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Program Leaders Handbook



While editing the handbook, if you experience any issues or need to roll-back a revision please email sehdhelp@ucdenver.edu

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.

Duties and Responsibilities

Reauthorization, Accreditation and Program Effectiveness

Program Leaders are responsible for the following related to program reauthorization, accreditation and program effectiveness:

- Serve 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 shared at Program Leaders' Meetings, conveying these requirements to their program faculty colleagues, and facilitating efforts within programs to meet these requirements.
- Ensure their program provides an **annual HLC Program Outcomes and Assessment Report** due early in the fall term. Also along with the Associate Deans aligned with their programs, the Program Leaders are responsible for ensuring all deadlines for these processes are met.
- Ensure program **outcomes and assessment information** remains current and accessible in

the program section of the **SEHD web site**.

- Facilitate **collection of program-level assessment results**. This includes ensuring faculty/instructors who administer program-level assessments in their courses capture assessment results in LiveText (by embedding LiveText rubrics in their Canvas shell or separately entering results in LiveText).
- Serve as the main point of contact for all school-wide and program level continuous improvement efforts. This includes staying up to date on program improvement data/information available through the University Dashboard System (tableau), LiveText, and provided by the SEHD Assessment and Program Improvement Office. It also includes facilitating dialogue among program faculty regarding using this data/information for program improvement, and documenting program improvements made as a result.

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 the Office of Faculty Affairs, Dr. Dorothy Garrison-Wade at dorothy.garrison-wade@ucdenver.edu 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 Deadlines 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).

Hiring New Lecturers

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 on CU Careers:
 - Contact SEHDHR@ucdenver.edu to get the latest link to the Job posting (the posting is updated every 6 months or so, and the link will change depending on the current job requisition number).
 - On-Campus (D1) courses
 - Continuing & Professional Education (D2) courses
- [HR Search Form](#): Job Posting – Lecturer Request (ONLY USE to post a unique position opening on CU Careers)

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

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

Curriculum Committee Deadline Requirements: To ensure that the Curriculum Committee has time to review the credentials for each new Lecturer before the start of classes, please use the following deadline dates to help you plan ahead for the hiring process:

- Teaching in Summer or Fall semester – must submit Hire Request Form details by **April 30 th** .
- Teaching in Spring semester – must submit Hire Request Form details by **November 30 th** .

Please note, this also 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 contact SEHD HR (sehdhr@ucdenver.edu) for 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

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68	69	70	71	72	73	74	75	76	77	78	79	80	81	82	83	84	85	86	87	88	89	90	91	92	93	94	95	96	97	98	99	100	101	102	103	104	105	106	107	108	109	110	111	112	113	114	115	116	117	118	119	120	121	122	123	124	125	126	127	128	129	130	131	132	133	134	135	136	137	138	139	140	141	142	143	144	145	146	147	148	149	150	151	152	153	154	155	156	157	158	159	160	161	162	163	164	165	166	167	168	169	170	171	172	173	174	175	176	177	178	179	180	181	182	183	184	185	186	187	188	189	190	191	192	193	194	195	196	197	198	199	200	201	202	203	204	205	206	207	208	209	210	211	212	213	214	215	216	217	218	219	220	221	222	223	224	225	226	227	228	229	230	231	232	233	234	235	236	237	238	239	240	241	242	243	244	245	246	247	248	249	250	251	252	253	254	255	256	257	258	259	260	261	262	263	264	265	266	267	268	269	270	271	272	273	274	275	276	277	278	279	280	281	282	283	284	285	286	287	288	289	290	291	292	293	294	295	296	297	298	299	300	301	302	303	304	305	306	307	308	309	310	311	312	313	314	315	316	317	318	319	320	321	322	323	324	325	326	327	328	329	330	331	332	333	334	335	336	337	338	339	340	341	342	343	344	345	346	347	348	349	350	351	352	353	354	355	356	357	358	359	360	361	362	363	364	365	366	367	368	369	370	371	372	373	374	375	376	377	378	379	380	381	382	383	384	385	386	387	388	389	390	391	392	393	394	395	396	397	398	399	400	401	402	403	404	405	406	407	408	409	410	411	412	413	414	415	416	417	418	419	420	421	422	423	424	425	426	427	428	429	430	431	432	433	434	435	436	437	438	439	440	441	442	443	444	445	446	447	448	449	450	451	452	453	454	455	456	457	458	459	460	461	462	463	464	465	466
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Program Leaders - Semester Calendar

FALL SEMESTER		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.		
	AUGUST \ \ SEPTEMBER \ \ OCTOBER \ \ NOVEMBER \ \ DECEMBER	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 Honorary \ \ \\ 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

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