Survey

Use the following templates to provide context for the morale diagnostic survey and invite faculty to complete it.

TEMPLATES

Introducing the Diagnostic Survey Templates

Below are email templates that school leaders can use to introduce their school's investment in change and the morale diagnostic survey to faculty. Please adapt this template as needed.

Initial Email from Head of School

SUBJECT: Our investment in improving morale—please take our survey

EMAIL:

Dear Faculty,

I want to thank each of you for all you do to support our students. These past few years have been particularly difficult, and as we look ahead, we are investing in making systemic changes that will create stronger systems of support. You are invaluable to our school—we know it's crucial that we constantly work to create conditions that enable you to thrive.

As a part of these efforts, we are partnering with a research firm, EAB, who will be guiding our school leadership team through a process to better understand your needs and systematically address the challenges you're facing. Over the next year, I'll be attending several sessions with independent school leaders from across the nation to learn how we can better support you all. The crucial first step in this process is hearing from you. We can only work toward change if we understand where our greatest problems exist, which is where we need your help.

We are starting by asking you to fill out a quick 5-minute survey about your experiences working at our school. You can find the survey here [hyperlink] as well as a link below.

Keep in mind:

- This survey is completely confidential. You will not be required to provide any personally identifying information and data will be aggregated.
- If you have any questions, or experience any technical issues, please reach out to <insert name>
- The survey will be open **today through <insert date>**.

This survey is just one part of our investment. We will also be having follow-up conversations with faculty to help us gain more clarity around what we learn in the survey. Those conversations will begin starting <insert date>. Next, we will partner with EAB to conduct a deep dive into the results and start to craft solutions. We will be in touch by <insert date> with our takeaways from this process so far and our plan moving forward.

******INSERT SURVEY LINK******

Thank you in advance for your time in participating in this important step of the process.

Best,

Head of School Name

Introducing the Diagnostic Survey Templates (Cont.)

Initial Email from Division Directors

SUBJECT: Faculty Morale Survey Closing <INSERT DATE>

EMAIL:

Dear Faculty,

In follow up to (**head of school name**)'s message, I also wanted to express my gratitude for all that you have given our students and greater school community.

As ____ mentioned, we are partnering with EAB to commit to a systemic investment in improving your experiences at our school, which begins with hearing from you.

I want to encourage you to participate in this process. The more feedback we receive, the greater we can understand where improvements must be made.

Below is the link to the anonymous survey that is being conducted schoolwide. The survey is open until <INSERT DATE>. Thank you in advance for your participation in this crucial process.

*****INSERT SURVEY LINK*****

Best,

Division Director Name

Sending Diagnostic Survey Reminder Templates

Reminder Email from Head of School

SUBJECT: Reminder: Morale Survey Closes <INSERT DATE>

EMAIL:

Dear Faculty,

I want to thank all who have participated in our survey.

For those who have not yet had the chance to participate, please consider taking 5 minutes to complete the anonymous survey today. The survey will be open until <INSERT DATE>. As a reminder, after the survey is closed, we will begin our follow-up conversations during the week of <INSERT DATE>. Participation will be voluntary, but available to all.

Thank you again for your time. We are looking forward to involving you in our commitment to investing in your experience, as integral members of our community.

*****SURVEY LINK*****

Best,

Head of School Name

Reminder Email from Division Directors

SUBJECT: Reminder: Morale Survey Closes <INSERT DATE>

EMAIL:

Dear Faculty,

So far, we have seen a strong participation from our faculty in the schoolwide faculty morale survey—thank you! It is very important to me that all voices are heard in this process. If you have not yet had the chance to take the survey, please consider taking 5 minutes to complete it today. As a reminder, the survey will close on <INSERT DATE>.

Thank you again for your time.

*****SURVEY LINK*****

Best,

Division Director Name

Tips to Create Diagnostic Survey Awareness

Schools should consider other ways to generate awareness and excitement about the survey. Consider the following ways to communicate about the survey and remind faculty of the importance of their participation.

- Ask division directors to communicate with their faculty using the EAB-provided templates

- Post the survey link in any faculty communication portal the school uses (e.g., intranet, social media)

- Suggest division directors provide time during faculty meetings to take the survey

- Distribute information about the survey and the school's investment in morale via existing newsletters, already-scheduled town halls, etc.



EAB's Diagnose Causes of Low Morale
Communication Templates

Communication for Qualitative Input

Use the following templates to provide context for the qualitative input conversations about morale and invite them to the sessions.

WORKSHEET

Invitations to Qualitative Input Sessions

Below are sample messages for inviting faculty to take part in morale conversations.

Advance notice that division directors will ask morale questions during an upcoming faculty meeting:

Email from Division Director:

SUBJECT: Planning to ask questions about your faculty experience at next faculty meeting

EMAIL:

Hi all,

I wanted to touch base to share that during our next faculty meeting, I plan to take ____ minutes of the agenda to focus on some questions related to the faculty survey we recently launched. This will be an opportunity for you to share some feedback on your experience as a faculty member at our school. No need to prepare anything!

As you may be aware, our partner research firm, EAB, is guiding us through a process of better understanding and addressing the challenges you're facing. Having these conversations is part of this process. It is invaluable to hear your voices to be effective, so we wanted to set aside time to listen. We are looking forward to the conversation!

Best,

Division Director Name

Incorporating the conversation into an existing meeting:

Email from Facilitator:

SUBJECT: Upcoming [name of typical meeting] will be focused on morale

EMAIL:

Hi all,

I'm looking forward to our next [name of] meeting on [date].

I wanted to share ahead of time that we will be pausing our typical agenda to focus on some questions related to the faculty survey we recently launched. During this meeting, we will spend ____ minutes inviting you to share feedback on your experience as a faculty member at our school. No need to prepare anything!

As you may be aware, our partner research firm, EAB, is guiding us through a process of better understanding and addressing the challenges you're facing. Having these conversations is part of this process. It is invaluable to hear your voices to be effective, so we wanted to set aside time to listen.

We are looking forward to the conversation!

Best,

Facilitator Name

Invitations to Qualitative Input Sessions (Cont.)

Inviting faculty to take part in stay interview:

Email from school leader who will conduct stay interview

SUBJECT: Willing to talk with me about your experience as a faculty member?

EMAIL:

Hi [*NAME*],

I wanted to invite you to take part in a 30-minute conversation with me to share feedback on your experience as a faculty member at our school. These conversations are related to the survey we recently launched about your experiences.

As you may be aware, our partner research firm, EAB, is guiding our school leadership team through a process to better understand our faculty's needs and address the challenges you're facing. It is crucial that we hear from as many voices as possible, and I want to create a space for you to share about your experiences with me. No need to prepare anything!

If you are willing, please let me know, and we can find a time for me to come to your classroom and chat. I'd come with a few specific questions, but I really want to use it as an opportunity to hear about what's most important to you. Thank you in advance for your consideration in taking part.

Best,

School Leader Name



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