

COACHE TEAM CONFIGURATION

Identifying team skills and
qualities that benefit your
COACHE-related work



collaborative on academic
careers in higher education

GOALS FOR TODAY



WHY

Discuss why teams are important to the COACHE process



HOW

Offer a framework for thinking about team formation



COMMUNITY

Provide you with an opportunity to discuss team formation with other campuses



4 REASONS WHY A TEAM APPROACH BENEFITS YOUR WORK

01

Many hands make light work

02

Diversification of skills

03

Credibility

04

Comprehensive communication strategies require multiple viewpoints

THE FOUR FRAMES

EACH FRAME SHEDS DIFFERENT LIGHT ON A SITUATION

FOCUSES ON

tasks, goals, and creating the systems that produce the desired outcomes

empowering team members to complete the work with developmental supports

the principles that organizations with limited resources will be required to resolve

creating a sense of purpose or meaning in one's work



STRUCTURAL



**HUMAN
RESOURCE**



POLITICAL



SYMBOLIC

BENEFITS

The structural frame aligns structures with function to improve efficiency.

Employees are more effective when we align their talents with the organization's needs and when we help employees develop skills.

All organizations and their members deal with resource constraints and conflict. The political frame accepts the conflict as normal.

The symbolic frame has the potential to aid in the cultivation of trust.

THE LIFEBOAT EXERCISE



In an effort to ensure inclusivity in the COACHE process, you and the Provost sent out a call for nominations for the COACHE Team.

Ten faculty/administrators were nominated for the Team but, you and the Provost have decided to keep the team relatively small for your institution.

From this group of ten, you are going to be asked to select six representatives.

1 - Make a Poll

Identify your top THREE nominations

2 - Breakout Room

Discuss with your Y1/Y2 peers about your decision-making process

3 - Small Group Work

Identify your top SIX nominations

4 - Reconvene

Share with the large group about your decision, how has it changed or not changed

Professor Jones is an archeologist who has been with the university for nearly thirty years. His scholarship focuses on ancient texts. Faculty see Professor Jones as a trusted voice. Although he is not very involved in campus politics or policy, when he speaks, other faculty tend to listen.

1

Anne Specter is the Director of Human Resources. She has been with the university for fifteen years but was just recently appointed as Director. Anne has been central to making several difficult decisions regarding salary and benefits for all employees, including faculty.

2

Professor Beaker is an Associate Professor and chemist and is active in faculty governance. He is concerned about the “over-emphasis” on DEI at the university and wishes that faculty could just teach their subjects. While strong in his opinions, he is also a real workhorse for faculty committees.

3

Professor Aronnax is a marine biologist and is in her third year on the tenure track. As an active campus citizen, she advises two student organizations and serves on several ad hoc committees. During her third-year review, Professor Aronnax was encouraged to focus on her teaching and scholarship by her Chair. She believes that tenure and promotion policies should be written to increase the value of service.

4

Professor Kirk is a historian. He is a widely recognized scholar in the field with an emphasis on qualitative text analysis. Additionally, Professor Kirk is the lead negotiator for the faculty union. He has made it clear that the union should have immediate and unfettered access to the survey results.

5

Janine Wong is a graduate student in the Higher Education Leadership Program. She specifically reached out to the Provost’s Office and requested the opportunity to work on this project because it relates to her research interests.

6

Dr. Chapmann is the Chief Diversity Officer. She has been with the institution for just over a year. Before moving into the DEI space, she was a faculty member in the Psychology Department where she studied mentoring with a particular emphasis on mentoring people of color.

7

Professor Fink is a political scientist. She has been a non-tenure-track faculty member for ten years. She is also the Director for the university’s public polling center and is a respected expert in the area of survey design and quantitative analysis.

8

John Walman is the Director of Institutional Research. Regardless of John’s inclusion on the team, he and his office will provide any technical support necessary to execute the survey.

9

Professor Austin is a faculty member in the Sociology Department who studies bullying in the workplace. She has expressed concerns frequently about the toxic nature of her department and wants to use COACHE as a means for understanding if this is a distinctive issue in her department or a campus wide concern.

10



Upcoming Events

Old Dominion University: COACHE Communication Plan Presentation

Meeting Time: Friday, Oct 27, 2023, 01:00 PM Eastern Time

Registration link: <https://harvard.zoom.us/j/96296615795>

Visit us online:

[COACHE.GSE.HARVARD.EDU](https://coache.gse.harvard.edu)



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Identify your
TOP three
nominations

2 - Make a Poll

Identify your
BOTTOM three
nominations

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peers about your
decision-making process

4 - Reconvene

Share with the large group
about your decision, how has
it changed or not changed