
Designing for Voice: Using Custom COACHE Questions to Drive Faculty-Centered Change

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**A Bit of
Background...**

Why Use COACHE Custom Questions?



Practical Tips:

Do not write questions in a vacuum.

- Involve folks who understand the breadth of faculty experience.

Design for action.

- What are the important issues for faculty at your institution?
- Nice to know, vs. will help make change.

Frame from a position of curiosity.

Use your COACHE resources.

Plan for the results.



Document Your Decisions!

HMC COACHE Survey Supplemental Item History				
Item	2016-17	2019-20	2022-23	2025-26
Rate how often you experience the following: (Never, Rarely, Sometimes Often, Very Often, Decline to state)				
II feel empowered to say 'no' to requests for additional assignments (e.g., courses, ad hoc committee work).	X	X	X	X
HMC adequately compensates me if I choose to accept additional assignments (e.g., reduced teaching load, stipends, salary).	X	X	X	X
II find it difficult to balance mentoring students in research with completing my own scholarship.	X	X	X	X
The demands of my work-related activities interfere with my personal life.	X	X	X	
The demands of my personal life interfere with my work-related activities.	X	X	X	
II have adequate time for self-care (e.g., sleep, medical appointments, exercise, healthy diet).	X	X	X	
When making decisions, senior administrators at HMC (i.e., Deans, Cabinet, President, Board of Trustees) take into consideration the concerns of all those affected by the decision.	X	X	X	X
My work environment is inclusive and welcoming	X	X	X	
Please rate your level of agreement or disagreement with the following statements: (Strongly Disagree, Somewhat Disagree, Neither Agree nor Disagree, Somewhat Agree, Strongly Agree, Decline to state)				
HMC adequately compensates me when I mentor research students in the summer.	X	X	X	X
II receive adequate feedback on the relationship between HMC's expectations and my achievements.	X	X	X	X
My morale as a faculty member is high.	X	X	X	
Overall, I feel supported by members of my department.	X	X		
I believe I am a good role model to my students for work/life balance.	X	X	X	
When I take a day off, I can disconnect from my work responsibilities.			X	
I feel my scholarship is respected by my colleagues on campus.		X	X	X
II think students at HMC should take fewer courses	X			
I have access to resources (e.g., financial support, dedicated time) for developing innovative ideas.				X
HMC's culture encourages faculty to take risks when innovating.				X
II have adequate access to funding (e.g., research, course development) I need to be successful.				X
II have adequate administrative support (e.g. departmental staff, technical support) to effectively manage my workload				X
II in my courses, I feel free to introduce or discuss controversial or sensitive topics when they are relevant to the subject matter.				X
In my courses, I feel confident that students can engage productively with controversial or sensitive topics.				X

The Importance of Having a Data Steward



Communicating Results





Practical Tips for Sharing Results

- Know your audience.
- Create space and time for discussion.
- Don't overload people.
- Empower others.
- Framing matters.
- Lean into any discomfort.
- Use your COACHE partners.

Translating Results to Action





How Custom Items Inform(ed) Our Work

- Keeping track, not keeping score.
- Celebrate the wins.
- Progress over perfection.
- Change the conversation.
- Data in strategic planning.
- Some changes are big, others are small, but all changes that affect faculty life are important

HMC's COACHE Findings/Actions Spreadsheet

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RECOMMENDATIONS FROM THE 2023 COACHE FACULTY SATISFACTION SURVEY

Benchmark	Category	Possible Action Plan	Campus Partner(s)
Mentoring	Dissatisfaction with support for advising	Update advising handbook	Assoc Dean
Mentoring	Faculty least satisfied with support for mentoring	work with CTL	
Mentoring	the unrelenting pressure to perform is one of worst aspects of working at HMC, more so for FOC and pre-tenure faculty		
Departmental Quality	Addressing sub-standard performance	Partner with HR to develop training about having difficult conversations around underperformance/prof dev for Chairs	Assoc Dean/HR
Nature of work: Research	Lack of support for research/creative work, esp. for women	task force to look into the feasibility of course release for research/creative activities	
		increase support for engaging undergraduates in research	

Don't Lose Sight of the Why



Thank you.