EAB
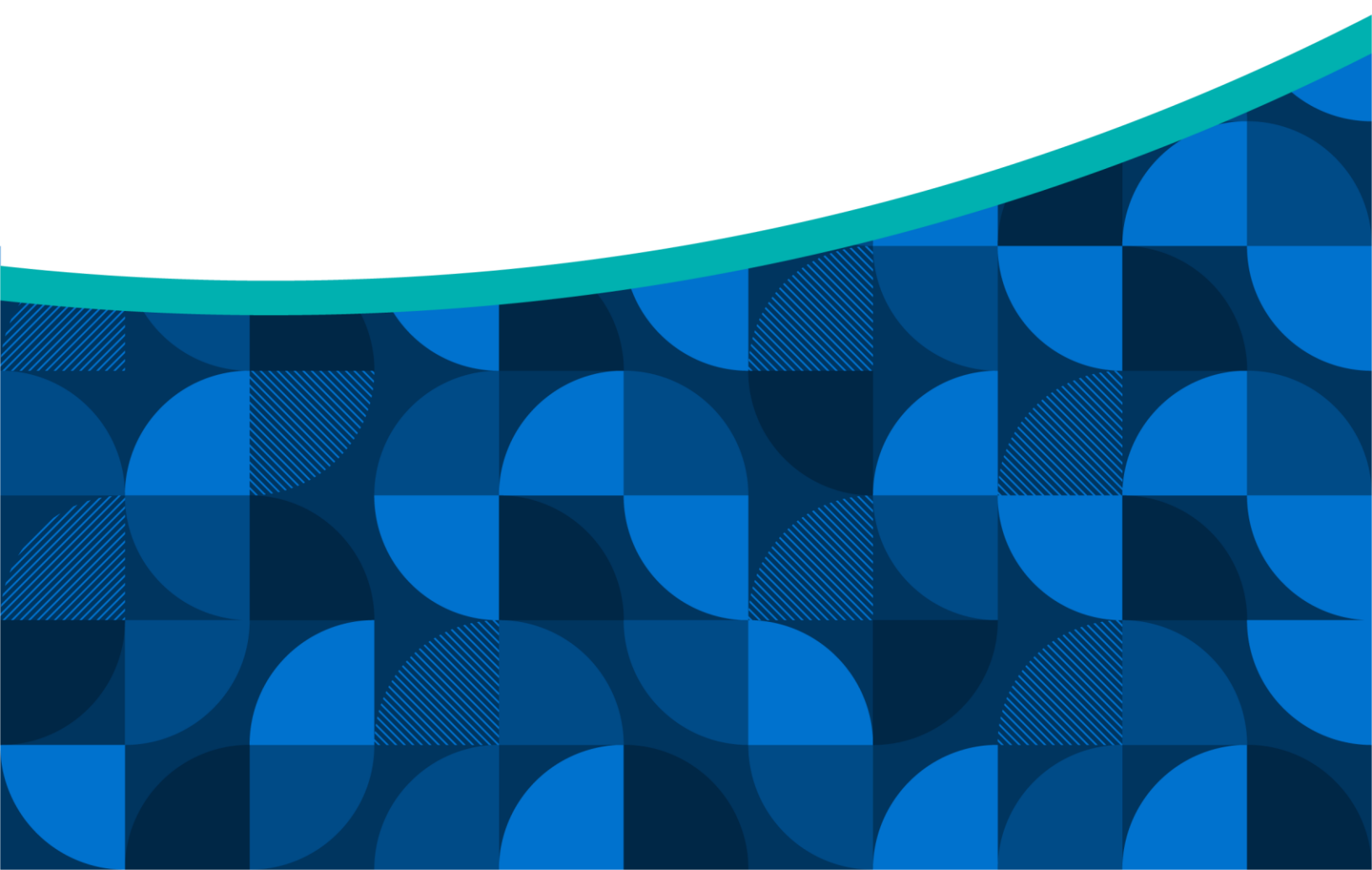
Prioritize Threats Communication Templates

Use these templates to communicate to faculty about the survey data results, planned next steps, decisions on which morale threats will be prioritized, and the rationale on how decisions were made.

Independent School Executive Forum

Project Director

Olivia Rios

Contributing Consultants

Jenna Schiemer
Daniel Himmelfarb

Executive Director

Meredith McNeill

Table of Contents

Communicating to Faculty

Use the template below to share survey results, morale prioritization decisions, and next steps with faculty.

Email from Head of School

SUBJECT: Results of Faculty Morale Survey/Conversations and Next Steps

EMAIL TEXT:

Dear Colleagues,

I would like to thank you for taking time to participate in our 2022 faculty survey and/or feedback sessions on improving faculty morale. *[Two options, depending on high or low response rate]*

- *The X% response rate was excellent—we appreciate your time and plan to continue to honor it by outlining how we plan to use this information and our next steps.*

- *We had a X% response rate. While we'd love to improve this, we so appreciate those who participated. We hope our investments coming out of this experience will encourage more of you to get involved as we continue our efforts into the future.*

This survey and our conversations have given us a more accurate picture of how you all feel and your experience working at our school. Our leadership team, including me, has taken time to reflect on your feedback and the themes that have emerged from it.

I've attached a report that includes the survey data in full, but I also wanted to provide some context into how we used this data (and your input during conversations) to inform our next steps.

First, I wanted to highlight a few areas where we scored well.

1. *Insert area of strength from the survey/faculty conversations*

2. *Insert area of strength from the survey/faculty conversations*

Second, I wanted to highlight the two areas of focus for our leadership team across the next several months.

1. *Insert area of focus #1*

2. *Insert area of focus #2*

(Continued on the following page)

Communicating to Faculty

Use the template below to share survey results, morale prioritization decisions, and next steps with faculty.

Email from Head of School (cont.)

SUBJECT: Results of Faculty Morale Survey/Conversations and Next Steps

EMAIL TEXT:

(CONT.)

I want to acknowledge that these focus areas do not cover all the concerns that faculty have raised. Our goal is to robustly address a few concerns at a time, so we can give them their due attention. Our plan is to use this process consistently, alongside faculty, and to adapt, adjust, and expand our focus areas as needed into the future.

Now that we've identified the problems we plan to address, we will begin to build solutions. But we know we must do that *in partnership with faculty* to ensure these solutions work for and speak for you.

We will be in touch again about our plans to come together to design strategies to address these areas <INSERT APPROXIMATE DATE>. I'm excited to continue this work in partnership with all of you.

Please do not hesitate to reach out with any questions and thanks again for your support in this work.

It is important to recognize that this is a journey—not a "quick fix"—and we commit to a continued investment in your experience as a faculty member at our school.

Best,

Head of school name

FAQs to Aid Discussions with Faculty

Below is a Frequently Asked Questions (FAQ) guide that school leaders can refer to when inviting questions about morale survey results, prioritization, and next steps.

Frequently Asked Questions

Question: Why aren't you responding to [*insert other concern faculty member has*]?

Answer: Our intention is to limit our focus for now, so we can robustly address a few concerns at a time. This, we hope, will allow us to give these concerns their due attention rather than try to address too many problems at once and fail to make meaningful change on any of them. Our plan is to use this decision process consistently, alongside faculty, and to adapt, adjust, and expand our focus areas as needed into the future.

Question: How did you choose these specific priorities over others?

Answer: [*In addition to scripting from above*] We chose these focus areas after careful review of faculty feedback in survey responses and during the discussions we've had with faculty across the past several weeks. The leadership team used a research-based process that also considered how feasible it will be to address these concerns in the near-term and their potential impact on faculty. We aim to use this process consistently over time. The goal is to continue to ground what we address in your feedback but also to expand what we can address over time.

Question: How can I get involved?

Answer: I'm happy to hear that you are interested! We'll have more information coming soon on how specifically we'd like to work with faculty to design these solutions. We will be in touch!

eab.com