Table of Contents

Program Leaders Handbook

Introduction

The Program Leader role is a two-year rotation for one faculty member from within each program area in the School. This should be a tenured or a clinical faculty member but in general, not an untenured faculty member working to achieve tenure and promotion. At the end of the two years, the Program Leader will receive a course reduction for the semester of his/her choice. Program Leaders serve as conveners, coordinators and facilitators of the faculty and the work to be accomplished each year for the program. In addition, the Program Leader is essential in helping establish and carry out the vision for the program area.

In addition, the Program Leader sets the agenda each fall for continuous improvement and strategic direction for the area. The Dean's goal is to improve processes to limit the amount of administrative work for the Program Leader so that the role is focused as much as possible on substantive work. Each program has an Associate Dean, the accreditation office, the outreach and admissions office, the student services office and the information and academic technology office to support his/her work. It is important for the Program Leader to liaison well with people in all of these areas on behalf of his or her program area.

Program Leaders are responsible for serving as the main point of contact and accountability for all state (CDE/CDHE) program authorization/reauthorization and Higher Learning Commission (HLC) review/accreditation processes. This means working to understand the requirements of these processes as they are presented and shared at Program Leaders' Meetings, conveying these requirements to their program faculty colleagues, and as required facilitating efforts within programs to meet these requirements. Program Leaders are specifically responsible for ensuring their program provides an annual HLC program outcomes assessment report. Also along with the Associate Deans aligned with their programs, the Program Leaders are responsible for making sure all deadlines for these processes are met.

Program Leaders also serve as the main point of contact for all school-wide and programlevel continuous improvement efforts. This includes staying up to date on program improvement data/information available through the University Dashboard System (tableau), the SEHD Assessment and Program Improvement Office. It also includes facilitating dialogue among program faculty regarding using these data/information for program improvement, and documenting program improvements made as a result.

Duties and Responsibilities

Accreditation and Program Effectiveness

- When a list has been made by the Assessment Office and sent to the Program Leader, he or she needs to contact the IDI pre-test non-completers (beginning of each semester) urging them to complete the assessment. *Typically this amounts to 3- 6 students except in our large programs like ALPS, UCTE, and Counseling where it might amount to 10-20 students.*

- After such requests have been made, send a list of IDI pre-test non-completers (end of each semester) to the Assessment Office.
- Spearhead the HLC report with program faculty (due Oct 15th).
- Update Title II program goals (due in April, but applies ONLY to math, science,CLDE and SPED program leaders).
- Update Title II and PEDS clinical practice description (due in April, but ONLY applies to UCTE and EDHD BA).

Send any questions, comments or concerns to Julie O'Brian, Executive Director, of Assessment and Program Improvement.

Office of Recruitment and Outreach

- Navigate and forward prospective students to education@ucdenver.edu or 303-315-6300. The Office of Recruitment and Outreach (R&O) will happily follow up and track all prospective student communication.
- Help coordinate faculty representation at SEHD recruitment events (i.e. open house, webinars, and information sessions, outreach events). Specific dates will be determined in time for the Fall staff/faculty retreat.
- Nominate 2-3 students and/or alumni to represent your program throughout academic year. Send nominations to by Marlinda.Hines@ucdenver.edu September 1st .
- Notify R&O staff if your program makes any substantial changes to admissions requirements, deadlines or academic curriculum.
- Inform R&O staff of your program's recruitment needs and goals (i.e. new enrollment minimum capacity, diversity, quality of applicants, experience of applicants, etc.)
- Develop and share a narrative of what the ideal candidates looks like for your program.

Contact Marlinda Hines, Recruitment & Outreach Manager with questions or comments, Marlinda.Hines@ucdenver.edu.

D2 – Continuing & Professional Education (CPE)

All program areas work, to some degree, with D2, our off-campus and partnerships delivery unit. Sometimes this includes offering individual classes, sometimes certificate programs, other times by approving coursework to "transfer in" from a partnership or PD offering. The program earns 10% of the total revenue from D2 offerings. Each program area assigns a representative to act as liaison to D2, to approve courses, instructors, and schedules. It is the responsibility of the program leader to make sure that a liaison is appointed.

Contact Shannon Hagerman, Executive Director, Continuing and Professional Education

(CPE)for questions or comments, Shannon.Hagerman@ucdenver.edu.

Faculty Affairs Duties

- Assist your faculty with developing their professional plans.

- Review Instructors, Adjuncts and NTT Faculty FCQs, and advise as appropriate.
- Mentor Instructor/Adjunct faculty members.
- Assist faculty with student's issues and concerns.

Please contact Associate Dean for Faculty Affairs, Dorothy Garrison-Wade with Faculty Affairs issues and concerns.

Finances and Human Resources Duties

- Review monthly program financial reports and report any discrepancies or problems to Assistant Dean Patricia Ball.
- Monitor faculty course load and make sure faculty have the appropriate numbers of courses to fulfill workload.
- Prepare and submit program budgets at the beginning of the academic year.
- Approve expenditures of program area funds for items such as travel, conference expenses, and professional resources.

Marketing Duties

Collaborate as needed as a program liaison on:

- Planning for marketing new and current offerings within your program
- Providing input/suggestions for advertising and promotional materials
- Providing input/suggestions for SEHD website copy as it relates to your program
- Providing input/suggestions and encouraging student to participate in social media initiatives for your program
- Providing input/suggestions for written stories relating to your program which may appear online or in publications
- Interfacing with the marketing director on marketing program events (i.e. alumni events, panel discussions, etc.)
- Meeting with the marketing director to discuss PR (media relations) ideas/priorities for your department. Have a great story to share with the local, national or international press about CU Denver, research in your department, an amazing student, a unique class or a new program initiative. Let the SEHD marketing director know about it. These ideas and pitches will go through SEHD's marketing director and then, potentially, through the media team for the university. Has someone in your department been approached by the media about CU Denver? We can help.
- Trying to make sure your program handouts/flyers are brand compliant and approved through the proper channels. Have a question about university branding and logos? Need a flyer or information sheet created for a program initiative? The marketing dept. is the official source of the content.

Please contact Julia Cummings, Marketing Director, with ideas, questions, or concerns.

Technology Related Duties

Collaborate as-needed as a program-liaison on:

- development of digital teaching & learning, e.g. analysis and development of online programs, online/hybrid courses, etc.
- development of digital student support services, e.g. customer relationship management (CRM), web development, etc.
- school-wide infrastructure initiatives, e.g. smart classrooms, file storage, data systems, etc.
- program-level technology purchasing and planning, e.g. program needs/purchases of software, hardware, cloud services, etc.

Please contact Brad Hinson, Assistant Dean of Information & Academic Technology with ideas, questions, or concerns.

Advising & Student Services Management

- Admissions Decisions for the Program Area are completed in a timely and thorough manner.
- Arranging for program faculty to attend New Student Orientations as requested.
- Working closely with Program Advisers and Faculty Advisers to hold program and individual advising sessions. Make sure that all advising forms are accurate. Acting to solve student problems that the program adviser or individual faculty cannot resolve.
- Adding new information & making corrections to Student Handbooks.
- Making sure that processes and deadlines for professional learning assessments, portfolios, and exams are completed by program area faculty.
- Organizing selection of an outstanding graduate for the program area for summer/fall and spring graduation.
- Encouraging faculty to attend graduation and the SEHD graduation party.

Please contact: Sandy Mondragon, Asst. Dean for Student Success & Enrollment Management, with ideas, questions, or concerns.

Course Scheduling & Enrollment Management

- Coordinate course enrollment decisions, including splitting, or cancelling courses when necessary.
- Connect with Instructors/Lecturers for teaching and pro-rating when necessary.

Important Semester Deadines for Scheduling & Enrollment Management

1 year before start of term	Submit course schedules to Shakira Anderson Submit IMPACT hiring forms for new lecturers (anyone who has not taught for the department in 3+years or has never taught for the university. Consult SEHD HR if unsure).

6 weeks before start of term	Enrollment Reports are sent to Program Leaders for early appraisal of enrollment
4 weeks before start of term	Program leaders keep faculty and lecturers informed of possible cancellations/pro-rates and work with the AD to problem-solve low-enrolled courses.
2 weeks before start of term	Program leaders work with AD to identify when courses should be cancelled and communicate with lecturers regarding course cancellations/pro-rates (no later than 1 week before start of term).

New Lecturer Hiring Program

If you would like to hire a new lecturer (i.e. someone who has not taught for us within the last three years or has never taught for us), please fill out the applicable form on IMPACT:

- HR New Hire Request Form: (to initiate hiring process, forms, onboarding, etc).
- Lecturer must apply to Lecturer pool posting in Jobs@CU:
    - On-Campus (D1) courses
    - Continuing & Professional Education (D2) courses
- HR Search Form: Job Posting – Lecturer Request (ONLY USE to post a unique position opening in Jobs@CU)

PLEASE NOTE: All new lecturers must apply online before being hired

We strongly encourage you to review the entire lecturer hiring process on IMPACT.

Please submit all lecturer hire requests as far in advance as possible to ensure all paperwork is completed before start of term. This particularly includes:

- Background Checks: Remember that new hires cannot start their position until the background check is completed and they have received notification from campus HR that they have passed. This process can take anywhere from 1 to 3 weeks.
- CU SIS/CANVAS: It may take the Course Registrar several weeks to grant this access.

Please see Theresa Anderson, Human Resources and Payroll Managerfor more information.

D2 – Continuing & Professional Education (CPE)

All program areas work, to some degree, with D2, our off-campus and partnerships delivery unit. Sometimes this includes offering individual classes, sometimes certificate programs, other times by approving coursework to “transfer in” from a partnership or PD offering. The program earns 10% of the total revenue from D2 offerings. Each program area assigns a representative to act as liaison to D2, to approve courses, instructors, and schedules. It is the responsibility of the program leader to make sure that a liaison is appointed.

Contact Shannon Hagerman, Executive Director, Continuing and Professional Education

(CPE)for questions or comments, Shannon.Hagerman@ucdenver.edu.

Faculty Affairs Duties

- Assist your faculty with developing their professional plans.
- Review Instructors, Adjuncts and NTT Faculty FCQs, and advise as appropriate.
- Mentor Instructor/Adjunct faculty members.
- Assist faculty with student's issues and concerns.

Please contact Associate Dean for Faculty Affairs, Dorothy Garrison-Wade with Faculty Affairs issues and concerns.

Finances and Human Resources Duties

- Review monthly program financial reports and report any discrepancies or problems to Assistant Dean Patricia Ball.
- Monitor faculty course load and make sure faculty have the appropriate numbers of courses to fulfill workload.
- Prepare and submit program budgets at the beginning of the academic year.
- Approve expenditures of program area funds for items such as travel, conference expenses, and professional resources.

Marketing Duties

Collaborate as needed as a program liaison on:

- Planning for marketing new and current offerings within your program
- Providing input/suggestions for advertising and promotional materials
- Providing input/suggestions for SEHD website copy as it relates to your program
- Providing input/suggestions and encouraging student to participate in social media initiatives for your program
- Providing input/suggestions for written stories relating to your program which may appear online or in publications
- Interfacing with the marketing director on marketing program events (i.e. alumni events, panel discussions, etc.)
- Meeting with the marketing director to discuss PR (media relations) ideas/priorities for your department. Have a great story to share with the local, national or international press about CU Denver, research in your department, an amazing student, a unique class or a new program initiative. Let the SEHD marketing director know about it. These ideas and pitches will go through SEHD's marketing director and then, potentially, through the media team for the university. Has someone in your department been approached by the media about CU Denver? We can help.
- Trying to make sure your program handouts/flyers are brand compliant and approved through the proper channels. Have a question about university branding and logos? Need a flyer or information sheet created for a program initiative? The marketing dept. is the official source of the content.

Please contact Julia Cummings, Marketing Director, with ideas, questions, or concerns.

Technology Related Duties

Collaborate as-needed as a program-liaison on:

- development of digital teaching & learning, e.g. analysis and development of online programs, online/hybrid courses, etc.
- development of digital student support services, e.g. customer relationship management (CRM), web development, etc.
- school-wide infrastructure initiatives, e.g. smart classrooms, file storage, data systems, etc.
- program-level technology purchasing and planning, e.g. program needs/purchases of software, hardware, cloud services, etc.

Please contact Brad Hinson, Assistant Dean of Information & Academic Technology with ideas, questions, or concerns.

Advising & Student Services Management

- Admissions Decisions for the Program Area are completed in a timely and thorough manner.
- Arranging for program faculty to attend New Student Orientations as requested.
- Working closely with Program Advisers and Faculty Advisers to hold program and individual advising sessions. Make sure that all advising forms are accurate. Acting to solve student problems that the program adviser or individual faculty cannot resolve.
- Adding new information & making corrections to Student Handbooks.
- Making sure that processes and deadlines for professional learning assessments, portfolios, and exams are completed by program area faculty.
- Organizing selection of an outstanding graduate for the program area for summer/fall and spring graduation.
- Encouraging faculty to attend graduation and the SEHD graduation party.

Please contact: Sandy Mondragon, Asst. Dean for Student Success & Enrollment Management, with ideas, questions, or concerns.

Course Scheduling & Enrollment Management

- Coordinate course enrollment decisions, including splitting, or cancelling courses when necessary.
- Connect with Instructors/Lecturers for teaching and pro-rating when necessary.

Important Semester Deadines for Scheduling & Enrollment Management

1 year before start of term	Submit course schedules to Shakira Anderson Submit IMPACT hiring forms for new lecturers (anyone who has not taught for the department in 3 years or has never taught for the university. Consult SEHD HR if unsure).
6 weeks before start of term	Enrollment Reports are sent to Program Leaders for early appraisal of enrollment
4 weeks before start of term	Program leaders keep faculty and lecturers informed of possible cancellations/pro-rates and work with the AD to problem-solve low-enrolled courses.
2 weeks before start of term	Program leaders work with AD to identify when courses should be cancelled and communicate with lecturers regarding course cancellations/pro-rates (no later than 1 week before start of term).

New Lecturer Hiring Program

If you would like to hire a new lecturer (i.e. someone who has not taught for us within the last three years or has never taught for us), please fill out the applicable form on IMPACT:

- HR New Hire Request Form: (to initiate hiring process, forms, onboarding, etc).
- Lecturer must apply to Lecturer pool posting in Jobs@CU:
  - On-Campus (D1) courses
  - Continuing & Professional Education (D2) courses
- HR Search Form: Job Posting – Lecturer Request (ONLY USE to post a unique position opening in Jobs@CU)

PLEASE NOTE: All new lecturers <u>must</u> apply online before being hired

We strongly encourage you to review the entire lecturer hiring process on IMPACT.

Please submit all lecturer hire requests as far in advance as possible to ensure all paperwork is completed before start of term. This particularly includes:

- Background Checks: Remember that new hires cannot start their position until the background check is completed and they have received notification from campus HR that they have passed. This process can take anywhere from 1 to 3 weeks.
- CU SIS/CANVAS: It may take the Course Registrar several weeks to grant this access.

Please see Theresa Anderson, Human Resources and Payroll Managerfor more information.

Academic Services Resources

- Registrar
- Academic Calendar
- Grading and Grade Changes
- Forms
- Class Schedule
- Catalog
- SEHD Student Resources

- Early Alert

If you have any questions or would like in-person training please contact Erika Larson.

Useful Contacts

Hiromi Agena *Associate Director of Finance*	303-315-6320 LSC 1121 HIROMI.AGENA@UCDENVER.EDU
Shakira Anderson *Scheduling and Curriculum Manager*	303-315-6369 LSC 717 SHAKIRA.ANDERSON@UCDENVER.EDU
Theresa Anderson *HR and Payroll Manager*	303-315-6331 LSC 1142 THERESA.ANDERSON@UCDENVER.EDU
Patricia Ball *Assistant Dean for Finance and HR*	303-315-4947 LSC 1142 PATRICIA.BALL@UCDENVER.EDU
Scott Bauer *Associate Dean for Advanced Education and Doctoral Programs*	303- 315-0285 LSC 612 SCOTT.BAUER@UCDENVER.EDU
Julia Cummings *Marketing Director*	303-315-6339 LSC 1141 JULIA.CUMMINGS@UCDENVER.EDU
Dorothy Garrison-Wade *Associate Dean for Faculty Affairs*	303-315-4957 LSC 644 DOROTHY.GARRISON-WADE@UCDENVER.EDU
Marlinda Hines *Recruitment & Outreach Manager*	303-315-4977 LSC 711 MARLINDA.HINES@UCDENVER.EDU
Brad Hinson *Assistant Dean Info & Academic Technology*	303-315-0313 LSC 726 BRAD.HINSON@UCDENVER.EDU
JáNet Hurt *Assistant to the Dean*	303-315-6343 LSC 1145 JANET.HURT@UCDENVER.EDU
Rebecca Kantor *Dean*	303-315-6343 LSC 1146 REBECCA.KANTOR@UCDENVER.EDU
Sandy Mondragon *Assistant Dean for Student Success & Enrollment Management*	303-315-0010 LSC 712 SANDY.MONDRAGON@UCDENVER.EDU
JulieO’Brian *Executive Director of Assessment and Program Improvement*	303-315-6352 LSC 723 JULIE.OBRIAN@UCDENVER.EDU
Daisy Salazar *Accountant*	303-315-4921 LSC 1122 DAISY.SALAZAR@UCDENVER.EDU

Rebecca Schell *Academic Services Manager*	303-315-4879 LSC 706 REBECCA.SCHELL@UCDENVER.EDU
Barbara Seidl *Associate Dean for Academic Programs and Undergraduate Experiences*	303-315-6303 LSC 740 BARBARA.SEIDL@UCDENVER.EDU
Jenna Stanford *HR and Payroll Coordinator*	303-315-0010 LSC 1147 SEHDHR@UCDENVER.EDU
Lorrie Vigil *Assistant to the Associate Deans*	303-315-0086 LSC 617 LORRIE.VIGIL@UCDENVER.EDU

Program Leaders - Semester Calendar

FALL SEMESTER				
AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER

Attend Program Leaders Meeting Review Financial Reports Create New Program Budget Monitor faculty course load & make sure faculty have appropriate courses. Work with AD to make course enrollment decisions, cancelling courses. Appoint a liaison to work with CPE/D2 . Appoint a marketing liaison to with Julia Cummings on marketing your program. The same person might also act as the program liaison to Jason Clark around Open Houses and other ways to attract new students. Decide how the program area will handle admission files & make admissions decisions for the year. Coordinate which faculty from the program area will attend Open Houses, New Student Orientations, how obligations to the Teacher Education Program will be met. Divide up HLC tasks so that the 10/15 deadline can be met. Draft agendas for Program Meetings and lead the meetings. Communicate with the Program Adviser on a weekly basis to be sure student advising needs are being met well; act as liaison between program and faculty advisers so information provided is correct. Submit Graduate Faculty Appointment paperwork to Curriculum Committee if needed for Fall.	Attend Program Leaders Meeting Review Financial Reports Review Instructors, Adjuncts and NTT Faculty FCQs, and advise as appropriate. Draft agendas for Program Meetings and lead the meetings.	Attend Program Leaders Meeting HLC Report Due 10/15. Review Financial Reports Draft agendas for Program Meetings and lead the meetings.	Attend Program Leaders Meeting Review Financial Reports Submit Lecturer Course Schedules to Shakira Review & Approval of Admission Files Organize portfolios or MA exam grading. Submit Graduate Faculty Appointment paperwork to Curriculum Committee if needed for Spring. Draft agendas for Program Meetings and lead the meetings.	Review Financial Reports Training of New Honorarium Draft agendas for Program Meetings and lead the meetings.

S P R I N G S E M E S T E R				
JANUARY	FEBRUARY	MARCH	APRIL	MAY
Attend Program Leaders Meeting Review Financial Reports Monitor faculty course load & make sure faculty have appropriate courses. Work with AD to make course enrollment decisions, cancelling courses. Assist your faculty with developing their professional plans. Draft agendas for Program Meetings and lead the meetings.	Attend Program Leaders Meeting Review Financial Reports Review Instructors, Adjuncts and NTT Faculty FCQs, and advise as appropriate. Draft agendas for Program Meetings and lead the meetings.	Attend Program Leaders Meeting Review Financial Reports Draft agendas for Program Meetings and lead the meetings.	Attend Program Leaders Meeting Update Title II Program Goals Update Title II and PEDS Clinical Practice Description Review Financial Reports Review & Approval of Admission Files Organize portfolio or MA exam grading. Submit Graduate Faculty Appointment paperwork to Curriculum Committee if needed for Summer. Draft agendas for Program Meetings and lead the meetings.	Attend Program Leaders Meeting Review Financial Reports Submit Lecturer Course Schedules to Shakira Training of New Honorarium Draft agendas for Program Meetings and lead the meetings.

S U M M E R S E M E S T E R	
JUNE	JULY

Work with AD to make course enrollment decisions, cancelling courses Meet the late June deadline for closing of the yearly budget after a careful check of expenditures. Answer advising questions that the Program Adviser cannot handle especially if other faculty are not working for the summer. This occurs from mid May to mid August. Handle student issues that may arise during the summer.	Answer advising questions that the Program Adviser cannot handle especially if other faculty are not working for the summer. This occurs from mid-May to mid-August. Handle student issues that may arise during the summer. Monitor portfolio and MA exam processes in early July. Who will evaluate portfolios and exams? All decisions made and reported to Academic Services in a timely manner. Begin processes to hire and/or assign honoraria if additional sections for Fall are anticipated. Consider whether to cancel classes that are not filling. .

Useful Contacts

Hiromi Agena *Associate Director of Finance*	303-315-6320 LSC 1121 HIROMI.AGENA@UCDENVER.EDU
Shakira Anderson *Scheduling and Curriculum Manager*	303-315-6369 LSC 717 SHAKIRA.ANDERSON@UCDENVER.EDU
Theresa Anderson *HR and Payroll Manager*	303-315-6331 LSC 1142 THERESA.ANDERSON@UCDENVER.EDU
Patricia Ball *Assistant Dean for Finance and HR*	303-315-4947 LSC 1142 PATRICIA.BALL@UCDENVER.EDU
Scott Bauer *Associate Dean for Advanced Education and Doctoral Programs*	303- 315-0285 LSC 612 SCOTT.BAUER@UCDENVER.EDU
Julia Cummings *Marketing Director*	303-315-6339 LSC 1141 JULIA.CUMMINGS@UCDENVER.EDU
Dorothy Garrison-Wade *Associate Dean for Faculty Affairs*	303-315-4957 LSC 644 DOROTHY.GARRISON-WADE@UCDENVER.EDU
Marlinda Hines *Recruitment & Outreach Manager*	303-315-4977 LSC 711 MARLINDA.HINES@UCDENVER.EDU
Brad Hinson *Assistant Dean Info & Academic Technology*	303-315-0313 LSC 726 BRAD.HINSON@UCDENVER.EDU

JáNet Hurt *Assistant to the Dean*	303-315-6343 LSC 1145 JANET.HURT@UCDENVER.EDU
Rebecca Kantor *Dean*	303-315-6343 LSC 1146 REBECCA.KANTOR@UCDENVER.EDU
Sandy Mondragon *Assistant Dean for Student Success & Enrollment Management*	303-315-0010 LSC 712 SANDY.MONDRAGON@UCDENVER.EDU
JulieO'Brian *Executive Director of Assessment and Program Improvement*	303-315-6352 LSC 723 JULIE.OBRIAN@UCDENVER.EDU
Daisy Salazar *Accountant*	303-315-4921 LSC 1122 DAISY.SALAZAR@UCDENVER.EDU
Rebecca Schell *Academic Services Manager*	303-315-4879 LSC 706 REBECCA.SCHELL@UCDENVER.EDU
Barbara Seidl *Associate Dean for Academic Programs and Undergraduate Experiences*	303-315-6303 LSC 740 BARBARA.SEIDL@UCDENVER.EDU
Jenna Stanford *HR and Payroll Coordinator*	303-315-0010 LSC 1147 SEHDHR@UCDENVER.EDU
Lorrie Vigil *Assistant to the Associate Deans*	303-315-0086 LSC 617 LORRIE.VIGIL@UCDENVER.EDU

Program Leaders - Semester Calendar

FALL SEMESTER				
AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER

Attend Program Leaders Meeting Review Financial Reports Create New Program Budget Monitor faculty course load & make sure faculty have appropriate courses. Work with AD to make course enrollment decisions, cancelling courses. Appoint a liaison to work with CPE/D2 . Appoint a marketing liaison to with Julia Cummings on marketing your program. The same person might also act as the program liaison to Jason Clark around Open Houses and other ways to attract new students. Decide how the program area will handle admission files & make admissions decisions for the year. Coordinate which faculty from the program area will attend Open Houses, New Student Orientations, how obligations to the Teacher Education Program will be met. Divide up HLC tasks so that the 10/15 deadline can be met. Draft agendas for Program Meetings and lead the meetings. Communicate with the Program Adviser on a weekly basis to be sure student advising needs are being met well; act as liaison between program and faculty advisers so information provided is correct. Submit Graduate Faculty Appointment paperwork to Curriculum Committee if needed for Fall.	Attend Program Leaders Meeting Review Financial Reports Review Instructors, Adjuncts and NTT Faculty FCQs, and advise as appropriate. Draft agendas for Program Meetings and lead the meetings.	Attend Program Leaders Meeting HLC Report Due 10/15. Review Financial Reports Draft agendas for Program Meetings and lead the meetings.	Attend Program Leaders Meeting Review Financial Reports Submit Lecturer Course Schedules to Shakira Review & Approval of Admission Files Organize portfolios or MA exam grading. Submit Graduate Faculty Appointment paperwork to Curriculum Committee if needed for Spring. Draft agendas for Program Meetings and lead the meetings.	Review Financial Reports Training of New Honorarium Draft agendas for Program Meetings and lead the meetings.

S P R I N G S E M E S T E R				
JANUARY	FEBRUARY	MARCH	APRIL	MAY
Attend Program Leaders Meeting Review Financial Reports Monitor faculty course load & make sure faculty have appropriate courses. Work with AD to make course enrollment decisions, cancelling courses. Assist your faculty with developing their professional plans. Draft agendas for Program Meetings and lead the meetings.	Attend Program Leaders Meeting Review Financial Reports Review Instructors, Adjuncts and NTT Faculty FCQs, and advise as appropriate. Draft agendas for Program Meetings and lead the meetings.	Attend Program Leaders Meeting Review Financial Reports Draft agendas for Program Meetings and lead the meetings.	Attend Program Leaders Meeting Update Title II Program Goals Update Title II and PEDS Clinical Practice Description Review Financial Reports Review & Approval of Admission Files Organize portfolio or MA exam grading. Submit Graduate Faculty Appointment paperwork to Curriculum Committee if needed for Summer. Draft agendas for Program Meetings and lead the meetings.	Attend Program Leaders Meeting Review Financial Reports Submit Lecturer Course Schedules to Shakira Training of New Honorarium Draft agendas for Program Meetings and lead the meetings.

S U M M E R S E M E S T E R	
JUNE	JULY

Work with AD to make course enrollment decisions, cancelling courses Meet the late June deadline for closing of the yearly budget after a careful check of expenditures. Answer advising questions that the Program Adviser cannot handle especially if other faculty are not working for the summer. This occurs from mid May to mid August. Handle student issues that may arise during the summer.	Answer advising questions that the Program Adviser cannot handle especially if other faculty are not working for the summer. This occurs from mid-May to mid-August. Handle student issues that may arise during the summer. Monitor portfolio and MA exam processes in early July. Who will evaluate portfolios and exams? All decisions made and reported to Academic Services in a timely manner. Begin processes to hire and/or assign honoraria if additional sections for Fall are anticipated. Consider whether to cancel classes that are not filling. .