

Staffing Plan for Gateway to College Programs

Gateway to College National Network (GtCNN) provides ideal job descriptions and hiring timelines, hosts a hiring webinar soon after partners are selected, and offers guidance and support throughout the hiring process (including, when invited, as part of the hiring committee for the program director position).

The initial staffing plan generally includes a full-time program director; full-time resource specialists with a 1:60 student ratio; instructional faculty and an administrative assistant/data liaison (see job summaries below); and support staff (e.g., tutors, academic lab facilitators, etc.). Resource specialists typically add one learning community of 20-25 students each semester, and additional resource specialists and faculty positions are added as necessary to meet the needs of a growing program.

Program Director: The program director provides overall leadership for the implementation and operation of the local Gateway to College program. A strong and experienced leader with proven supervisory skills and a commitment to continuous improvement is essential to the success of the program. In addition to managing the program faculty and staff, the program director will bring together a team of stakeholders from the college, community, and school district in order to leverage resources to support students as they earn high school credits and complete their diploma while simultaneously earning college credit. The following areas encompass the responsibilities of the program director:

- **Ensure program quality** by providing vision, program management, instructional leadership, and supervision of the local Gateway team; **continuously improve the program** through the collection, analysis, and use of data for evidence-based decision-making
- **Develop and maintain relationships** with key stakeholders in the college, school district, and community
- **Maintain fiscal accountability and sustainability** by monitoring the budget and providing complete and accurate financial reports
- **Keep pace with local and state policies and regulations** that impact the successful implementation of the Gateway to College program

Resource Specialists (Success Coach): Each GtC student receives wrap-around support from a dedicated resource specialist, who serves as a combination of counselor, coach, mentor, and advisor while the student is in the program and until they graduate. Resource specialists often teach the college success class during the initial Foundation Experience as well as a post-Foundation career exploration course. Resource specialists teaching any courses must meet college teaching requirements. An ideal resource specialist will combine case management and counseling experience with effective communication and teaching skills as well as knowledge of community college systems, local agencies and services. Resource Specialists are often highly involved in the process of new student outreach and selection.

Faculty: GtC instructors are college and/or high school faculty who teach the courses that are offered exclusively to Gateway students. GtC instructors collaborate with resource specialists to work as a student-centered team as they support students to complete their high school diploma and achieve college-readiness. In addition to an expertise in their subject matter, GtC instructors must have proven success teaching at-risk youth, experience teaching diverse populations, a desire to collaborate with peers in support of student success, and the ability to effectively utilize evidence-based teaching and learning practices in order to increase the academic performance and retention of the target population.

Administrative Assistant/Data Liaison: The Administrative Assistant is responsible for providing support and a broad range of services to the Gateway to College team, and is a key contributor to the effective operation of the program. The Administrative Assistant is dependable, well-organized and efficient; they strive to meet the needs of the program by maintaining program data, monitoring program budget, and coordinating and disseminating information between staff, faculty and other administrators. This position must be able to communicate effectively with students, staff and faculty from diverse cultural backgrounds. Additionally, the Administrative Assistant has exceptional attention to detail, is able to complete projects independently, and is flexible and willing to adapt on short notice.