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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 1<sup>st</sup>.
- 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 guestions or comments, Shannon. Hagerman@ucdenver.edu.

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## **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 and Communications**

SEHD's marketing office is responsible for collaborating with SEHD faculty, staff, students and alumni as well as University Communications, CU Online and the CU Foundation to advance SEHD's image and standing among wide-ranging target audiences. Julia Cummings is the marketing director. Please reach out to her if you have a marketing need or question at Julia.Cummings@ucdenver.edu / 303-315-6339. The marketing office creates and help supports:

- Marketing plans and strategy
- Advertising
- Branding
- Electronic communications
- Event websites and RSVPs
- Graphic design
- Photography
- Press releases and PR (media inquiries and pitches)
- Print materials (information sheets, flyers, SEHD publications)
- Purchasing of promotional items
- Social media
- Sponsorships
- Story ideas and writing of stories for Edge magazine, CU Denver News, CU Connections
- Videos
- Website content (Please email SEHDHelp@ucdenver.edu with your web needs/suggestions. SEHD's tech team will involve marketing as needed for the drafting of web copy, approvals, coordination with academic services, copyedits, etc.)

#### **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

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	Submit course schedules to Shakira Anderson				
1 year before start of term	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/prorates 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**

Please submit all lecturer hire requests as far in advance as possible to ensure all paperwork is completed before start of the 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 Spring semester submit Hire Request Form details by November 30th.
- Teaching in Summer or Fall semester submit Hire Request Form details by April 22nd.

#### To hire a new lecturer (someone who has not taught for us within the last three years or has never taught for us):

- 1. Program leader or their designate complete the applicable form on IMPACT: HR New Hire Request Form: (to initiate hiring process, forms, onboarding, etc)
- 2. Lecturer applies to a Lecturer posting on CU Careers. The postings are updated approximately every year usually in the fall.
  - On-Campus (D1) courses (Please send this link to any candidates you are considering: https://sehd.link/D1)
  - Continuing & Professional Education (D2) courses (Please send this link to any candidates you are considering: https://sehd.link/D2)
  - Partner school Site Professors: (Please send this link to any candidates you are considering: https://sehd.link/D1)
  - Program-specific postings are possible as well, for recent examples School Psychology, Couple & Family Therapy. If you're interested to work with SEHD HR to create a program-specific posting, please complete the HR Search Form: Job Posting – Lecturer Request

PLEASE NOTE: All new Lecturers must apply online before being hired. Those who teach in a "Graduate Part-Time Instructor" title can either apply to the student-facing GPTI posting on Handshake or to our Lecturer posting on CU Careers.

3. SEHD HR will reach out to the new colleague about new hire paperwork including background

check. 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.

4. Following the completion of the background check, Shakira will work on the CU SIS/CANVAS setups. It may take the Course Registrar several weeks to grant this access.

#### Retirees have some additional special policy and timing considerations.

If the person you are interested to welcome as a Lecturer is a PERA or CU retiree, or intends to retire soon, please review the related policy, APS 5054 here: https://www.cu.edu/ope/aps/5054

Please contact SEHD HR (sehdhr@ucdenver.edu) with questions about the hiring process.

# **Hiring Teaching Assistants**

For full details about TA appointments see this section of the wiki: https://wiki.cu.studio/handbooks/pattern of administration#teaching assistantssecondary instructors

Please submit Teaching Assistant hire requests as soon as possible when your class has qualified for a TA. This allows time to complete the background check and hiring forms and get their access to Canvas set up.

## **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 Agona	303-315-6320
Hiromi Agena Associate Director of Finance	LSC 1121
Associate Director of Finance	HIROMI.AGENA@UCDENVER.EDU

Shakira Anderson	303-315-6369		
Scheduling and Curriculum Manager	LSC 717 SHAKIRA.ANDERSON@UCDENVER.EDU		
W. H. D. H.	303-315-0010		
Kelley Patient	303-335-9567		
HR and Payroll Manager	KELLEY.PATIENT@UCDENVER.EDU		
Patricia Ball	303-315-4947		
Assistant Dean for Finance and HR	LSC 1142		
	PATRICIA.BALL@UCDENVER.EDU		
Scott Bauer	303- 315-0285		
Associate Dean for Advanced Education and Doctoral Programs	LSC 612 SCOTT.BAUER@UCDENVER.EDU		
riograms	303-315-6339		
Julia Cummings	LSC 1141		
Marketing and Communication Director	JULIA.CUMMINGS@UCDENVER.EDU		
Dorothy Garrison-Wade	303-315-4957		
Associate Professor Emerita & Associate Dean for	LSC 644		
Faculty Affairs	DOROTHY.GARRISON-WADE@UCDENVER.EDU		
Marlinda Hines	303-315-4977		
Recruitment & Outreach Manager	LSC 711		
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Brad Hinson	303-315-0313		
Director of Information Technology	LSC 726 BRAD.HINSON@UCDENVER.EDU		
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	SEHDFINANCE@UCDENVER.EDU		

Emilie Seneff
HR and Payroll Coordinator

SEHDHR@UCDENVER.EDU
SEHDHR@UCDENVER.EDU

# **Program Leaders - Semester Calendar**

				FALL SEMESTER
AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER

Attend	Program Leaders Meeting				
Review I	Financial Reports				
Create New	Program Budget				
make s	Ity course load & sure faculty have ropriate courses.				
enro	I to make course Ilment decisions, ncelling courses.				
Appoint a lia	ison to work with CPE/D2 .				
	rketing liaison to lia Cummings on			Attend Program	
marketing yo	our program. The might also act as			Leaders Meeting	
Clark arou	n liaison to Jason ınd Open Houses			Review Financial	
and other wa	ys to attract new students.	Attend Program	Albert d December	Reports	
	he program area admission files &	Leaders Meeting Review Financial	Attend Program  Leaders Meeting	Submit Lecturer Course Schedules to Shakira	Review Financial
	ons decisions for the year.	Reports	HLC Report Due	Review &	Reports
Coordinate w	hich faculty from	Review Instructors,	10/15.	Approval of	Training of New
the program	n area will attend ses, New Student		Review Financial	Admission Files	Honorarium
	, how obligations to the Teacher	Faculty FCQs, and advise as	Reports	Organize portfolios or MA exam grading.	Draft agendas for Program
Education	n Program will be met.	appropriate. Draft agendas for	Draft agendas for Program Meetings and lead the	Submit Graduate	Meetings and lead the meetings.
Divide up I	HLC tasks so that	Program Meetings	meetings.	Faculty	eetiiigsi
	the	meetings.		Appointment paperwork to Curriculum Committee	
	dline can be met.			if needed for Spring.  Draft agendas for	
	ndas for Program ngs and lead the meetings.			Program Meetings and lead the meetings.	
Comm	nunicate with the Program				
be sure needs are be as liaison b and fa	a weekly basis to student advising ing met well; act etween program culty advisers so ation provided is correct.				
Submit	Graduate Faculty				
Appointme	ent paperwork to				
Curricul	um Committee if needed for Fall.				

CDDINGCEMECTED					
				<u>S</u>	P R I N G S E M E S T E R
JANUARY	FEBRUARY	MAF	RCH	APRIL	MAY
				Attend Program	
				Leaders Meeting	
				Update Title II	
				Program Goals	
Attend Program Leaders				Update Title II and PEDS Clinical	Attack December
Meeting	Attend Program			Practice	Attend Program Leaders
Review Financial Reports	Leaders Meeting	Attend Prog	ram	Description	Meeting
Monitor faculty course load & make sure faculty have	Review Financial	Lead Mee	- 1	Review Financial	Review Financial
appropriate courses.	Reports	Rev		Reports	Reports
Work with AD to make course enrollment decisions,	Review Instructors,	Finan		Review &	Submit Lecturer Course
cancelling courses.	Adjuncts and NTT Faculty FCQs, and	Rep		Approval of	Schedules to Shakira
Assist your faculty with developing their professional	advise as appropriate.	Draft agen for Progr	ram	Admission Files	Training of New
plans.  Draft agendas for Program	Draft agendas for Program Meetings	Meetings lead meetir	the	Organize portfolio or MA exam grading.	Honorarium
Meetings and lead the	and lead the meetings.	meetii	iys.	Submit Graduate	Draft agendas for Program Meetings and
meetings and lead the meetings.	meetings.			Faculty	lead the meetings.
				•	
				Appointment paperwork to Curriculum Committee if needed for Summer.	
				Draft agendas for Program Meetings and lead the meetings.	
				SUMM	IERSEMESTER
		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.

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