

Coaching for Change

A Guide for Tools and Resources that Support Integrating Equity into Guided Pathways

by Community College Research Initiatives

To further support and encourage integrating equity into guided pathways, Community College Research Initiatives (CCRI) has developed equity tools that assist coaches, colleges, and Student Success Center (SSC) leadership in understanding, preparing for, and applying equity into guided pathways. These tools are introduced briefly below, and full copies can be downloaded from CCRI's website <https://www.washington.edu/ccri/research-to-practice/c4c/equity>

Coaches, colleges, and SSC leadership may have different ways of using, presenting or operationalizing this material - including better or more thorough ways. These tools should be considered building blocks for coaching and college reform activities. If you have questions related to the intended use and distribution of these materials, contact us at ccri@uw.edu.

Competencies: To use these tools, we recommend reading the respective referenced articles to gain an understanding of the key concepts, including: the Center for Urban Education's 5 principles of equity by design, individual (personal) and collective (organizational) understanding of equity-mindedness, reflective practice and inquiry, and critical reflective practice.

CCRI Tools for Equity-Minded Coaching

Rubric of Equity-Minded Coaching Domains and Practices

The rubric dives deeper into equity-minded coaching with nine equity-minded coaching practices within four domains of organizational change, and provides example coaching questions, select resources, and recommended readings. This tool has been developed for new or seasoned coaches considering, preparing for, or incorporating equity-minded practices into their coaching work. The rubric may also be used for SSC leadership to reflect on, clarify, and consider what may be needed to build organizational capacity for equity-minded coaching within their specific state.

Equity-Minded Coaching DOs and DON'Ts

Distilling down the more extensive *Rubric of Equity-Minded Coaching Domains and Practices*, this tool highlights key practices and concepts for SSC leadership and coaches interested in building equity-minded coaching capacity. The tool is designed as an introduction to equity-minded coaching and should be used to initiate dialogue, reflection, and further exploration about how coaches and SSCs can incorporate equity into everyday practice, partnerships, and organizational structures.

Glossary of Terms for Equity-Minded Coaching

To complement the *Rubric of Equity-Minded Coaching Domains and Practices* and the *Equity-Minded Coaching DOs and DON'Ts* tools, CCRI has curated a complementary glossary to support a common understanding of the many terms that the tools provide. The glossary provides definitions for 30 key terms related to equity, equity-mindedness, and organizational change. **Prior knowledge of the domains and practices presented in the document is not required for use.** The rubric is intended as a starting point for equity-minded coaching awareness, reflection, and discussion.

Discussion Protocol, Practices, and Resources

This tool has been developed for new coaches preparing to structure coaching discussions with individual college leaders or leadership teams as well as SSCN executive directors working with coaches to prepare for and reflect on best ways to support college equity initiatives through dialogue and verbal feedback. The tool includes information on discussion protocols; an exercise to explore the Validate, Clarify, Stretch, and Sustain protocol; select protocol resources; and recommended readings to explore protocols further. SSC leadership may also choose to use this tool as an exercise to be completed with a cohort of coaches as part of a group onboarding or professional development process. Coaches can work together to explore when and how discussion protocols may be of use in various coaching environments.

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Enacting Equity in Guided Pathways

This tool is for SSC leadership to gather input and prepare their coaches to integrate and enact an equity frame in guided pathways implementation. Coaches are encouraged to use *Five Principles for Creating Equity by Design* (Center for Urban Education 2019) to engage in critical reflection using *why, what, and how* to assess the integration of equity in the implementation of guided pathways by their colleges. Coaches learn how to help their colleges to develop a statement of the college's current enactment of equity in guided pathways and provide a statement of next steps in the college's implementation of equity in guided pathways. Important foundational work to use this tool is to establish, at the outset, an agreed upon understanding of the meaning of underserved students and equity gaps, and the guided pathways framework on a given campus.

Assessing College Commitment to Equity

Coaches should use this tool to assess a college's commitment to equity by evaluating the college's own current public-facing statements and materials as a starting point for reflection. Colleges can critically analyze materials, looking for what is said and left unsaid about equity and engage in productive dialogue on alignment and misalignment of the college's commitment to equity. Using the information gathered with this tool, a college's future commitment to equity can be clarified and improved through setting priorities for collective action to advance an equity agenda. Colleges are encouraged to conduct this assessment at all levels (college, division, program, and personal) to provide the most comprehensive, institution-wide picture possible of a college's commitment to equity.