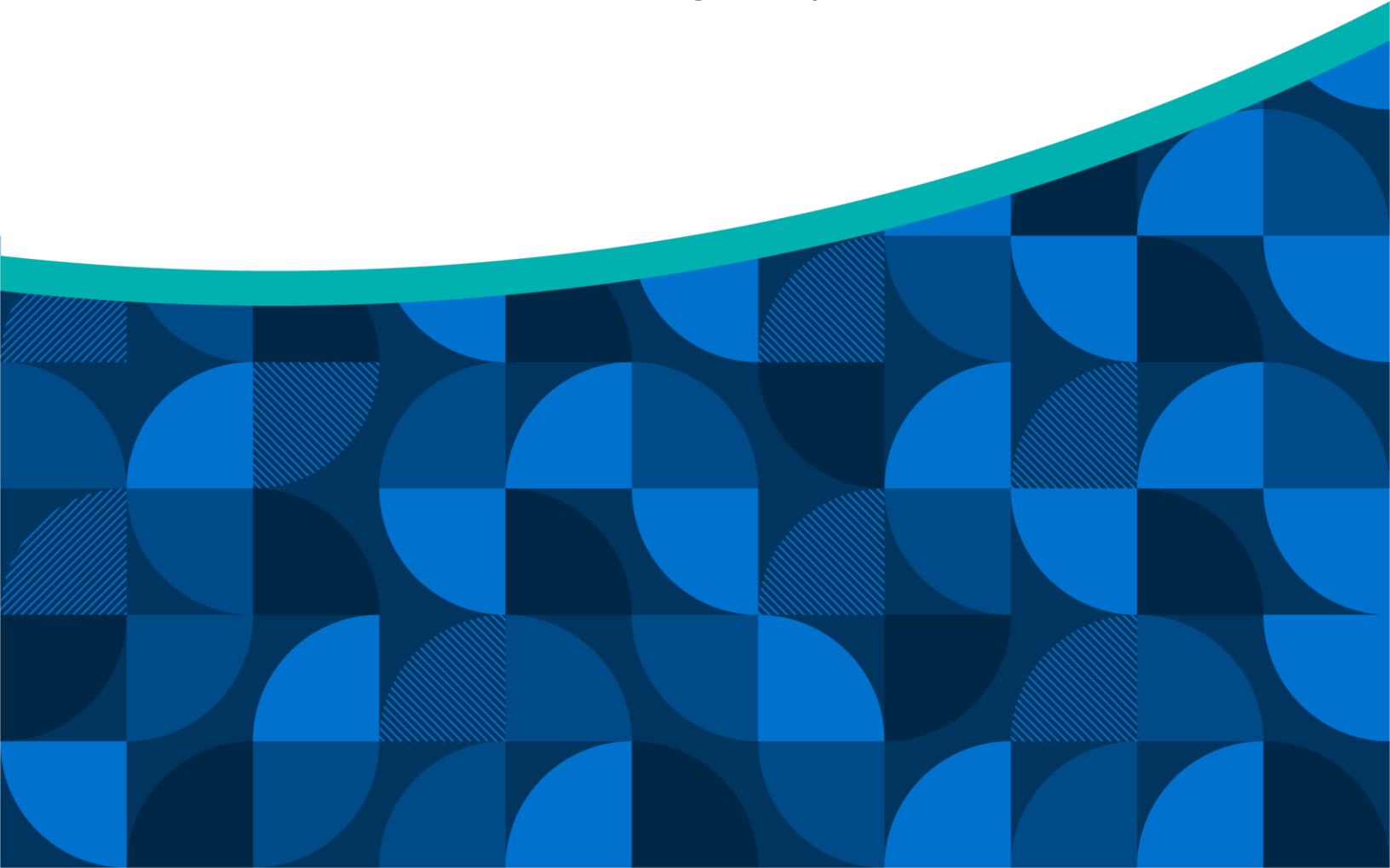




FACULTY MORALE TOOLKIT

Guide to Co-Designing Solutions

Schools must find ways to lower the participation barriers to solution development and avoid putting faculty on the hook to figure out how to improve their own morale. Use these resources with faculty to ideate and refine solutions without asking faculty for too much of their time.



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Collect Faculty Input to Co-Design Solutions

STEP #1



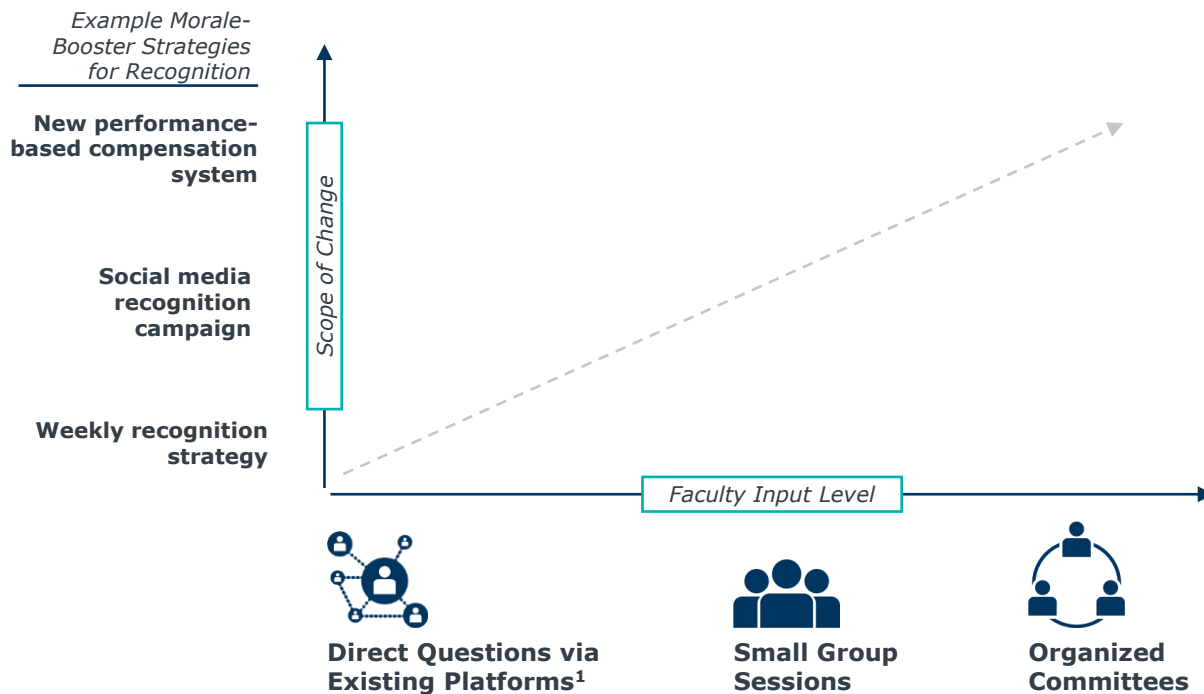
Guide for Faculty Input Opportunities

Use these resources to begin identifying strategies to address morale threats and plan how to co-design, refine, and communicate those strategies with faculty.

TOOL

Increase Faculty Input as Strategy Complexity Increases

Use this page to help determine the level of input from faculty that leaders should seek to co-design morale-boosting solutions. The level of input collected should increase as the scope of change of those solutions increases.



Direct Questions via Existing Platforms¹

This approach to faculty input is best for quick-win morale strategies. These initiatives require little change or adaptation. Examples where this type of input is ideal include developing a weekly recognition plan to provide faculty with opportunities to choose how these strategies will be most effective for them.

Small Group Sessions

For strategies with a medium scope of change, schools should consider hosting small group sessions with faculty to get their input without launching a formal committee. This is ideal for strategies like an official social media faculty recognition campaign or a new resource to support faculty in addressing student mental health needs. Some schools plan to dedicate a session during existing PD days to get input on morale-boosting strategies, which is a great example of when to get this type of input.

Organized Committees

Sometimes a formally-organized, recurring committee might be required to include faculty on the intricacies of the design for complex initiatives that require a high level of change. Examples might include adopting a brand-new compensation system or changing the school's approach or philosophy to student discipline. These initiatives involve many complex changes and resources, and it's ideal to deeply involve faculty in designing them.

1) Schools can use platforms like social media, Google forms, or Thought Exchange to involve many faculty members in a quick and targeted way

Sources: EAB interviews and analysis.

Template to Communicate Morale Solutions Plan

Below is a sample message to update faculty on strategies school leaders plan to use to improve morale and how they plan to co-design those solutions with faculty. School leaders should adapt this email based on their specific planned next steps.

SUBJECT: Next Steps to Address Faculty Morale Concerns

EMAIL:

Dear Faculty,

I want to provide an update on our investment and work to continue to improve faculty morale at the school. First, I want to reiterate my thanks—we've been able to work on these challenges because of your participation in our survey and follow-up conversations.

The next step in this work is to implement strategies aimed to address the challenges we have prioritized for now (I've copied my previous email below if you'd like a refresher on those challenges).

We can't design these solutions in a vacuum. We need your input to make sure these strategies work to meet your specific needs. Below, I've outlined a few of the strategies we plan to adopt. For each approach, I've also included how we intend to get your feedback.

[EXAMPLE—leaders should fill in details based on their specific context]

Strategy #1: [Detail new student behavioral support provided to faculty]

For this strategy to address faculty concerns on increasing student mental health needs, we plan to dedicate two hours to get faculty input on this strategy during our back-to-school PD days.

Strategy #2: [Division weekly recognition emails]

For this strategy, we will be posting a few questions via Thought Exchange to get faculty feedback on when and how to structure these emails and how to best collect stories of your great work.

I appreciate your continued support in this work and want to reiterate my commitment to all of you to continuously invest in you and your experience at our school.

Best,

Head of School Name



Co-Designing Solutions Worksheets

These worksheets will help school leaders plan to collect faculty input on potential morale-boosting strategies.

TOOL

Co-Designing Solutions Worksheets

Use this worksheet to create a plan for collecting faculty input on potential morale-boosting strategies. Repeat this exercise for as many strategies as the school is considering.

Selected Strategy #1:

Threat Area:

How large is the scope of change of this initiative (consider resource intensiveness and potential questions from faculty)?

How should I collect faculty input? (Refer to page 6.)

When in the process of implementing this strategy should I start asking for input?

What questions should I ask faculty in order to get their input on this strategy?

Once Faculty Input Is Collected:

What are the key takeaways from faculty input that will guide this strategy?

What next steps does my school need to take to implement this strategy?

Co-Designing Solutions Worksheets

Use this worksheet to create a plan for collecting faculty input on potential morale-boosting strategies. Repeat this exercise for as many strategies as the school is considering.

Selected Strategy #2:

Threat Area:

How large is the scope of change of this initiative (consider resource intensiveness and potential questions from faculty)?

How should I collect faculty input? (Refer to page 6.)

When in the process of implementing this strategy should I start asking for input?

What questions should I ask faculty in order to get their input on this strategy?

Once Faculty Input Is Collected:

What are the key takeaways from faculty input that will guide this strategy?

What next steps does my school need to take to implement this strategy?

Co-Designing Solutions Worksheets

Use this worksheet to create a plan for collecting faculty input on potential morale-boosting strategies. Repeat this exercise for as many strategies as the school is considering.

Selected Strategy #3:

Threat Area:

How large is the scope of change of this initiative (consider resource intensiveness and potential questions from faculty)?

How should I collect faculty input? (Refer to page 6.)

When in the process of implementing this strategy should I start asking for input?

What questions should I ask faculty in order to get their input on this strategy?

Once Faculty Input Is Collected:

What are the key takeaways from faculty input that will guide this strategy?

What next steps does my school need to take to implement this strategy?

Co-Designing Solutions Worksheets

Use this worksheet to create a plan for collecting faculty input on potential morale-boosting strategies. Repeat this exercise for as many strategies as the school is considering.

Selected Strategy #4:

Threat Area:

How large is the scope of change of this initiative (consider resource intensiveness and potential questions from faculty)?

How should I collect faculty input? (Refer to page 6.)

When in the process of implementing this strategy should I start asking for input?

What questions should I ask faculty in order to get their input on this strategy?

Once Faculty Input Is Collected:

What are the key takeaways from faculty input that will guide this strategy?

What next steps does my school need to take to implement this strategy?



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