



Staffing. Program staff is experienced with at-risk youth program delivery. An initial staffing plan includes a full-time director; administrative assistant; two full-time resource specialists (student counselor, coach, mentor, advisor); reading, writing, and math faculty (often part-time adjuncts); and support staff (e.g., tutors, academic lab facilitators). Faculty hold masters degrees to meet highly qualified requirements.

Evidence at start-up

- A staffing plan is in place that maps out future staffing and training needs.
- Any college bargaining unit agreements or counseling department protocols have been discussed in order to allow Gateway staff to teach courses.
- Each learning community has been assigned a dedicated resource specialist who is limited to one new learning community per term.

Evidence of mature implementation

- Grant monies or new partnerships are sought for additional staffing to augment services.
- RSs are ideally given the occasional term off from a new learning community to limit staff burnout, promote special projects work, and equalize student case loads.
- New-hires receive assistance and training to carry out the Gateway philosophy of teaching and support.