These guidelines provide a consistent framework across CUNY that will allow for flexibility in the assignment of WAC Coordinator duties and responsibilities based on common standards and practices across the university. The intention of this document is to serve as a guide to those who administer these programs, providing room for a range of models and options to accommodate the content, the program, the nature of the work and how this work is accomplished at each college. These guidelines are not meant to be prescriptive, but are presented to provide guidance to college administrators and WAC Program Directors in designing, managing and providing appropriate compensation for management of their campus-based programs.

General characteristics of WAC Coordinators’ work:

**Definition:** Established and effective WAC Programs are led by coordinators experienced in WAC pedagogy. They are the designated contacts to manage the selection of and supervision of the CUNY WAC Fellows sent to each CUNY college and members of the CUNY-Wide WAC Council, working under the auspices of the University Dean of Undergraduate Studies. WAC Coordinators are responsible for the oversight and management of college WAC Programs.

**WAC Coordination Structures:** The structure and functions of WAC Programs across CUNY varies greatly. The division of labor, number of coordinators, and the personnel involved varies from campus to campus. Below are examples of common coordination structures:

- Programs led by two or more full time faculty coordinators from varied disciplines who share responsibilities for oversight and management of the WAC Programs on their campus.

- Programs led by a coordinator who may be a HEO or staff member, such as the Director of a campus Writing Center, in some cases working with an additional faculty coordinator.

- Programs led by a faculty coordinator or staff member appointed to serve as the contact for the selection and supervision of WAC Fellows and manage other WAC-related work on campus.

- Programs led by two coordinators, one a faculty member and one a HEO who share responsibilities for oversight and management of the WAC Program on their campus.

**Examples of WAC Coordinator Duties:** The exact duties of WAC Coordinators vary greatly and are tied to the characteristics of individual college WAC programs, including whether they address pedagogical training and faculty certification processes and the designation and requirement of Writing Intensive (WI) courses. Here are some examples of typical WAC
Coordinator duties:

- **Faculty Development/Pedagogical Training:** WAC Coordinators organize and implement faculty development seminars to prepare faculty across disciplines to teach Writing Intensive courses, and/or develop and implement writing activities in non-WI courses. Coordinators are responsible for developing and providing learning materials and resources for participants as well as assisting them in the development of and evaluating proposed course syllabi and writing assignments. In addition, some programs provide ongoing faculty development in the form of one-time workshops to semester-long seminars to WAC-certified faculty.

- **Oversight of Writing Intensive Courses:** WAC Coordinators on some campuses maintain quality control of Writing Intensive (WI) courses and sections by overseeing the designation of Writing Intensive courses. Coordinators may approve the designation of WI courses and review syllabi as part of this process.

- **Hiring of CUNY WAC Fellows:** WAC Coordinators on all campuses are required to interview and rank prospective WAC Fellows for the following year’s cohort from a pool of over 100 applicants. The selection process usually requires some level of follow up until the final selections are made at the end of the academic year. Once the cohort is set, WAC Coordinators send out welcome letters with instructions about orientation, meeting times and expectations on each campus as well as a reminder to attend August CUNY-Wide WAC Fellow Professional Development.

- **Supervision of CUNY WAC Fellows:** WAC Coordinators manage and supervise WAC Fellows on their campuses. Most programs require weekly meetings with WAC coordinators for training and other activities. These may include training in WAC pedagogy, managing relationships between fellows and faculty partners, where applicable and oversight and supervision of campus projects.

- **Project-Based Activities and Collaborations:** WAC Coordinators organize and supervise project-based activities undertaken by WAC Fellows working on their campuses. Examples of such projects are research projects by WAC Fellows, collaborations with campus Writing Centers, Centers for Teaching and Learning, academic departments, the development of pedagogical materials, handbooks and outreach to other academic services.

- **Participation in CUNY-Wide WAC Program Activities:** In addition to their duties on campuses, WAC Coordinators are part of the CUNY WAC Council who meet on a regular basis during the academic year to discuss issues related to WAC/WI and the CUNY WAC Fellows. WAC Coordinators participate in or attend CUNY-wide WAC Fellows Professional Development sessions in August, October and April.

- **WAC Program Assessment:** WAC programs routinely engage in assessment projects either independently or in conjunction with their Office of Institutional Research. WAC Coordinators assist in developing projects on their campus and also share their strategies, methods and results with the CUNY-wide WAC Council.
• **Student Advising/Problem-solving**: Most CUNY campuses require students to take at least one WI course to graduate. On some campuses WAC Coordinators may be called in to assist students with the fulfillment of their graduation requirement. This may involve assisting students with course selection, the provision of waivers, or activities like evaluating transfer credits or student portfolios.

**Best practices in the coordination, supervision, and management in college WAC Programs**: Effective, established and experienced WAC coordinators who engage in a variety of different activities characterize well-regarded WAC programs. These activities might include pedagogical training for faculty across disciplines, managing a process for certification of WAC/WI instructors and/or courses and the supervision and professional development of CUNY WAC Fellows. Here are some characteristics and activities of the active and vibrant campus WAC Programs at CUNY:

- **Reassigned Time for Faculty Coordinators**: Established and effective college WAC programs include resources for adequate reassigned time in their annual budgets or CUE allocation. Reassigned time for full time faculty appointed as WAC Coordinators is essential to the vitality of WAC programs. In effective WAC Programs, coordinators are allocated 6-12 hours of reassigned time hours per semester, depending on the institutional needs, and the size and scope of the program. This consideration in workload is necessary for recruiting and retaining faculty coordinators experienced in WAC pedagogy and best practices. Faculty who regularly teach Writing Intensive courses and are currently in the classroom are essential to creating and maintaining successful campus programs that value student success.

- **Pedagogical Training/Faculty Development/Certification**: Established WAC programs have developed structured pedagogical training for faculty teaching Writing Intensive courses. Successful programs include a stipend or honorarium for participating faculty and adequate reassigned time for coordinators to design and implement workshops and review and approve syllabi and course portfolios.

- **WAC Faculty/WI Course Certification**: WAC coordinators oversee the certification of either or both WAC/WI faculty or courses. Though they represent a significant time and resource commitment, faculty development and WI certification are a hallmark of successful WAC programs.

- **Program Assessment**: Established WAC programs engage in regular periodic assessment of their programs. Examples include comprehensive faculty and student surveys, assessment of faculty development seminars, and evaluation of WI syllabi, and assessment of specific courses. Programs use this data to develop evidence-based practices to improve the effectiveness of their programs.

- **Collaborations with Academic and Student Services**: On campuses with active WAC Programs, coordinators work with offices and programs on collaborative projects, including events, grant proposals, assessment projects, and retention initiatives, in
addition to faculty development efforts in conjunction with their campus CETLS and Academic Affairs.

- **Publications and/or digital resources:** WAC Fellows on campuses assist in developing WAC websites, blogs or other resources. These publications and resources are major way to share information and publicize their programs. Many campuses publish a regular newsletter to inform their campus community about the resources and activities of their programs. Others publish journals, such as the one produced by the WAC Program at Queens College. While CUNY WAC Fellows assist in producing them, these publications are usually the result of sustained effort and commitment on the part of the WAC Coordinators and/or Writing Center Directors on those campuses.

- **Professional Development of CUNY WAC Fellows:** Established WAC Programs have designed specific professional development activities to enhance the educational experiences of the WAC Fellows on their campus, including how to use their fellowship in their future career plans and job search. Another key aspect of professional development is having Fellows develop strategies and strengthen their own teaching skills. On some campuses, WAC Fellows work with faculty while on others, they may work with students, and WAC Coordinators help facilitate and supervise them in those roles as well.

**Links to CUNY-Wide campus WAC Programs:** For more information about the programs across the university, we invite you to visit the websites of CUNY WAC Programs:

http://www2.cuny.edu/about/administration/offices/undergraduate-studies/wac/