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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 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

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

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.

"Future pool" Lecturers

It is possible to complete all of the paperwork for a new hire in anticipation of a class being offered to them in a future semester. This would allow the hiring requirements to be completed and saved on file. SEHD HR will work through all the onboarding steps and set up the employee ID and email address. Then we wait to see if a class is available for them to teach before setting up the payments. If you are interested in this option, please select this button underneath “Term” on the Hire Request Form: “

No immediate teaching assignment right now. Please add to pool for teaching in future terms ”

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 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
Kelley Patient HR and Payroll Manager	303-315-0010 303-335-9567 KELLEY.PATIENT@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 and Communication Director	303-315-6339 LSC 1141 JULIA.CUMMINGS@UCDENVER.EDU
Dorothy Garrison-Wade Associate Professor Emerita & Associate Dean for Faculty Affairs	303-315-4957 LSC 644 DOROTHY.GARRISON-WADE@UCDENVER.EDU
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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
Keiko Goldman Business Services Coordinator (Finance and HR)	303-315-0010 LSC 1147 KEIKO.GOLDMAN@UCDENVER.EDU SEHDHR@UCDENVER.EDU SEHDFINANCE@UCDENVER.EDU
Emilie Seneff HR and Payroll Coordinator	303-315-6331 LSC 1142 EMILIE.SENEFF@UCDENVER.EDU SEHDHR@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. .

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