Department: Education	Approval Date: 05/13/2025	Policy Number: 4030
Regulation Number: 1302.91(f) 1302.92(c)	Regulation Topic: Education and Child Development	Policy Title: Coaching Strategy

Policy:

Each MARC Head Start direct service provider will implement a coaching strategy following the Strengths-Based Coaching® model developed by the Francis Institute. MARC Head Start *Coaching Commitment* (Form 4030a) will be used to outline the expected work of the coach/coachee. MARC Head Start *Goals and Strategies* (Form 4030b) and *Coaching Log* (Form 4030c) will be used to document the work.

Coaching will be provided to teaching and home visiting staff by the person who also supports the education content area overall (referred to in this policy as Education Coordinator/Coach). A minimum of a baccalaureate degree in early childhood education, or a baccalaureate degree in a related field with 30 hours of early childhood education coursework is required for the position. Education Coordinators/Coaches will not serve as teaching or home visiting staff. Education Coordinators/Coaches will not serve as supervisors of teaching or home visiting staff.

The following ratios of Education Coordinators/Coaches to teaching and home visiting staff will be met. Education Coordinators/Coaches will support:

- As many as 10 teaching teams, if all classrooms are located at one site.
- From 6-8 teaching teams if classrooms are located at multiple sites.
- As many as 10 home visitors.
- From 6-8 teaching teams and home-based educators in combination.
- From 1-2 teaching teams or home-based educators if the Coach is designated as the Education Manager for a Tier 3 direct service provider.

These ratios will still be met when the coach supports a combination of Head Start/Early Head Start and non-Head Start/Early Head Start educators. If a direct service provider experiences challenges with meeting these ratios, the direct service provider will discuss their circumstances with MARC Head Start education manager.

Direct service providers will make efforts to avoid using education managers, coordinators and coaches as substitutes. This practice will allow coaches to maintain consistent support across multiple classrooms and fulfill the roles and responsibilities identified in their job descriptions. However, if using coaches as substitutes is unavoidable, the assignments will be short-term (several hours, one day, the length of training). Education managers, coordinators and coaches will not be used as long-term (days or weeks at a time) substitutes.

Education Coordinators/Coaches will have access to classrooms or home visits whenever Early Head Start or Head Start services are being provided.

Education Coordinators/Coaches will provide intensive, individualized coaching following the stages of the Strengths-Based Coaching model to at least two teachers, teaching teams, or home-based educators at a time. Identification of educators who would benefit most from intensive, individualized coaching will be based on the following criteria:

- Teaching or home visiting staff have participated in training and are working to implement new practices.
- Areas to strengthen have been identified through observation or document review.
- Areas to strengthen have been identified through analysis of data.
- Staff are new to their positions and need coaching for specific practices in addition to the orientation/onboarding to education, training, and general support.
- Staff wish to renew teaching or home visiting practices and enhance existing strengths.

Education Coordinators/Coaches will also facilitate group coaching (communities of practice) for cohorts of up to 5-6 teaching teams or up to 10 home-based educators, meeting with them at least monthly. The following criteria will be used to select topics for group coaching:

- Trends have been identified through classroom observation and document review.
- Trends have been identified through analysis of data.
- Trends have been identified in the Individual Professional Development Plans of teaching and home visiting staff.
- Teaching or home visiting staff have requested the topic with a desire to enhance existing strengths.

Documentation of group coaching will be uploaded into ChildPlus following *MARC Guidelines for Group Coaching into ChildPlus.* (Form 4030e).

Adherence to the above regulations and this policy is subject to random monitoring by MARC Head Start staff.

Effective Date: July 1, 2025