

# SSCN Guided Pathways Pilot Program in Evidence-based Coaching for Change



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# Introductions and Coaching Experience

- Do you work in a college using coaching?
- Are you a coach?
- Are you engaged in coaching as a Student Success Center Director?
- Are you new to coaching?
- Do you have other interest/experience with coaching?

# Overview

CCRI assists Student Success Centers (SSCs) to design and deploy evidence-based coaching to achieve strategic goals, improvements and outcomes.

CCRI helps SSCs to:

- Implement and sustain strategic evidence-based coaching
- Use assessment and inquiry to improve college pathways and student outcomes
- Cultivate networks and communities of practice to spread lessons learned

# SSCN Pilot Goals

CCRI acts as a strategic advisor to SSCs to:

- Support SSC Executive Directors to craft coaching designs, goals and outcomes
- Help customize coaching services and resources to support college change and improvement
- Facilitate links between assessment and inquiry to achieve more equitable student outcomes
- Document and share models and practical lessons

# Three SSN Coaching Designs

- New Jersey
- North Carolina
- Oregon

# **New Jersey Center for Student Success Coaching**

Capturing and Documenting Learning  
through Coaching

# Context

The NJ Center for Student Success (CSS) works collaboratively with all 19 NJ community colleges to increase successful experiences and outcomes for community college students.

NJ CSS guiding principles focus on:

- Engagement and collaboration
- Data-driven decision-making
- Advocacy and policy development

# Plan & Design

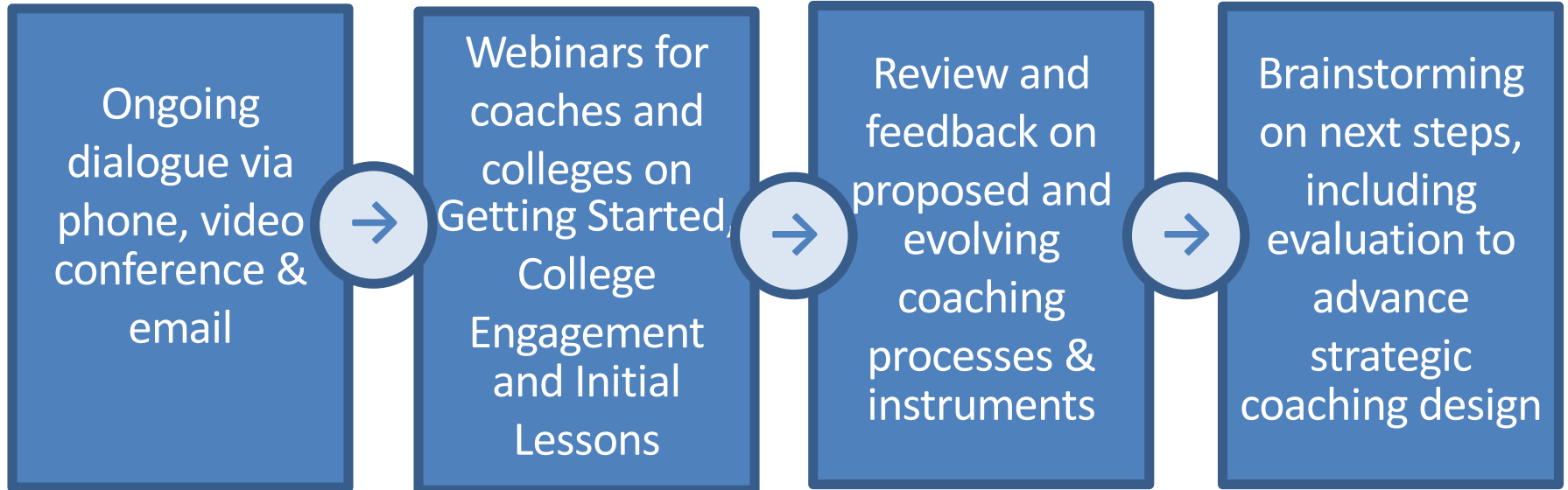
- Hybrid approach: Use assessment and deliver coaching to colleges to
  - identify or validate common beliefs
  - use data to identify areas of concern and improvement opportunities
  - capture improvement and growth to bolster future funding
- Select and align coaches with college needs (using RFP), with coaches conducting college site visits and using other communications



# Key Features

- Colleges choose coaches to enhance their ownership; approx. 2 coaches proposed for each college based on the RFP and then colleges choose
- Result: 7 coaches working with 12 colleges on guided pathways (GP) and/or college & career readiness
- Common reports on accomplishments and challenges
- Regular 1-on-1 and group coaching calls
- Formative evaluation and college follow-up on “value-add”

# CCRI Role



*“CCRI was instrumental in helping me think through the coaching model and helped me shape the questions so that I gathered valuable information needed to match colleges to coaches.”*

-- NJ SSC Executive Director

# North Carolina Student Success Center Coaching

Sharing Knowledge and Data through  
a Networked Improvement Community  
(NIC)

# Context

NC SSC launched Guided Pathways to Success (GPS) Network, a networked improvement community (NIC), to accelerate learning and advance student success reforms, increase internal capacity, and sustain improvements.

With a goal of implementing guided pathways reforms at 58 colleges, 17 colleges are in first cohort. All supported with institutes, coaches, and practitioner-facilitators.

Deep experience in networking practices provides foundational work and guides the NC GPS Network.

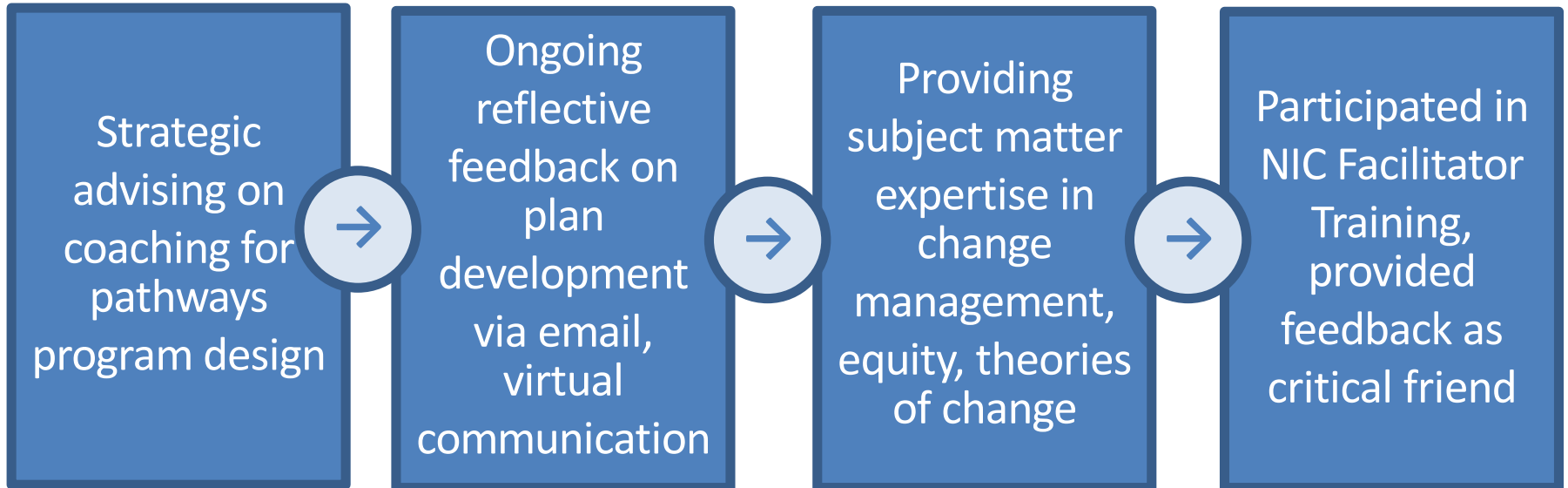
# Plan and Design

- Hybrid approach to coaching:
  - Validating and using assessment data (e.g SOAA)
  - Using assessment data for targeted PD, TA and coaching
- Scaling GPS practices with professional and organizational development
- Cultivate networked improvement community (NIC) to share knowledge and data
- Leverage resources for remaining cohorts

# Key Features

- NIC Facilitators in each college
  - Coach works closely with president, other leaders, NIC team, and all institution divisions
- Networked Improvement Community (NIC)
  - Practitioner-facilitators in training for cross-college collaboration
- Increase internal capacity using national partners and NC expertise to build additional NC “experts”

# CCRI Role



*“Your excellent research and practice in equity, change leadership, and organizational development have both inspired and informed me as I designed North Carolina's Guided Pathways project.”*

*-- NC SSC Executive Director*

# Oregon Student Success Center Coaching

Shifting Toward Transformative  
Change



# Context

The Oregon Student Success Center (ORSSC) serves as a hub for a statewide shift in focus from many transactional initiatives to an overarching transformational goal for all 17 Oregon community colleges.

The primary foci of the ORSSC are:

- Knit together research, policies, and promising practices to increase understanding & interconnectedness
- Assist colleges in the analysis and use of data
- Provide leadership, vision for future student success work
- Increase the focus on equity in change leadership

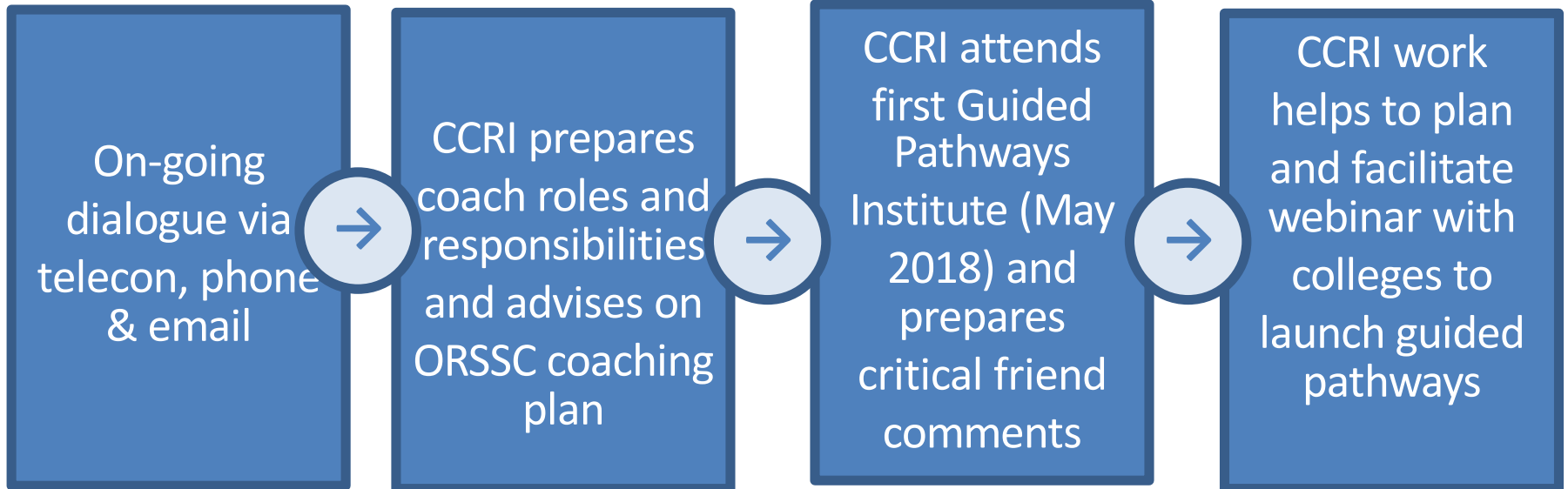
# Plan & Design

- Hybrid approach: using automated SOAA and deliver coaching to colleges to
  - Implement Scale of Adoption
  - Launch first cohort of Oregon CCs
  - Provide targeted technical assistance
  - Provide coaching for cohort colleges
- Employ a graduate student to support ED, engage experienced practitioners from AACCC Pathways Project cohort, and secure coach(es)

# Key Features

- Select cohort of 5 Oregon community colleges
  - Select 1 senior practitioner to serve as “super coach” (both Oregon and national experience)
  - Attend two institute meetings per year, May and November 2018
- Coach pairs with senior leader of AACCC Pathways Project college to conduct site visits
- Regular 1-on-1 coaching calls to assess needs and activities
- Periodic conversations with coach and colleges, with follow-up

# CCRI Role



*“Just like our students need support in a variety of areas to be successful, CCRI has provided flexible and customized support to the OSSC to successfully launch our first cohort.”*

*-- OR SSC Executive Director*

# Your Coaching Experience-Share Out

- Why did you use coaching?
- What is the coaching trying to accomplish?
- What are important factors impacting your coaching efforts?

# What We've Learned & Where We're Going

- Lessons Learned (Phase 1)
- New Developments (Phase 2)

# What Matters in SSC Coaching (Phase 1)

- SSC longevity and focus
- SSC executive director tenure, expertise and perspectives
- Coaching, facilitation, and/or subject matter expertise
- Guided Pathways (GP) and other reforms (e.g., college & career readiness, equity, system consolidation)
- College experience with technical assistance
- Focus on technical problems, organizational change, or instructional change

# GP Coaching Program (Phase 2)

## Designing and Implementing Strategic Evidence-based Coaching

- Advise on strategic evidence-based coaching – align coaching to college capacity building
- Support SSC design of coaching processes, protocols & tools
- Offer regular “check-ins” (phone, online)
- Conduct annual SSC visits (pair with major coaching event)
- Facilitate cross-SSC dialogue and networking on coaching



# GP Coaching Program (Phase 2)

## Advancing Evidence-based Coaching for Organizational Change and Student Success

- Deepen understanding and use of “evidence” in coaching
- Assist SSCs in linking coaching to assessment and inquiry
- Document coaching design adaptation and lessons learned for college improvements
- Link coaching to equity-minded coaching policies & practices

# GP Coaching Program (Phase 2)

## Sustaining an Evidence-based Culture of Improvement

- Assist SSCs to guide evidence-based coaching toward a shared culture of improvement
- Document the implementation and sustained use of coaching processes, tools and templates
- Disseminate lessons learned about coaching implementation and sustainability

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