



## Transforming Animosity and Mistrust Between University Faculty and Administration



### ORGANIZATION

The university has asked to remain anonymous



### INDUSTRY

Higher Education

### CHALLENGE

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 seven percentage points above the results from the comparative schools.

Questions Asked of Faculty Regarding Administration	Comparative Schools	Client 3 Months Before Intervention		Client 3 Months After Intervention	
	Strongly Agree	Strongly Agree	Difference vs. Comparative Schools	Strongly Agree	Difference vs. Comparative Schools
The college/school's administrators 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%