



Transforming Mistrust and Animosity between University Faculty and Administration

Organization
This University has asked to remain anonymous

Industry
Higher Education

A university at which there was tremendous animosity and mistrust between the dean and the faculty called Arbinger in for help. The faculty's unhappiness was reflected in a survey conducted in February 2011. Arbinger consultants worked with the faculty and administration in May 2011 with the objective of resolving these issues. The work with Arbinger led to a tremendous improvement as evidenced by the results of the same survey conducted in August 2011, three months after the intervention. The faculty satisfaction scores went up from an average of 51.1% to 80.9%, moving from 23 percentage points below the faculty results from comparative schools to almost 7 percentage points above the results from the comparative schools.

Questions asked of Faculty regarding Administration	Comparative Schools	Client University 3 months before intervention	Client University 3 months before intervention	Client University 3 months after intervention	Client University 3 months after intervention
	Strongly Agree	Strongly Agree	Difference Versus Comparative Schools	Strongly Agree	Difference Versus Comparative Schools
The college/school's administrator's have clearly defined responsibilities	82%	74%	- 8%	100%	+ 18%
The college/school's administrators function as a unified team	69%	53%	- 16%	72%	+ 3%
The college/school's administrators are aware of my needs/problems	75%	79%	+ 4%	88%	+ 13%
The college/school's administrators are responsive to my needs/problems	68%	42%	- 26%	88%	+ 20%
The Dean is an effective leader of the college/school	77%	42%	- 35%	82%	+ 5%
I am given the opportunity to provide evaluative feedback of the administrators	69%	26%	- 43%	65%	- 4%
Faculty meetings function effectively as part of the governance of the college/school	74%	42%	- 32%	71%	- 3%