

COACHE 4.0 Taskforce Report – 2025-2026

Membership

Chair(s): Gilpatrick Hornsby, Office of Faculty Success co-chair; Juhong Christie Liu, Libraries, co-chair

Members:

- Sojib Bin Zaman, College of Health and Behavioral Studies
- Lihua Chen, College of Science and Mathematics
- Chris Hass, College of Education
- Samuel Hernández, College of Arts and Letters
- Jennifer Mangan, University Studies
- Elizabeth Oldmixon, liaison to the Office of the Provost
- Ron Rubin, College of Business
- Amanda Sanson, College of Integrated Science and Engineering
- Karin Tollefson-Hall, College of Visual and Performing Arts

Charge: The COACHE survey serves as a crucial instrument in providing insightful perspectives into the faculty experience, covering various dimensions such as teaching, research and service, promotion and tenure, departmental engagement and collegiality, leadership, governance, and more. The task force has been engaged with administering, connecting and interpreting the COACHE survey since Spring 2024. The work of the task force has played pivotal role in ensuring the success of our participation in the COACHE survey as we collectively strive to enhance the faculty experience and further strengthen our academic community.

Summary of Annual Activity:

- In Summer 2025, The COACHE 4.0 Task Force engaged with the Harvard COACHE team in the strategies workshop on accessing and interpreting the preliminary findings via the Chief Academic Officers (CAO) report.
- In Fall 2025, the COACHE 4.0 Task Force connected with the Provost Office, office of Planning, Analytics, and Institutional Research (PAIR), and Faculty Senate Steering Committee about the campus contextualization of the CAO report.
- In Fall 2025, the COACHE 4.0 Task Force assisted the Provost Office with a campus communication about the COACHE findings and published the findings on the Faculty Success website.
- In Fall 2025, the COACHE 4.0 Task Force also exercised JMU analysis with the 2020 COACHE comparison, as well as a presentation to the Academic Council about the findings.
- In Spring 2026, the Academic Council and Provost Office, based on the CAO report and the primary purpose of JMU COACHE surveys to enhance the workplace, provided guidance for COACHE 4.0 to conduct focus groups. Altogether 12 focus groups were held

in-person. Written notes and online surveys were provided, with identical questions, to allow flexibility with 30-minute expiration after the scheduled focus group meetings (See Focus Group questions in the Appendix).

- In Spring 2026, the recommendations from COACHE 4.0 were also generated based on the CAO report findings and focus group themes.

Future Work Planned:

- To have the final report presented to the Provost Office by July 1st.

Appendices

[Focus Group questions](#) (Access it at JMU Sharepoint)