**Role Description: Student Success Center Coach**

*Adopted from Pathways Collaborative’s coach job description*

Purpose: This role description is meant to provide a starting point for Student Success Centers and coaches to define the coach role. Student Success Centers (SSCs) and coaches should adapt this template as fit for their state context.

Once trained through the Student Success Center Network (SSCN) Guided Pathways Coaching Training program, SSC Coaches will work through the SSC to implement and support center-identified guided pathway implementation efforts at in-state colleges. Under the direction of the SSC executive director or staff person leading the center’s coaching strategy, SSC coaches will work with center and institutional staff to create the conditions necessary for transformative change, and support collaboration and communications between the centers and colleges engaged in change efforts.

**Overview of role:**

The dual responsibilities of the SSC coach are to support college teams to improve student and institutional outcomes using the guided pathways framework, and work with their state’s SSC to collaboratively inform and execute the SSC’s coaching strategy.

SSC coaches will model, guide, and encourage teams of faculty, staff, and administrators to:

* Design, implement, assess, and improve guided pathways at scale to accomplish two goals: (1) increase retention, progression, and credential completion for all students; and (2) reduce equity gaps among groups of students.
* Build capacity, innovation, and leadership at all levels of the institution to sustain and evolve this substantive change.

Working closely with college teams, SSC coaches will model collaborative problem solving and decision making that:

* Incorporates internal student-focused data and industry learning;
* Reflects organizational culture, processes, and resources; and
* Recognizes environmental challenges and requirements (e.g., state and local context).

Using these strategies, SSC coaches will question, challenge, encourage, and inspire teams to create the conditions, policies, and practices that enable students of widely diverse backgrounds and demographics to succeed. They also will support the development of additional organizational capacity to redesign, deliver and evaluate large-scale innovation in and improvements to academic and support services so that colleges are able to further develop and improve their work in the future.

SSC coaches will partner closely with the SSC to create a feedback loop from the colleges to the state level, and from the state level back to colleges. SSC coaches will help encourage understanding and push change at both levels.

**Responsibilities of the role:**

*\*to be determined by Center/college needs*

SSC coaches will provide culturally responsive, customized coaching through a combination of on-campus site visits; state, regional, and national learning events; and virtual support as determined by the SSC and coaches, to:

* Create the conditions for implementing urgent, large-scale transformative change, including:
  + Fostering a culture of inquiry, learning, communication, collaboration, and accountability
  + Providing strategic and tactical assistance to build vision, leadership, and institutional capacity
  + Facilitating broad and deep understanding of the guided pathways model and the level of institutional change required for quality implementation
  + Building personal conviction, knowledge, and capacity among college stakeholders to create, implement, and sustain the action plan
* Make the case for change by:
  + Identifying/examining the institutional (structural, attitudinal, and process) barriers that prevent students from succeeding
  + Sharing the experiences/results from other/similar institutions
  + Engaging students, faculty, staff, administrators, community members, and other stakeholders in dialog about student performance, equity, and efficiency outcomes and progress
* Develop an implementation plan and action steps that:
  + Reflect the college’s readiness for pathway reform (based on use of proven assessment methodologies and tools)
  + Adapt proven pathways strategies, practices, and policies to match local student, discipline, and institutional needs
  + Prioritize pathway reforms to improve outcomes and close equity gaps
  + Align resources with implementation priorities (allocated and re-allocated)
* Set performance targets/benchmarks, including early momentum metrics; assess and monitor performance; and make ongoing improvements to strategies, processes, and implementation fidelity
* Strengthen internal and external communication about the student success agenda and progress in improving outcomes
* Build support infrastructure and resources to support the college’s priorities, including technology, human resources, and professional development

**Criteria:**

Effective SSC coaches will have, either currently or as the result of additional professional development:

* Demonstrated commitment to student success work through an equity, diversity, and inclusion lens
* Experience as a change agent, especially championing and managing a project that resulted in improved student outcomes
* Demonstrated understanding and direct experience with implementing or supporting implementation of guided pathways reforms (or another transformational change strategy)
* Excellent communication and listening skills; strong interpersonal skills, including an ability to establish rapport and trust, ask powerful, probing questions, and motivate and inspire; flexibility and tolerance for ambiguity; strong customer service skills; and high emotional intelligence
* *Optional? Or must possess at least one of following areas of subject matter expertise?* Developmental education / gateway course redesign; academic program mapping; advising system redesign, especially including career advising; teaching and learning innovation; professional development; student support services such as early alerts and interventions; policy development; strategic finance; and institutional effectiveness

Coaches may also possess specialized expertise in an area, such as data or holistic student supports. Example additional criteria are listed below for those cases.

Example specialty areas with competencies:

Data

* Experience looking at student success through qualitative and quantitative data to encourage a culture of inquiry and evidence

Holistic student supports

* Experience working to improve non-academic and academic supports for all students

**Timeframe:**

*Indicate here how long this engagement is for*