

MEMORANDUM

TO: DR. JESSICA BECKETT

FROM: EMILY MEADE

HARVEY KNOWLEDGE CENTER

DATE: 4/18/2022

SUBJECT: COACH TRAINING PROPOSAL

I am pleased to submit this Coach Training Proposal to the Harvey Knowledge Center (HKC). I hope that by submitting this proposal, the HKC staff will be able to take advantage of the opportunity that is presented and provide Coaches and office staff with a variety of specific and beneficial trainings and meetings. This proposal will cover all of the necessary steps that will be needed to ensure that a concrete training plan with many benefits is established.

After working at the HKC as an Academic Coach and Office Assistant, I have seen the opportunities and advantages that the center provides not only for HKC employees but the Radford University campus as a whole. I believe that by implementing an even more focused training plan, Coaches will gain more confidence in their coaching methods and be able to provide an advanced level of academic assistance to their peers. I also believe this new plan will help our center become a closer community, where all individuals of the center can feel welcomed and included each day.

In this proposal, I suggest requiring three Coach trainings per semester that focus on training-specific topics. I then propose an additional two social gatherings where Coaches and office staff can meet solely for socialization to build a closer community. I believe that by having specific focuses for each gathering and bringing in new ideas suggested by Coaches themselves, the Coaches will find trainings more beneficial. This plan has several advantages that will improve the HKC as a whole. First, specific training plans based on Coach input. Second, an increase in the community throughout the center. And third, an influx of RU students excited to be a part of the HKC community and meet with an Academic Coach. I will cover a range of topics within this proposal including a project plan, qualifications, budget, benefits, and input from Coaches.

Thank you for your time and consideration. I hope that this proposal opportunity will prove beneficial in providing HKC Coaches and staff with more in-depth training sessions and social gatherings as well as provide an overall increase of stability and community throughout the HKC. If you have any questions or need further information, please contact me at 540-250-6487 or email [meadeemily15@gmail.com].

Coach Training Proposal

Prepared By
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Prepared For
Dr. Jessica Beckett

APRIL 2022

Executive Summary

This proposal opportunity was written to increase the number of Coach trainings and social gatherings provided to Radford University Harvey Knowledge Center (HKC) Coaches and office staff. In this proposal, I propose to increase the amount of Coach training-specific meetings to three per semester, as well as two meetings solely for socialization (one of which will be on campus and involve inviting all RU students). After hearing feedback from multiple HKC Coaches, I have determined that the best way to bring the HKC together and provide the most beneficial coaching sessions to fellow RU students, is to provide Coaches with more opportunities to meet as a group for trainings that are focused on specific elements. Not only will this boost the confidence level of Coaches and office staff, but I predict seeing an influx of students to the HKC after specific measures are taken.

With the occurrence of the COVID-19 pandemic, the community of the HKC has slowly declined due to the lack of in-person interaction. After hearing feedback from HKC employees, I believe that providing Coaches and office staff with the opportunity to meet as a group without the stresses of training will prove beneficial to the overall community within the HKC. I believe that by building a stronger community, there will be even more opportunities to get out on campus and show what the Harvey Knowledge Center is.

My plan to increase trainings and meetings is fairly simple. In four phases, the HKC will be able to gain the necessary information and begin implementing a new training and meeting plan for the HKC. Here is my plan:

Phase One: Send out a Coach training survey (already completed)

Phase Two: Create a step-by-step plan

Phase Three: Determine a budget

Phase Four: Evaluation/Outcomes assessment

The Harvey Knowledge Center is known for providing the most beneficial academic assistance to RU students. By implementing this new plan, Coaches will be able to provide even better assistance to their peers while also building friendships and community within the center. Some Coaches have already contributed their ideas to this plan. By working as a team, I believe that this plan will prove very beneficial for years to come.

The advantages of this plan are extensive. Not only will Coaches become more advanced in their coaching methods while also building relationships with their HKC peers, but there will also be new opportunities offered to the HKC that haven't been there before (such as guest speakers at trainings and the opportunity to involve RU students outside of the HKC community). The excitement that comes with these new plans will get HKC staff talking and hopefully, in turn, bring more students to the center.

Thank you for taking the time to look over my proposal, I have greatly enjoyed my time working at the Harvey Knowledge Center whilst being a student at RU, and hope that my ideas and findings will prove beneficial to the center in the future.

Introduction

As a center dedicated to providing the best Academic Coaches possible to support Radford University students, the Harvey Knowledge Center (HKC) focuses on supporting students in a setting where they can achieve their academic goals and gain confidence and skill while navigating their courses throughout their college career.

While HKC Coaches are well-versed in their Coaching expertise, there are only a limited amount of Coach training opportunities throughout each semester. When Coaches are not consistently exposed to new ideas, trainings, and opportunities, motivation can be lost. The HKC as a whole depends upon community and the strive that Coaches have to be the best they can be in order to continually help fellow students.

For the HKC to grow and for Coaches and staff to continue assisting RU students to the best of their ability, this proposal suggests that there be more Coach trainings and social gatherings offered to the HKC staff throughout each semester.

The opportunity for growth within the HKC is at a high. Coaches are interested in learning more about coaching and want to be the best they can be to help their fellow classmates. By providing Coaches with in-depth, pre-planned trainings, Coaches will be able to gain more knowledge on how to help students while also gaining confidence in their coaching methods.

By providing Coaches and HKC staff with additional social meetings that are not specifically dedicated to training, the HKC community can build stronger bonds and have the opportunity for socialization that has been lacking greatly due to the recent occurrence of the Covid-19 pandemic.

In this proposal, I will outline the opportunity available to the HKC by detailing the steps necessary to build and implement a new coach training and meeting plan for an academic semester. Second, I will offer a plan for putting the new training and meeting plans into action. Third, I will review the qualifications of the HKC staff and those who will be in charge of implementing the new plans. And finally, I will go over the budget of what will be needed to ensure each training and meeting goes according to plan and that the necessary items are present for each gathering.

My goal is to show you how the HKC would benefit greatly by expanding the opportunities given to Coaches and staff and how, in turn, RU as a whole would benefit from the services offered by the HKC.

Current Situation

The Harvey Knowledge Center (HKC) at Radford University focuses on supporting students to help them achieve their academic goals. By offering free academic coaching, the center can help students expand their knowledge, become confident in their courses, build concrete study plans, and build relationships with fellow RU students. For students, having an Academic Coach available to support them can make or break their experience at RU. If HKC Coaches are not consistently trained to meet students' needs, unintended consequences can occur.

One of the main causes of the current situation is that HKC Coaches are not presented with enough opportunities to expand their knowledge of coaching while also being unable to interact with their peers by attending Coach trainings and social gatherings.

By Coaches not being able to maintain a consistent training schedule and upkeep of social interaction with other Coaches, a lack of community within the center has emerged. When Coaches do not attend enough trainings, they slowly begin to lose confidence in their coaching sessions; students also become hesitant to make appointments when they are aware that an HKC Coach is inexperienced or when they have met with a Coach and feel that the Coach is unable to assist them with their needs due to a lack of training.

The potential consequences of not requiring Coaches to have consistent trainings and meetings throughout the semester can cause consequences not only for students but also for Coaches, office staff, and the HKC as a whole. Some of these problems include ineffective coaching sessions, lack of communication between Coaches and office staff, lack of group problem solving, and a decrease in student appointments.

By providing HKC Coaches with more opportunities for coach-focused training sessions as well as social gatherings with their peers, the HKC will be able to produce a group of well-rounded, educated, and confident Coaches available to assist RU students with all of their academic goals and needs, while also maintaining strong work relationships with fellow Coaches and HKC staff.

Project Plan

An increase in the number of Coach trainings and meetings provided for the Harvey Knowledge Center (HKC) staff requires a plan that will be beneficial to the HKC as a whole. I believe that by providing Coaches with more training opportunities and social gatherings, the HKC will see a greater influx of Radford University students making appointments as well as an overall stronger community within the HKC. Successful implementation of this opportunity will meet the following objectives:

- Provide Coaches with three coaching-specific training sessions and two social meetings throughout one semester.
- Receive a better response from Coaches regarding the trainings/meetings they attend.
- Coaches will become more confident within their coaching sessions.
- An overall increase in socializing and connecting with others throughout the HKC.
- Improve the way Coaches present information to students and how they complete a successful training session.
- Provide Coaches with outside resources and information by bringing in 1–2 guest speakers throughout the semester.
- Provide Starfish-specific training for Coaches and Office Staff.

To meet these objectives, I propose that the HKC provide a mixture of both training-specific meetings as well as meetings solely for socialization. The advantage of providing more meetings that are focused on specific topics will provide Coaches with opportunities to both meet together

to gain knowledge and in-depth training and also to engage with each other socially while not having the pressure of attending a training.

My plan will be implemented in four phases. The first step of this proposal has already been completed. I have sent out a survey to HKC Coaches that focused on gaining their thoughts and feelings towards Coach trainings that they have previously attended, and for new Coaches to talk about what they would like to see from the upcoming trainings that they will be attending. The result of this survey is what prompted this proposal (survey results are located at the end of this proposal.) Second, I will develop a step-by-step plan for each coach training and meeting. Third, I will determine the costs for each Coach training and meeting. And finally, I will provide an evaluation of the outcomes of this plan. The four major phases will provide very important information on how the HKC can improve Coach trainings and meetings while also developing a concrete plan of how each training and meeting will look, giving the entire process more structure and in turn, the overall success of the center as a whole.

Phase One: Sending Out Coach Survey (Completed — See end of proposal for full results)

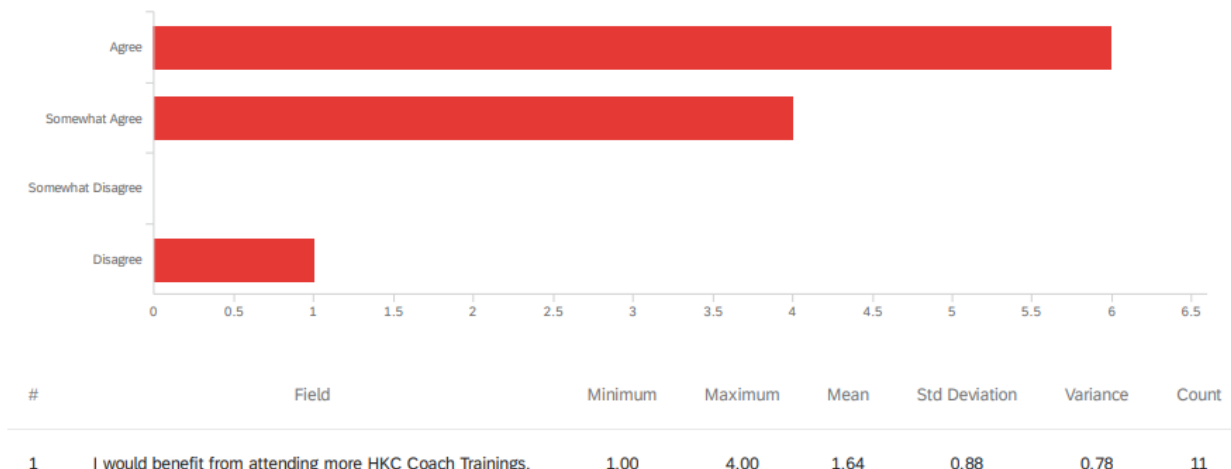
Before developing any plans for future trainings and meetings, it is important to gather information from current Coaches on their thoughts and opinions of the trainings/meetings they have previously attended as well as the opinions of new Coaches regarding what they would like to see and gain from the upcoming trainings. After sending out the survey, the responses gathered indicate that the HKC staff would benefit greatly from attending more trainings as well as social gatherings (See figure 1 and 2 for Coach survey results that indicate Coaches would benefit from more trainings and social gatherings.) The survey gathered specific, anonymous replies from Coaches and Graduate Assistants that provided information about what they feel should be added, taken away, etc. to the coach trainings and meetings. The survey also provided an opportunity to learn what the Coaches feel they could benefit more or less from within each training.

Figure 1



Figure 2:

Q6 - I would benefit from attending more HKC Coach Trainings.



The objectives of this phase include:

- Gaining as much information as possible from HKC Coaches about their experience from previous Coach trainings and what they would like to gain from future trainings and meetings.
- Talking in person with Coaches to gather information regarding their thoughts, feelings, and suggestions for the trainings/meetings.
- Provide a progress report of all of the survey results.

Phase one has already been completed within two weeks after the initial survey was sent out. This gave Coaches enough time to take the survey and submit their honest thoughts and opinions about HKC Coach trainings and meetings. This survey also provided information about what steps need to be taken to form a concrete training and meeting plan, the basis of this proposal — [See complete Coach survey results at the end of this proposal.](#)

Phase Two: Creating A Step-By-Step Plan

After the results from the Coach survey have been received back and viewed, it will be easier to develop a step-by-step plan for future Coach trainings and meetings that focus more on what the Coaches would like to see happen. There will be a step-by-step plan created for three coach-specific trainings as well as two social gatherings per semester (one of which will be on campus and include other RU students in order to expand the centers reach). Each training plan will detail the specific training aspects that should be covered in one individual meeting. Each social meeting will also have a step-by-step plan that will detail the activities being done in the meeting.

The objectives of this phase include:

- Create a step-by-step plan that highlights some of the key points found in the survey results.
- Create a plan for three coaching-specific trainings and two social meetings that have specific goals for each.
- Develop a timeframe and location for each training and meeting.
- Determine which Coaches are to attend the meeting at specific times.

Phase two will be completed within four weeks after viewing all Coach survey results. The result will be the creation of a very detailed plan for each Coach training and social gathering that will provide Coaches with both knowledge and social connections.

Phase Three: Determining Costs

Once the step-by-step plans are finalized, the cost of each Coach training and meeting will need to be determined. There will be several factors that need to be taken into consideration when determining the cost for each training and meeting. Some of the main price points that need to be acknowledged include employee pay, food, activities, and guest speakers.

The objectives of this phase include:

- Locating an RU campus food menu and determining the price for the group.
- Determining a meal plan for meetings that food will be provided at.
- Determining if any people attending the trainings and meetings have food allergies or preferences.
- Determining a cost for each specific planned activity.
- Determining how much money will go into employee pay.
- Determining the cost of guest speakers or visitors.

Phase three will be completed within three weeks after determining a set plan for each Coach meeting and training. During this phase, responses from attendees about food allergies and preferences will need to be gathered. After determining this, a set meal plan will be developed and final cost can be determined. The result of this plan will be an overall cost range of what each training and meeting will look like within the HKC budget.

Phase Four: Evaluation (Outcomes Assessment)

After all plans are in place, the HKC will hold the necessary number of trainings and meetings throughout one semester. At the end of the first semester, after new trainings and meetings have been implemented, an evaluation/survey will be sent to Coaches and office staff to gather data on what has changed since the new plans have been in progress. The survey will be similar to the survey sent at the beginning of the process.

The objectives of this phase include:

- Gathering information from Coaches and office staff after implementation of new Coach meetings and trainings after one whole semester.
- Determining any other adjustments that the HKC will need in order to be successful.

Phase four will be completed within three weeks after the end of the first semester when the new plans have been implemented. This will give HKC Coaches and office staff enough time to gather their thoughts and submit a well-thought-out, detailed response about how they feel the new training sessions and meetings are going for the HKC. This will also give HKC directors, supervisors, and any other persons responsible for providing Coach trainings and meetings to look over the gathered information and plan for the following semester's trainings and meetings.

Qualifications

The Radford University Harvey Knowledge Center (HKC) strives to support students in achieving their academic goals. By offering free coaching/tutoring to all RU students, The HKC can increase students' confidence and help them in navigating not only their coursework but their overall college experience and time at RU. The HKC's focus is to help students create their own ways of learning that can go beyond the original reason for their visit to the center.

Within the past two years, student college enrollment has declined. Oftentimes students don't feel supported by their university or feel that they are not able to complete their courses confidently. By developing this new Coach training/meeting plan, Coaches will be able to provide students with beneficial Coaching sessions that will give students the motivation to continue down their college path.

Everyone involved in implementing the necessary steps to provide Coaches with adequate trainings is extremely qualified. All persons involved in this plan are students or staff that are familiar with the inner workings of the Harvey Knowledge Center and are knowledgeable about how the center runs and operates. This puts the HKC in a unique position to be able to provide more beneficial trainings and meetings for their Coaches while expanding their reach to RU students.

Since HKC staff is already familiar with providing Coaches with some training sessions throughout the semester, extending the range of coaching sessions and the material offered in each session will be achievable. The supervising staff of the HKC all have extensive knowledge about how the HKC operates.

- Dr. Jessica Beckett, *Director* of the HKC supervises every employee of the center and works strenuously to provide the best services possible for RU students.
- Billie Mullins, *Literacy Support Specialist*, works closely with both Academic Coaches and Graduate Assistants to ensure that everything is running smoothly between mentors and their Coaches.

Both Jessica and Billie have previously designed the plans for Coach trainings and meetings and after each training, they have come together to gain information on what steps to take next to ensure Coaches are prepared for their individual coaching sessions. And lastly,

- April Turner, *Center Coordinator*, manages the Office Assistants who are responsible for making appointments and are the first people that students see when they enter the center. In the past, April has also given suggestions to make HKC Coach trainings and meetings more beneficial.

By all three supervisors and office staff including Office Assistants, Coaches, and Graduate Assistants working together, the new implementation of this plan is easily obtainable.

By receiving information from a significant number of HKC employees, especially Coaches, from the Coaching survey, not only will key members of this project be involved, but the entire center will be working together as a whole to create Coach trainings and staff meetings that are beneficial for all HKC employees. It takes the entire HKC to make this plan run smoothly and to gain lasting results. By providing more opportunities for growth to the HKC Coaches and staff, the center will be able to expand its reach on the RU Campus and gain more student interest.

Budget

There will be a reasonable budget necessary to provide more Coach trainings and meetings for Harvey Knowledge Center (HKC) staff. The two main aspects that will require HKC funds to be used are the necessary supplies for each training/meeting as well as food costs and extras (including guest speakers).

There will be a set budget of \$520 for each training and meeting depending on what activities take place. According to the Radford University campus menu, which has previously provided food for HKC trainings, the standard price per person is \$12. The maximum number of occupants that typically attend HKC trainings/meetings is between 25 and 35 people. This would result in a food budget of \$420 maximum per meeting.

Food will be offered at Coach social gatherings/meetings in place of having food at trainings. According to the survey results, a majority of Coaches/staff feel that training-specific meetings should be a shorter time and only be focused on training. I propose that food be provided at social gatherings instead of Coach trainings, this way Coaches can focus solely on their training at one meeting, and focus on fun, socializing, and eating food at the social gatherings. Since there will be no food cost at trainings, the \$420 budget will go towards activities done at the trainings instead. This can include team-building exercises, guest speakers, or any other beneficial activities.

The goal is to have each Coach training/meeting hold a maximum budget of \$520. There will be no additional costs. All material used in trainings will be virtual so no printing costs will be necessary. The staff present at the trainings will be donating their time towards the trainings so there will be no pay. Each Coach will be required to block two of their office hours for the week and instead use those hours for the training or meeting, this will result in the same amount of pay that Coaches would normally receive.

The goal is for any guest speakers to donate their time to talk with HKC Coaches. There will be a small portion of the budget that will be optional to use for guest visitors or other unique opportunities that can be brought into the HKC trainings.

Conclusion: The benefits of more HKC Coach trainings/meetings

By providing Harvey Knowledge Center (HKC) Coaches with new and improved trainings and social meetings, I believe that there will be an overall improvement throughout the entire HKC. I feel that when offered these new opportunities, Coaches will find more confidence in themselves and be able to provide students with even better coaching sessions than they have previously.

There are many advantages to this plan if it were to be implemented in the HKC. If the center does not take advantage of these opportunities, they may experience unwanted feedback from Coaches, office staff, students, etc.

By providing Coaches and office staff with ample opportunities for involvement and growth, there will be a rise in the community throughout the HKC family and in turn, an influx of students seeking guidance and community among HKC employees.

By moving forward with these plans, the HKC will gain more student interest and maintain its good name with the university. One of the main benefits of this plan is to gain more positive feedback than has previously been collected from Coaches, office staff, and students.

The step-by-step training plans that will be made for each training will benefit the center for semesters to come by giving Coaches different opportunities each time and the ability to learn and engage with others. They will never be met with the same training material at each session. Long-term results will stem from this plan by making the HKC accessible to all RU students while providing them with highly trained and confident Coaches.

Thank you for allowing me the opportunity to work with you on this project. I am looking forward to discussing this plan in greater depth and hearing your thoughts and opinions about the next steps to take.

If you have any questions, suggestions, concerns, or improvements for my plan, please call me at 540-250-6487, or, you can email me at [meadeemily15@gmail.com].

Works Consulted

“About: Harvey Knowledge Center: Radford University.” *About / Harvey Knowledge Center / Radford University*, <https://www.radford.edu/content/harvey-knowledge-center/home/about.html>.

“Dine on Campus.” *Dine On Campus*, <https://dineoncampus.com/radford/>.

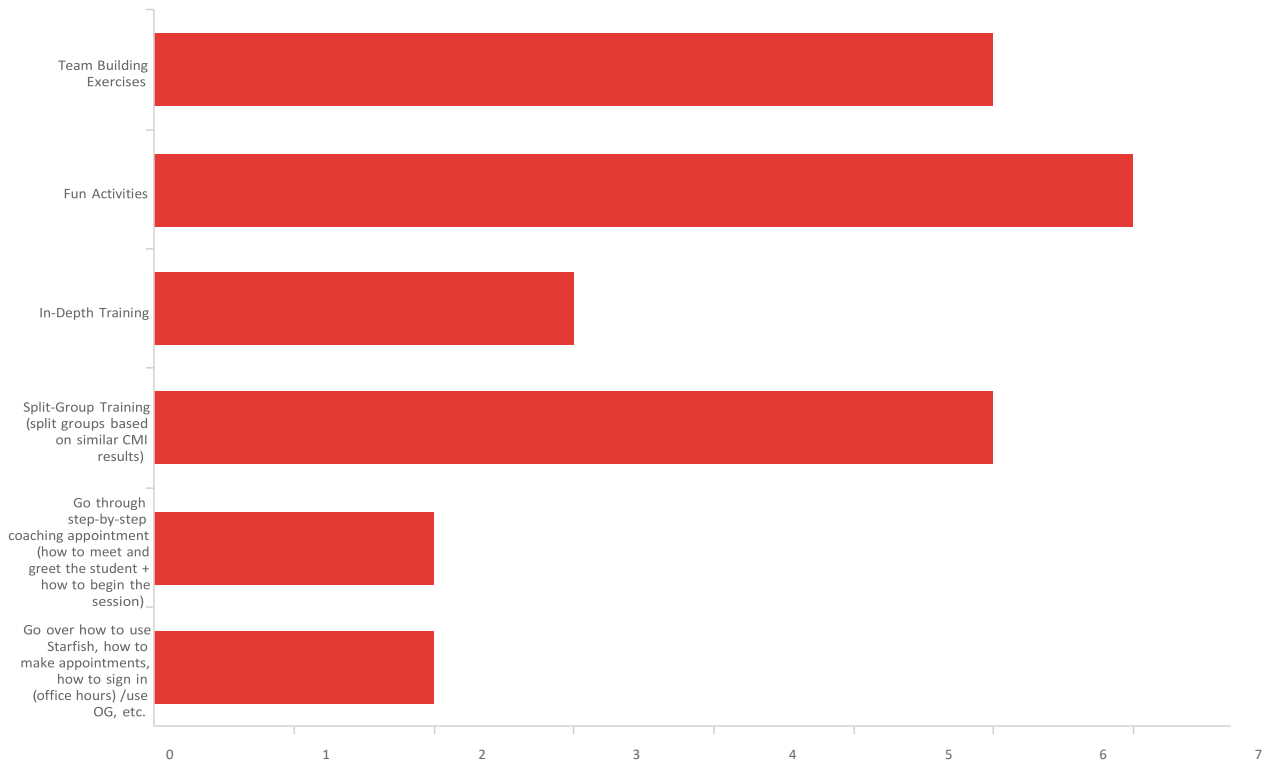
Qualtrics. “HKC Coach Survey.” *Qfreeaccountssjc1.az1.Qualtrics.com*, https://qfreeaccountssjc1.az1.qualtrics.com/reporting-dashboard/web/624b6daf6c4be8000fda0248/pages/Page_97b5d8af-8317-4a60-a110-b77ffafdd547/view?surveyId=SV_6xsiMPzA5UCPbNk.

Default Report

HKC Coach Training Survey

March 2, 2022 8:15 AM MST

Q1 - What would you like to do more of during the HKC Coach Trainings? (Select all that apply)



Q2 - What would you add to the HKC Coach Trainings that would benefit you personally?

More models/examples of how to do things (how to ask questions in meetings, different ways to study, etc.)

More concrete topics to discuss in groups

More time spent going over Starfish

More information on handling special needs students

Letting me sit in on a session and see how other people teach

Just getting a chance to talk with other coaches and hear their experiences helps me a lot. I learn about different styles and approaches that way.

I would like to add professional trainings that would potentially help us learn skills that we could display in our coaching & in our future professional careers. Maybe a speaker or something like that.

I think you have some great ideas on here Emily and it would be super cool to put some into effect!

I feel like I like the way they are

Q3 - What would you add to the HKC Coach Trainings that would benefit not only you, but other coaches as well?

Team bonding/getting to know your coworkers' activities and games

time spent in groups

More group discussions

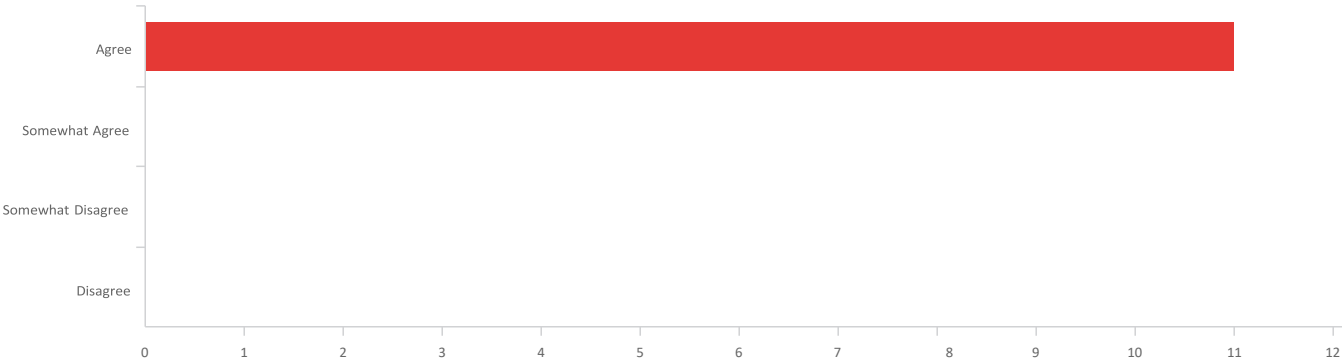
Same as above

I think the chance to engage with other coaches would benefit others as well. Hearing all the different approaches is very beneficial when you are working with all kinds of students.

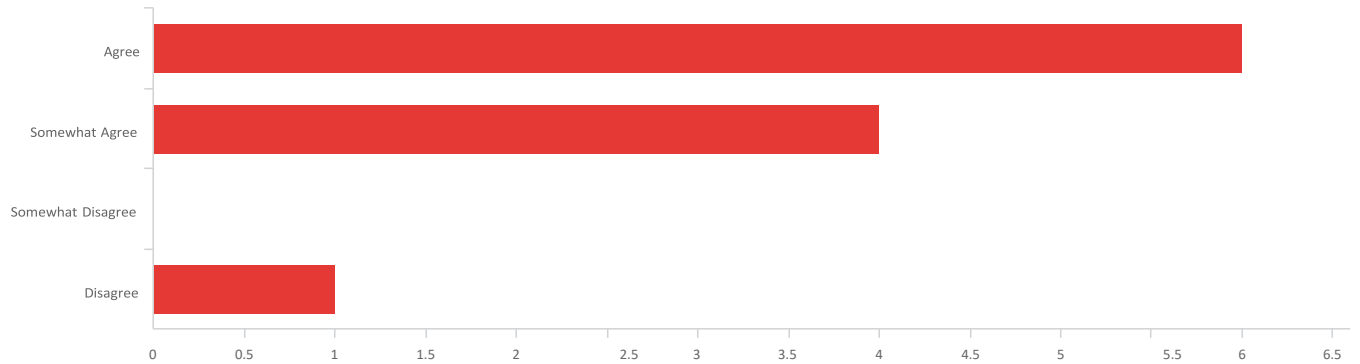
I would like to add professional trainings that would potentially help us learn skills that we could display in our coaching & in our future professional careers. Maybe a speaker or something like that.

that everyone feels a little more comfortable to speak to get more opinions

Q4 - After HKC Coach Trainings, I feel confident enough to assist the students that make appointments with me.



Q5 - I would benefit from attending more HKC Coach Trainings.



Q6 - List below what your favorite part of the HKC Coach Trainings has been so far.

The sense of community, interacting/getting to know other coaches

Meeting some of the other coaches

The team collaborating

Cupcakes

talking with other coaches and getting their experience and thoughts

Interacting with other coaches and learning from them while doing something fun (like decorating cupcakes).

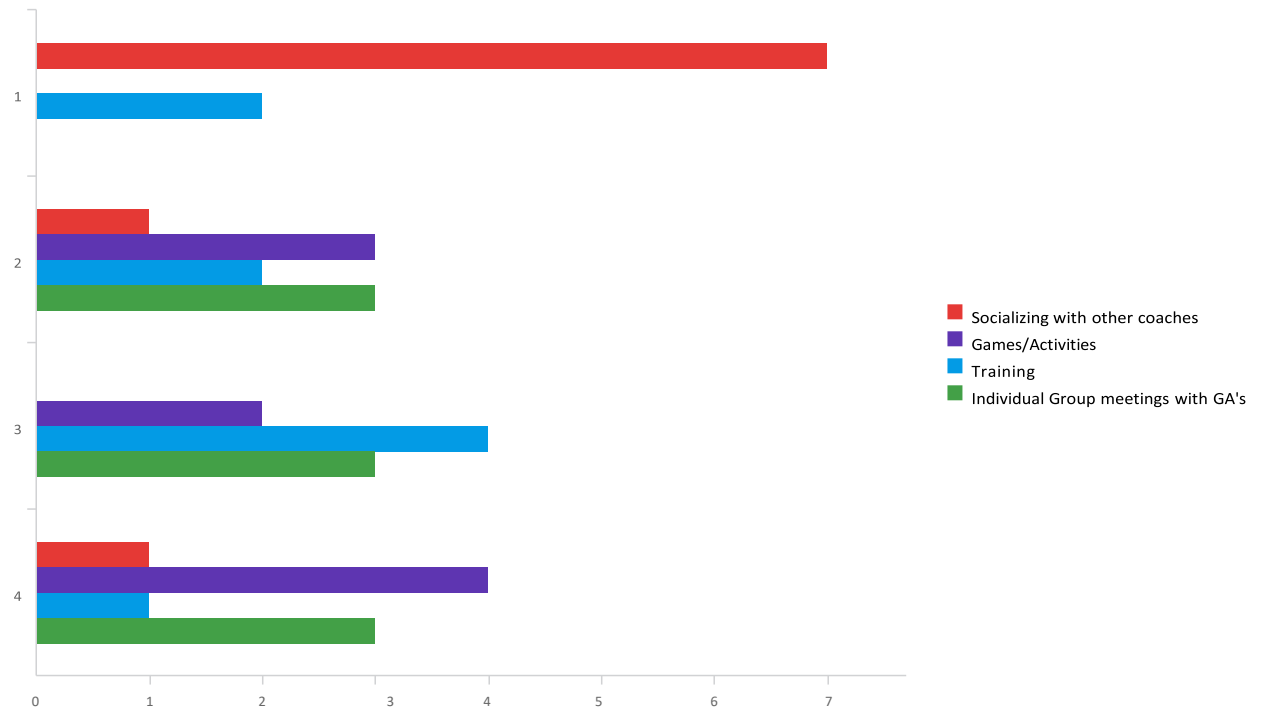
I like socializing with other coaches.

The community

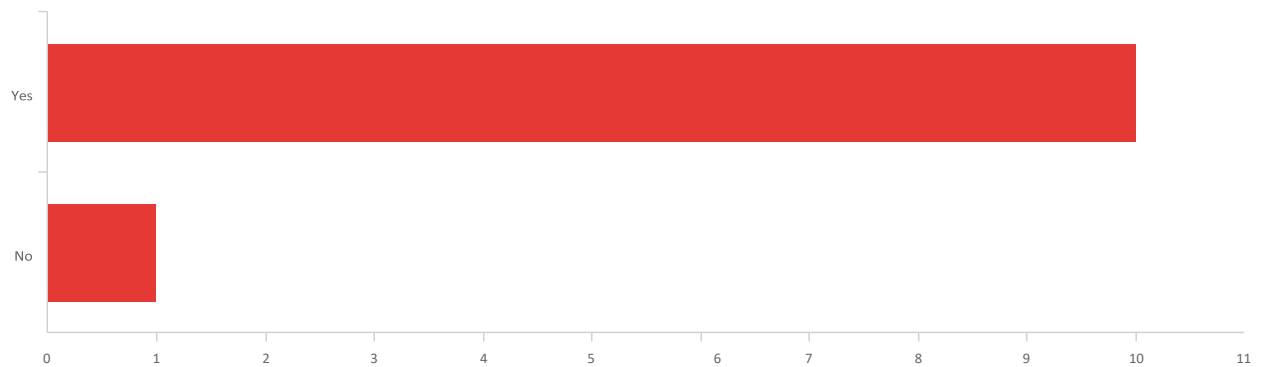
Fun activities

getting to talk to everyone

Q7 - Rank in order the tasks you feel are most important to least important to accomplish during HKC Coach Trainings.



Q8 - Would you be interested in meeting as a group more often? (Not only just for training but for socializing and fun activities?)



Q9 - Please state any other comments, opinions, recommendations, etc. that you have regarding HKC Coach Trainings.

I have really enjoyed all of it and think that it has been extremely helpful

For the previous section, I would like to meet more often, but maybe within a smaller time frame if it would be often.

Too many repeat meetings, I've heard all of this before, and I get bored and antsy. It makes me feel like the staff doesn't actually think we can do our jobs properly and need to be reminded about how to coach.

End of Report