



Scope of Work

Middle Leadership Academy (Academy) Team Facilitator

Overview

The CSU Student Success Network—an independent network launched in 2016—serves as a catalyst for change across the California State University system. Supporting middle leaders across the CSU by creating spaces for professional learning, reflection, and collaboration. Our purpose is to bring together CSU students, staff, faculty, and administrators to reimagine structures and practices that advance equity, belonging, and student success.

The Middle Leadership Academy (Academy) is the Network’s year-long professional learning experience for CSU campus teams composed of students, staff, administrators, researchers, and faculty. Through a problem-based learning model, teams “lead from the middle” to address institutional challenges related to student learning, engagement, progression, and completion, particularly closing opportunity and outcome gaps to help shape a more inclusive, just, and student-centered future for California’s student population.

Role of the Team Facilitator

Academy Team Facilitators serve as **coaches, thought partners, and connectors** for their assigned campus teams throughout the year-long academic journey. They support reflective inquiry, guide sense-making, help teams remain aligned with Academy values and goals, and serve as a liaison between the Academy leadership and campus teams.

Facilitators are *not* project managers or content experts for every topic; rather, they model collaborative leadership, ask powerful questions, surface equity considerations, and help teams navigate complexity.

Key Responsibilities & Deliverables

1. Team Launch Meeting (Fall)
 - a. Facilitate a Team Launch Meeting with the assigned campus team (team lead and team members).
 - b. Orient the team to Academy goals, expectations, timelines, and values.
 - c. Support team agreement on roles, norms, and project focus.
2. Before Academy Sessions
 - a. Participate in facilitator orientation, onboarding sessions, and check-ins with



- Academy leadership.
 - b. Provide feedback on session design and curriculum as requested.
 - c. Support preparation of materials or co-facilitation of content, depending on expertise and comfort.
 - d. Reinforce communication from the Network regarding deadlines, participation expectations, and team engagement.
3. During Academy Sessions
- a. Attend all in-person and virtual Academy sessions.
 - b. Work directly with the assigned team during sessions by:
 - i. engaging with the team and asking clarifying and generative questions;
 - ii. supporting critical reflection and dialogue;
 - iii. observing team dynamics and power considerations; and
 - iv. acting as a bridge between the team and the Academy Leadership.
 - c. Participate in facilitator pre-session meetings and debriefs.
 - d. Present or co-facilitate session content when appropriate.
4. Between and After Sessions
- a. Establish a regular check-in cadence with the campus team (team lead and/or full team).
 - b. Support teams in navigating challenges related to implementation, institutional barriers, and change leadership.
 - c. Prepare to share updates with Academy Director/Academy Leadership team, such as team progress to date, key challenges or tensions, and support needs or patterns to put on their radar.
5. Professional Conduct
- a. Commitment to uphold the Network's Code of Conduct (listed below), including commitments to equity, respectful dialogue, and Network conversational values.

Please visit the Network's website for [important dates](#).

[Apply Here](#)



Academy Facilitator Code of Conduct

As a Middle Leadership Academy (Academy) Facilitator you represent the Academy, and more broadly the CSU Student Success Network (Network), in your interactions with the campus teams, and their individual members. This extends to all meetings and communications with the campus teams during Academy sessions and during out-of-Academy meetings that you may hold before and after the formal sessions. Given your role, we request that facilitators do their best to keep the following principles and codes of conduct in mind. By signing this document, you agree to:

- Be respectful in your interactions with your assigned team and individual team members. While establishing good rapport and a trusting relationship is important, be mindful of tone and informal conversational styles that could be interpreted as offensive.
- Assume that information shared with you is confidential and not to be discussed with others outside of your campus team unless otherwise granted permission to do so. When in doubt, it is always best to ask. Likewise, do not share information you are privy to with your campus team that comes from sources that are not otherwise publicly available regarding other CSU campuses (including your own).
- Report any incident to the Academy Director or Network Leadership in which a team member or you yourself experience an interaction that felt hostile, aggressive, or offensive as soon as possible.
- Please be mindful of assigned responsibilities in your capacity as a facilitator. If you are unable to complete an assigned task, please notify the Academy Director as soon as possible.



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