

# Santa Rosa Junior College

## Program Resource Planning Process

### Welcome and Connect Center 2019

#### 1.1a Mission

The Student Success & Assessment Services Department, currently referred to as the Welcome and Connect Center provides onboarding and retention services.

Our mission is to support first year achievement goals, and to increase retention from fall to spring, and fall to fall.

These services include:

- the implementation of AB705 compliant placement practices including a high quality student experience that provides accurate information about placement rights and options
- assistance with college processes such as admissions, registration, financial aid paperwork, and campus technology
- new student needs assessment and connection to campus resources and matriculation services
- peer coaching services
- first year retention services

In all onboarding and retention services the staff, and first year peer coaches provide quality customer services, follow research based retention practices, and maintain a high knowledge base of campus resources and processes.

#### 1.1b Mission Alignment

The mission of the Welcome & Connect Center aligns with the District's vision, mission, values, and strategic goals and objectives of student development, learning, success, and serving diverse communities. In particular, the Assessment provides services that meet the following goals and objectives of the new District Strategic Plan:

A1: Expand and sustain access by eliminating barriers, and delivering services effectively through current technologies;

A4: Enhance cultural competency to better serve all student populations including the increasing Latinx;

B3: Integrate academic and student support services across the college;

C1: Identify the educational needs of our changing demographics and develop appropriate and innovative programs and services;

D1-D4: Provide, enhance, integrate and continuously facilities and technologies in order to enhance learning and working environment;

E3-E4: Promote social and economic equity in the communities we serve; leverage resources, partner with our communities;

F1-F2: Foster an environment focused collegiality and mutual respect in regards to cultural and individual perspectives; implement an exemplary professional development program for all employees

H1-2: Pursue continuous quality improvement strategies to achieve greater effectiveness and efficiency; enhance internal and external communication systems.

The Department staff works collaboratively to set goals and to achieve them through collective efforts. These include:

- the implementation of AB705 compliant placement practices including a high quality student experience that provides accurate information about placement rights and options
- assistance with college processes such as admissions, registration, financial aid paperwork, and campus technology
- new student needs assessment and connection to campus resources and matriculation services
- peer coaching services
- first year retention services

In all onboarding and retention services the staff, and first year peer coaches provide quality customer services, follow research based retention practices, and maintain a high knowledge base of campus resources and processes.

The Department continues to assess its services program to ensure that its mission is attuned to the district strategic goal of supporting student success.

## 1.1c Description

The Student Success & Assessment Services Department, currently referred to as the Welcome and Connect Center provides onboarding and retention services.

These services include:

- the implementation of AB705 compliant placement practices including a high quality student experience that provides accurate information about placement rights and options
- assistance with college processes such as admissions, registration, financial aid paperwork, and campus technology
- new student needs assessment and connection to campus resources and matriculation services

- peer coaching services
- first year retention services

In all onboarding and retention services the staff, and first year peer coaches provide quality customer services, follow research based retention practices, and maintain a high knowledge base of campus resources and processes.

## 1.1d Hours of Office Operation and Service by Location

The Welcome & Connect Center is open Monday - Friday, 8am-5pm. The Center oversees the coordination of Saturday Services each term and fully operates on each of those Saturdays.

## 1.2 Program/Unit Context and Environmental Scan

The Student Centered Funding Formula, Guided Pathways, and SEA goals are rooted in principles that call for monitoring and supporting first year achievements with a particular eye towards momentum points and milestones.

### **We know:**

- Students who are fully matriculated complete at a higher rate
- Students who are fully matriculated gain priority registration and access to classes with a high fill rate (math and English)
- Student who enter math and English during thier first year gain access to to more upper division courses and complete their degree faster
- AB540 students face increased barriers
- Low-income students face barriers to access and success in community colleges
- First generation student success rates are disproportionate

### **The Welcome and Connect Center helps to address and support this knowledge base in the following ways:**

- **Students who are fully matriculated complete at a higher rate**
  - Facilitates accurate and streamlined placement information and processes
  - Promote priority registration requirements and deadlines
  - Provide peer to peer information to suggest how to leverage an ed planning counseling appointment (prepare, research, ask correct questions)
- **Students who are fully matriculated gain priority registration and access to classes with a high fill rate (math and English)**
  - Concerted effort to reach students to get priority to use it for the purpose stated above

- **Student who enter and complete math and English during thier first year gain access to to more upper division courses and complete their degree faster**
  - Concerted effort to reach students who accesssed math or English in Fall to take the alternative course in spring so that both transferable math and English are compelted during year one
  - SRJCRReady programming to support success in transfer level math and English with emphasis on a load with corequisite (target audience those who enrolled in math or E)
  - Students enrolled in math or English in first year are considered high touch and are receiving weekly inreach and strategic interventions
- **AB540 students face increased barriers**
  - Students have AB540 assigned are placed on the first year high touch cohort
- **Low-income students face barriers to access and success in community colleges**
  - In addition to assistance with the financial aid process, and the connection to campus resources, first year peer coaches support first year low income students with academic coaching and strategies as we know it is critical to success to address the multitiude of barriers.
- **First generation student success rates are disproportionate**
  - Concerted effort to ease the transition into the college environment by providing navigational strategies, resource connections, community connections, and assistnace with college processes.

## 2.1a Budget Needs

### Budget Analysis

#### The Welcome & Connect Center (formerly known as the Student Success & Assessment Services) Budget Analysis\*

## 2.1b Budget Requests

Rank	Location	SP	M	Amount	Brief Rationale
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## 2.2a Current Classified Positions

Position	Hr/Wk	Mo/Yr	Job Duties
Testing Specialist	40.00	12.00	Full time, paid with District funds at 100%. Serves as a resource for assessment information; develops and coordinates Santa Rosa testing schedules; develops and implements changes in procedures for testing in collaboration with counselors and Petaluma Assessment Services Office; develops, explains and clarifies technical and procedural assessment information to faculty/counselors, staff, students, and the public, and serves as a resource person for assessment issues. Trouble shooting, scoring and recording data related to Matriculation/Assessment. EMPLOYEE USING ERI
Student Success Specialist I	40.00	12.00	Full time, funded by SEA. Supports Assessment Department in providing support to students through the dissemination of high quaiaty info; also supports

			other SEA functions including the Welcome & Connect Center, Onboarding and Retention Services
Student Success Technician	20.00	12.00	Hired July 2017 .50 position funded by 80% SSSP and 20% District. Supports Assessment Department in providing testing services at a level similar to that of a Testing Technician. May assist with HiSET and GED proctoring, SSSP follow-up services and Assessment MIS data maintenance to ensure proper end of term reconciliation.
Student Success Specialist II	40.00	12.00	Full time funded by SEA. Supports Assessment/placement functions., the Welcome & Connect Center, Onboarding and Retention Services

## 2.2b Current Management/Confidential Positions

Position	Hr/Wk	Mo/Yr	Job Duties
Director, Assess. Svcs. and Student Success Tech.	40.00	12.00	Full-time position, funded by SSSP & GED revenue. Oversees daily operation at Assessment; assist in the continued implementation of AB705; coordinates the procurement and implementation of all shared student service technologies, coordinates all studnet e-communication, oversees onboarding and first year retention services.

## 2.2c Current STNC/Student Worker Positions

Position	Hr/Wk	Mo/Yr	Job Duties
Student-Receptionist/Office Assistant	20.00	12.00	Provides front desk/reception area coverage for the Welcome & Connect Center Santa Rosa as well as general office assistance. Two student workers currently employed.
First Year Peer Coaches	20.00	15.00	Provides Welcome & Connect Center Support and Success Coaching Services for onboarding and retention

## 2.2d Adequacy and Effectiveness of Staffing

### **Staffing Needs for Assessment Services:**

#### **Current Staffing**

The Santa Rosa campus Welcome & Connect Center (formerly Student Success & Assessment Services) is comprised of the Director of Assessment Services and Student Success Technologies, a FT Student Success Specialist II, a FT Student Success Specialist, 0.50 FTE Student Success Technician (currently vacant), and 15 student employees.

The Director, Assessment Services and Student Success Technologies position is fairly new, and was filled in August of 2016. Various student success initiatives at both state and local levels intensified the need for dedicated leadership in assessment service delivery, as well as in technology solutions to further improve student support services in general, including for online students, in order to fulfill student success mission and to ensure District's ability to comply with accreditation standards. When placement testing was ceased, the Director continued to assume additional duties to help streamline all procurement and implementation projects in the student service areas, electronic student communication, as well as onboarding and retention services.

#### **I Staffing Needs**

With the implementation of AB 705 being iterative there is still a significant amount of work to be done. There are various placement models that meet the needs of different students (e.g. International, re-entry, traditional, dual enrolled) that need to be both enforced by complex

technology programming, and communicated effectively to both students and the community. After a January 2019 implementation, some refining is already taking place to improve upon the models. The state calls for colleges to continue to monitor and refine indefinitely.

The Welcome & Connect Center and first year retention programming is requiring a lot of oversight and management in its implementation phase. The first year continues to lay the groundwork for practices and structure. The mission of scaling up the peer coaching team set forth by the Innovation Grant has called for twelve 25 hour per week equivalent student employees. It is critical to document all activities, services and outcomes for both the purpose of the grant and to secure future funding.

It has become evident that two classified employees is not sufficient for meeting placement and the Welcome & Connect Center needs regularly as the scope and volume of the work is vast. It is not good practice to have an area requiring public hours and a requirement of full time supervision and oversight to have only two staff. A combination of vacations, absences and lunch breaks will cause an interruption to supervision of the area, and student employees.

## 2.2e Classified, STNC, Management Staffing Requests

Rank	Location	SP	M	Current Title	Proposed Title	Type
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## 2.3a Current Contract Faculty Positions

Position	Description
N/A	N/A

### 2.3b Full-Time and Part-Time Ratios

Discipline	FTEF Reg	% Reg Load	FTEF Adj	% Adj Load	Description
N/A	0.0000	0.0000	0.0000	0.0000	N/A

### 2.3c Faculty Within Retirement Range

N/A

### 2.3d Analysis of Faculty Staffing Needs and Rationale to Support Requests

N/A

### 2.3e Faculty Staffing Requests

Rank	Location	SP	M	Discipline	SLO Assessment Rationale
0001	ALL	00	00	N/A	

## 2.4b Rationale for Instructional and Non-Instructional Equipment, Technology, and Software

Please refer to Sections 2.1a and 2.1b for assessment infrastructure needs.

## 2.4c Instructional Equipment Requests

Rank	Location	SP	M	Item Description	Qty	Cost Each	Total Cost	Requestor	Room/Space	Contact
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## 2.4d Non-Instructional Equipment and Technology Requests

Rank	Location	SP	M	Item Description	Qty	Cost Each	Total Cost	Requestor	Room/Space	Contact
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## 2.5a Minor Facilities Requests

Rank	Location	SP	M	Time Frame	Building	Room Number	Est. Cost	Description
0001	Santa Rosa	01	02	Urgent	Plover Hall	530/531	\$0.00	The testing rooms get overheated during testing sessions. Students/staff complained for uncomfortable testing environment. Venting solutions are needed.
0002	Petaluma	01	02	Urgent	Jacob Hall	128	\$0.00	The testing temperature is unstable. Students complained for uncomfortable testing environment.

## 2.5b Analysis of Existing Facilities

The location of the Welcome & Connect Center is optimal due to the partnerships with A&R and Financial Aid and the visibility to students entering building.

Without the use of the adjacent classrooms the area is too small to be a workspace for up to 12 employees at a time. Further, when students are being served the capacity of the room grows to around 20 and the area is far too cramped.

It is unclear if this situation will be resolved when power and network is supplied to the Plover Foyer as we plan to utilize the computer stations out there, and expand to the seating area with laptops for coaching sessions.

The lack of a classroom and meeting room has proven to be problematic for workshop facilitation. We choose not to have the workshops in other locations as they are an opportunity to highlight our new area, so we are trying to make it work.

## 3.1 Develop Financial Resources

As described in Section 1.2, the Welcome & Connect Center supports the SCFF through retention and first year achievement efforts.

## 3.2 Serve our Diverse Communities

As described in Section 1.2, the Welcome & Connect Center aims to support our diverse community through concerted efforts to reach disproportionately impacted students. We believe we are reaching a diverse community through our concerted efforts given to first generation students in partnership with development in cultural awareness and resources for undocumented students.

As a scaled up program we are reaching all first year students either through a high touch or medium touch programming. We are offering services and workshops remotely to address diverse schedules and learning.

## 3.3 Cultivate a Healthy Organization

As described in Section 1.2, the Welcome & Connect Center aims to support our diverse community through concerted efforts to reach disproportionately impacted students. We believe we are reaching a diverse community through our concerted efforts given to first generation students in partnership with development in cultural awareness and resources for undocumented students.

As a scaled up program we are reaching all first year students either through a high touch or medium touch programming. We are offering services and workshops remotely to address diverse schedules and learning mediums/styles.

### 3.4 Safety and Emergency Preparedness

The Building and Area Safety Coordinators for the northeast side of Plover Hall have been identified as the Dean of Student Success and Retention and the Administrative Assistant for the Department. Both have attended trainings and received CPR certificate in 2013.

The Department has organized training sessions for safety and emergency preparedness, including one from CIRT in Spring 2013. Regular staff members as well as STNC and Student Workers attended. This has increased the staff knowledge and skills in preparing for and responding to unforeseen safety and emergency situations.

### 3.5 Establish a Culture of Sustainability

The Welcome & Connect Center (onboarding and retention services) operates with high tech, high touch eliminating the use of paper in most cases.

### 4.1a Course Student Learning Outcomes Assessment

N/A

### 4.1b Program Student Learning Outcomes Assessment

#### **Student Learning Outcomes (SLOs)**

### 4.1c Student Learning Outcomes Reporting

Type	Name	Student Assessment Implemented	Assessment Results Analyzed	Change Implemented
Service/Program	Assessment, Prep., Steps	Fall 2015	Spring 2016	Summer 2016
Service/Program	Knowledge of SSSP Mandates	Fall 2014	Spring 2015	Summer 2015
Service/Program	Noncredit ESL Testing	Fall 2013	Spring 2014	Summer 2014
Service/Program	GED Testing	Spring 2013	Fall 2013	Fall 2013
Service/Program	Placement Testing	Spring 2012	Summer 2012	Fall 2012
Service/Program	ESL Testing	Fall 2009	Fall 2009	Spring 2010
Service/Program	GED Testing	Fall 2009	Fall 2009	Spring 2010
Service/Program	Distance Learning Proctoring	N/A	N/A	N/A

### 4.2a Key Courses or Services that address Institutional Outcomes

Course/Service	1a	1b	1c	2a	2b	2c	2d	3a	3b	4a	4b	5	6a	6b	6c	7
ENGL Placement		X	X	X	X			X		X	X	X				X
MATH Placement	X	X		X	X			X		X	X					X
Onboarding Services																
Retention Services																

## 4.2b Narrative (Optional)

## 5.0 Performance Measures

During the 18/19 academic year we 20,711 initial placements were given to students who are directed to receive matriculation services.

Secondary placements were given to many others to override tests made wiht tests with AB705 compliant measures. Of the initial placements, 8343 tests were proctored for math, English and ESL.

## 6.1 Progress and Accomplishments Since Last Program/Unit Review

Rank	Location	SP	M	Goal	Objective	Time Frame	Progress to Date
0000	Santa Rosa	01	03	Expand follow-up services specific to the assessment step.	Providing resources for test preparation up front while communicating benefits. Promote the benefits to taking both Eng/ESL & Math during first year. Following up with those who wish to remediate and retest by promoting Jam options. Following up with lowest level college skill placements in order to connect at-risk students with next-step resources. Following up with students after test to assist them with scheduling counseling appointments online.	Spring 17 - Ongoing	Stident Workers
0000	ALL	01	07	Working towards AB705 compliance by spring 2019			
0000	ALL	01	07	AB 705 compliance	Identify related tasks and increase coordination between Student Services and Academic Affairs in regards to better student placement; establish new policies and procedures for AB705 compliant placement models for Math and English.	Fall 2017-Fall 2019	Coordination and collaboration among faculty, staff, and administrators from Student Services, Academic Affairs, and other departments across the District; funds to support professional development related to AB705
0001	ALL	01	02	To comply with Student Success Act of 2012 on assessment services	Assess all non-exempt students	Initial Fall 2013; ongoing	Increased part time staff to provide testing on and off site with sufficient number of sessions in peak testing seasons, evenings, and weekends.
0002	ALL	01	02	Continue planning and preparation of Common Assessment Initiative (CAI) implementation when available	Faculty and staff training, competency mapping, multiple measures research and adaptation, cut score setting, and full conversion to CAI when available	Initial Fall 2012; ongoing	Funds and time for faculty / staff development, faculty work in when pilot school outcomes are complete and necessary adjustments to competency mapping are required; combination of grant and SSSP funds to support implementation; support and guidance from the CO and OIR/IT.
0003	ALL	01	02	To evaluate the implementation of new policies and procedures related to assessment	Continue to monitor the implementation of the placement re-take policy to ensure compliance and fairness	Initial Summer 2014; ongoing	IT programming/reporting; staff training and time for data tracking/analysis; discussion with Math Department
0004	Santa Rosa	01	04	Build a knowledgeable and efficient team of testing professionals	Continue to provide professional development opportunities to staff.	Ongoing	Funds for conferences, travel, webinars, etc.
0005	ALL	01	02	Continue to improve assessment services to meet changing needs and enhance efficiency	<ul style="list-style-type: none"> <li>· Increase collaboration and coordination between Assessment Services and other Student Services and Academic Departments to improve testing services and scheduling efficiency;</li> <li>· Expand partnership with English and Math Departments to offer placement preparation to students for more accurate placement; implement effective</li> </ul>	Spring to Fall 2015; ongoing	Leadership from Director, Assessment and Student Success Technologies; Faculty/staff time for collaboration and innovation.

					communication strategies for more students to partake the JAM workshops.		
0006	ALL	01	02	Continue to improve communication with students regarding assessment services	Update Assessment and Placement website information; enhance the marketing for preparation services	Ongoing	Staff time; IT support
0007	Petaluma	04	02	Increase efficiency at PC Assessment Center; integrate Assessment operation with other Student Services areas at Petaluma Campus to provide cross training and better service coverage.	Install NetSupport School software at PC 641, a large, multi-purpose computer lab for efficient test administration; continue to work with PC leadership on integrating Assessment operation with other Student Services areas at Petaluma Campus to provide cross training and better service coverage.	Continued efforts till complet	Staff time; IT support
0009	ALL	04	02	Expand assessment services to high school students, online students, and international students.	Build partnerships with high school districts; enable remote testing and authentication through student success technologies	Ongoing	Leadership from Director, Assessment and Student Success TEchnologies; high school districts' support; cooperation from Distance Education and International Student Program.
0010	Santa Rosa	01	03	Expand high school equivalency testing services	Establish a HiSET (another form of High School Equivalency Test in addition to the current GED format) Testing Center at Santa Rosa campus to support HEP students and others in the communities.	Fall 2016 to Spring 2017	Staff time/efforts to establish agreement with new vendor; IT support; coordination with HEP, Accounting, etc.
0011	ALL	01	02	Expand assessment services to all off-campus sites.	Provide access to assessment services for noncredit students to enroll at off-campus sites and to meet noncredit SSSP mandates.	Ongoing	Coordination with all three assessment centers, IT, ESL, College Skills, Adult Education, Academic Affairs and school districts will be necessary to deliver this service.
0012	Santa Rosa	01	06	Refine CAPP (CTEP, MDTP & CELSA) tests until CAI implementation.  Continue to explore and share high school predictive measures used for placement as well as SAT as a measure.	Continue to: *improve the student experience with navigating the platform, *review course placement outcomes related to recently implemented tools *provide faculty necessary information/ facilitate dialogue	Ongoing	Coordination with IT, OIR, ESL, College Skills, Math and English Departments.

## 6.2b PRPP Editor Feedback - Optional

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## 6.3a Annual Unit Plan

Rank	Location	SP	M	Goal	Objective	Time Frame	Resources Required
0000	ALL	01	07	AB 705 compliance	Identify related tasks and increase coordination between Student Services and Academic Affairs in regards to better student placement; establish new policies and procedures for AB705 compliant placement models for Math and English.	Fall 2017-Fall 2019	Coordination and collaboration among faculty, staff, and administrators from Student Services, Academic Affairs, and other departments across the District; funds to support professional development related to AB705
0000	Santa Rosa	01	02	Show increase in persistence for first year studnets fall to spring, and fall to fall.	Follow retention plan framework and first year acheivement philosophies from onboarding through first year	Ongoing - First results Spr 20	
0001	ALL	01	02	To comply with Student Success Act of 2012 on assessment services	Assess all non-exempt students	Initial Fall 2013; ongoing	Increased part time staff to provide testing on and off site with sufficient number of sessions in peak testing seasons, evenings, and weekends.
0001	Santa Rosa	01	03	Expand follow-up services specific to the assessment step.	Providing resources for test preparation up front while communicating benefits. Promote the benefits to taking both Eng/ESL & Math during first year. Following up with those who wish to remediate and retest by promoting Jam options. Following up with lowest level college skill placements in order to connect at-risk students with next-step resources. Following up with students after test to assist them with scheduling counseling appointments online.	Spring 17 - Ongoing	Stident Workers
0001	ALL	01	07	Working towards AB705 compliance by spring 2019			
0002	ALL	01	02	Continue planning and preparation of Common Assessment Initiative (CAI) implementation when available	Faculty and staff training, competency mapping, multiple measures research and adaptation, cut score setting, and full conversion to CAI when available	Initial Fall 2012; ongoing	Funds and time for faculty / staff development, faculty work in when pilot school outcomes are complete and necessary adjustments to competency mapping are required; combination of grant and SSSP funds to support implementation; support and guidance from the CO and OIR/IT.
0003	ALL	01	02	To evaluate the implementation of new policies and procedures related to assessment	Continue to monitor the implementation of the placement re-take policy to ensure compliance and fairness	Initial Summer 2014; ongoing	IT programming/reporting; staff training and time for data tracking/analysis; discussion with Math Department
0004	Santa Rosa	01	04	Build a knowledgeable and efficient team of testing professionals	Continue to provide professional development opportunities to staff.	Ongoing	Funds for conferences, travel, webinars, etc.
0005	ALL	01	02	Continue to improve assessment services to meet changing needs and enhance efficiency	· Increase collaboration and coordination between Assessment Services and other Student Services and Academic Departments to improve testing services and scheduling efficiency; · Expand partnership with English and Math Departments to offer placement	Spring to Fall 2015; ongoing	Leadership from Director, Assessment and Student Success Technologies; Faculty/staff time for collaboration and innovation.

					preparation to students for more accurate placement; implement effective communication strategies for more students to partake the JAM workshops.		
0006	ALL	01	02	Continue to improve communication with students regarding assessment services	Update Assessment and Placement website information; enhance the marketing for preparation services	Ongoing	Staff time; IT support
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0010	Santa Rosa	01	03	Expand high school equivalency testing services	Establish a HiSET (another form of High School Equivalency Test in addition to the current GED format) Testing Center at Santa Rosa campus to support HEP students and others in the communities.	Fall 2016 to Spring 2017	Staff time/efforts to establish agreement with new vendor; IT support; coordination with HEP, Accounting, etc.
0011	ALL	01	02	Expand assessment services to all off-campus sites.	Provide access to assessment services for noncredit students to enroll at off-campus sites and to meet noncredit SSSP mandates.	Ongoing	Coordination with all three assessment centers, IT, ESL, College Skills, Adult Education, Academic Affairs and school districts will be necessary to deliver this service.
0012	Santa Rosa	01	06	Refine CAPP (CTEP, MDTP & CELSA) tests until CAI implementation.  Continue to explore and share high school predictive measures used for placement as well as SAT as a measure.	Continue to: *improve the student experience with navigating the platform, *review course placement outcomes related to recently implemented tools *provide faculty necessary information/ facilitate dialogue	Ongoing	Coordination with IT, OIR, ESL, College Skills, Math and English Departments.