

Issue # AY18-01-B

Faculty Senate Issue Log Form

Date-Submitted: 4.9.2018

Title-of-Issue: Undergraduate Program Director Description

Description: The Advising Task Force, Chaired by Brian Payne, worked to develop descriptions for Chief Departmental Advisors (CDA) and Undergraduate Program Directors (UPD) for inclusion in the Faculty Handbook. The committee first submitted the CDA description for review by Faculty Senate and, now that it has been approved, we would like to submit the UPD description for consideration. The UPD description specifies the roles and responsibilities of the Undergraduate Program Director. It is similar to the GPD description currently included in the Handbook. The document with the full description has been sent in an email to Jennifer Moody.

Rationale: The roles and responsibilities of the Undergraduate Program Director are significant, particularly with large programs. Colleges across campus vary in the manner in which they conduct program oversight. Some solely use a CDA while others solely use a UPD and others use both a CDA and UPD. Prior to this year, there were no official descriptions included in the Faculty Handbook for these positions. The inclusion of descriptions provides a guide for administrators to establish responsibilities, allows for consistency in roles across programs, offers standards for evaluation, and specifies compensation. Just as it is necessary to describe the positions of GPD and CDA, it is necessary to define the position of UPD.

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Date: 4.9.2018

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Submission Date and Time: Monday April 09th, 2018. 09:06:24 AM

Undergraduate Program Director

A. Introduction

The primary role of the Undergraduate Program Director is to assist the Department Chair for programs located within a single college or Provost for multidisciplinary programs, to determine that policies and procedures outlined in the Undergraduate Catalog are followed by all program area faculty and students. Additionally, an Undergraduate Program Director facilitates activities related to marketing and recruiting, course scheduling, curriculum review, program assessment, and other areas. The Undergraduate Program Director reports to the Department Chair or Provost.

B. Appointment and Reappointment

The Undergraduate Program Director should be a full-time faculty member from the program or department in which the program is located. The terms for appointment are three years. Evaluation for reappointment is typically begun in the third year with solicitation of input from the program faculty and other relevant sources. Many undergraduate programs are implemented and administered within a single department, while others are multidisciplinary in nature and involve the cooperative efforts of several individual departments or colleges. Due to these variations, some Undergraduate Program Directors report directly to a particular departmental Chair, while others report directly to an academic Dean or Provost. The delineation of administrative authority should be established at the time of appointment and clearly understood by all.

In the case of programs located within a single department, the Undergraduate Program Director will be appointed by the Department Chair, after consultation with the full-time faculty in the program and with the approval of the academic Dean in whose college the program is offered.

In the case of multidisciplinary programs within a college, the Undergraduate Program Director will be appointed by the Dean of the college that has administrative responsibility for the program, after consultation with the Chairs of participating departments and full-time faculty in the program, and Deans of other colleges, if necessary.

In the case of multidisciplinary programs that involve more than one college, the Undergraduate Program Director will be appointed by the Provost or designee, after consultation with the affected full-time faculty, Chairs of the participating departments and the Deans of the participating colleges.

At the time of appointment, the Undergraduate Program Director and the Chair from a single department, or Dean or Provost from multidisciplinary programs, should develop a plan for regular consultation and a written position description that provides a clear understanding of the expectations for both parties about their duties and compensation, along with criteria for the annual evaluation. The Office of Academic Affairs will be provided with a copy of the appointment letter or memorandum, after approval by the Dean or designee for review and record purposes.

C. Duties and Responsibilities

The duties of an Undergraduate Program Director depend upon a number of factors: particular discipline, size of the program, number of academic programs covered by the Undergraduate Program Director, and degree of staff support being some of the most important. While the ultimate responsibility for a curriculum rests with departmental faculty, who may serve on specific committees or who may otherwise assist in various capacities, managing the following areas of responsibility may be considered the baseline duties for the Undergraduate Program Director position:

Program Marketing and Recruitment – work with the department Chair and the Office of Admissions to plan, initiate and maintain contact with prospects, prepare the content of promotional materials and maintain program website.

Admission to Program – where applicable, work with the Office of Admissions and the program admissions committee to coordinate application review, oversee admissions decisions, maintain communication with admitted students, establish program capacity, manage enrollment, and conduct student orientation.

Program Policies– maintain the program policies and disseminate student guidelines.

Scheduling and Curriculum Review – advise department Chair or appropriate administrative supervisor on course demands and scheduling each semester and assist with the hiring of adjuncts and assignment of courses to faculty and adjuncts. Work with the department Chair to revise and update the Undergraduate Catalog content, including all curricular changes, new course proposals, and old course deactivations.

Program Assessment – work with the department Chair or appropriate administrative supervisor, and the Office of Institutional Effectiveness and Assessment to conduct program evaluations.

Advising- support the advising responsibilities of the faculty within the department and serve as the point of contact for transfer course evaluations and management of articulation agreements. This task may also be conducted by, or in collaboration with the Chief Departmental Advisor.

Problem Resolution- assist Chair in addressing instructor teaching questions and concerns and student questions and concerns, which may include directing them to a relevant office, contact, or policy.

D. Release Time and Compensation

1. The amount of release time and other compensation, such as a summer stipend, will vary with the size and scope of the program and the duties established as discussed in section C (above). Summer stipends are expected for UPD's who do summer program management. This stipend will be paid by Academic Affairs.

2. An Undergraduate Program Director is normally provided with release time for this function. Unless there are exceptional circumstances, academic year stipends (if provided) should be alternatives to course releases, not granted in addition to course releases.

3. Undergraduate Program Directors with dual roles, in which they are also functioning as Chief Departmental Advisors might be offered a stipend instead of an additional course release.

4. Course releases ordinarily should be three credit hours per year if the annual program FTEs are under 200 and three credit hours per semester if the annual program FTEs are above 200.

5. When a new program is being started or a program has other complexities (e.g. a program is exceptionally large, a program is seeking accreditation), the Dean can make exceptions for additional compensation.

E. Evaluation of Performance

The primary person responsible for evaluating the performance of the Undergraduate Program Director will be the person to whom the Undergraduate Program Director reports, as indicated in Section A (above) and will include input from the program faculty and academic Dean. It is expected that a portion of the annual faculty evaluation of the Undergraduate Program Director will be devoted to the performance in that capacity.

Faculty Senate Submission

Undergraduate Program Director Description

The Advising Task Force, Chaired by Brian Payne, and with members from each college across campus, worked to develop descriptions for Chief Departmental Advisors (CDA) and Undergraduate Program Directors (UPD) for inclusion in the Faculty Handbook. The committee first submitted the CDA description and it was approved by Faculty Senate last academic year. We submitted the UPD description for consideration fall of 2018 and received feedback from Committee B with suggested edits. This resubmission incorporates that feedback.

The UPD description specifies the roles and responsibilities of the Undergraduate Program Director. Due to being a similar role, the UPD description closely replicates the Graduate Program Director description currently included in the Handbook. The roles and responsibilities of the Undergraduate Program Director are significant, particularly with large programs. Colleges across campus vary in the manner in which they conduct program oversight. Some solely use a CDA while others solely use a UPD and others use both a CDA and UPD. Some have no one designated specifically for undergraduate program oversight and instead utilize a departmental Assistant Chair to assist with all programs, both graduate and undergraduate, contained in a department. Previously, there were no official descriptions included in the Faculty Handbook for these positions. The inclusion of descriptions provides a guide for administrators to establish responsibilities, allows for consistency in roles across programs, offers standards for evaluation, and specifies compensation. Just as it is necessary to describe the positions of GPD and CDA, it is necessary to define the position of UPD. It is important to note that since the approval of the CDA description, UPDs have received summer stipends following the CDA criteria. This funding criteria will remain the same despite distinguishing their functions in separate descriptions. As such, no budgetary changes are anticipated.

Feedback from Committee B with responses from the Advising Task Force:

- There needs to be a procedure for appointment.
 - Appointment and reappointment process noted in section B
- It will be helpful to have a designated title and to describe what the title means- as of now there are many people who seem to be functioning as UPDs but are not designated so. In addition, there are dual roles that also make for confusion.
 - The description of the undergraduate program director is expanded and their distinction from CDAs and Assistant Chairs is also noted in the introduction (section A).
- When there are dual roles, e.g. assistant department chair and UPD, that needs to be accounted for in the policy - e.g. compensation, release time, etc.
 - Dual roles and their implications for compensation and release time are now addressed in section D (Release Time and Compensation).
- The committee recommends that the list of possible duties be modified or eliminated as all UPDs cannot or should not be expected to fulfill those functions.
 - The language used throughout the Duties and Responsibilities section (section C) was modified. The description now emphasizes that the UPDs roles will vary, that the roles provided are examples, and that they will work collaboratively with others to complete responsibilities. The list of duties and responsibilities was developed with consultation from existing UPDs from colleges across the university who specified current roles. The duties are similar to those of the GPD.
- The committee recommends that each college determine the duties and structure for the UPDs rather than trying to impose a structure that does not fit all colleges.

- Similar to the CDA and GPD descriptions in the faculty handbook, the UPD description is meant to clarify roles and create equity pertaining to their use and compensation across colleges who choose to utilize them. However, the description does not state that colleges must utilize UPDs. This was intentionally not included in both the CDA and UPD descriptions as not all colleges may use CDAs or UPDs.
- The committee strongly recommends that the UPD be a faculty member from the discipline and is a full-time faculty member. We received one suggestion that the UPD be a tenured faculty member and it may be helpful to have language that encourages that some majors' accreditation require that. We have also received information that indicates that lecturers are being pressured to accept the administrative assignment, but don't know how to prevent that. We also recommend that a UPD NOT be an administrator.
 - We modified the Appointment and Reappointment section (section B) to indicate that UPDs should be full-time faculty members from the program or department in which the program is located. We also stated that the UPD may need to be tenured or tenure-track if indicated in accreditation requirements. As with CDAs and GPDs, it will be important for Chairs to be aware of faculty work-loads and assure faculty are protected from engaging in too much service.
- The duties, reporting requirements, and compensation for UPDs should be established at the initial appointment in a written contract.
 - The UPD description is written in the same manner as the GPD and CDA descriptions with regard to establishment of responsibilities and compensation
- Maybe there needs to be language that prohibits the UPD from not acting as an assistant department chair.
 - The committee felt that this should be left to the departments and colleges to decide, as situations vary with regard to roles, faculty capabilities, and program and departmental capacities

Undergraduate Program Director

A. Introduction

The primary role of the Undergraduate Program Director is to assist the Department Chair with the undergraduate programs located within a single college, or Provost for multidisciplinary undergraduate programs, and to determine that policies and procedures outlined in the Undergraduate Catalog are followed by all program area faculty and students. Additionally, an Undergraduate Program Director facilitates faculty engagement in program activities related to marketing and recruiting, and issues related to the academic program integrity, such as curriculum development, program assessment, course scheduling, identification of qualified adjuncts, and other areas. The Undergraduate Program Director reports to the Department Chair or Provost. Undergraduate Program Directors serve in a distinct role separate from the Chief Departmental Advisors who focus on the recruitment, advising and retention of students, and Assistant Department Chairs who focus on the administration of university and college policies at the departmental level.

B. Appointment and Reappointment

The Undergraduate Program Director should be a full-time faculty member from the program or department in which the program is located. An Undergraduate Program Director may need to be tenured or tenure-track if indicated in accreditation requirements. Many undergraduate programs are implemented and administered within a single department, while others are multidisciplinary in nature and involve the cooperative efforts of several individual departments or colleges. Due to these variations, some Undergraduate Program Directors report directly to a particular departmental Chair, while others report directly to an academic Dean or Provost. The delineation of administrative authority should be established at the time of appointment and clearly understood by all.

In the case of programs located within a single department, the Undergraduate Program Director will be appointed by the Department Chair, after consultation with the full-time faculty in the program and with the approval of the academic Dean in whose college the program is offered.

In the case of multidisciplinary programs within a college, the Undergraduate Program Director will be appointed by the Dean of the college that has administrative responsibility for the program, after consultation with the Chairs of participating departments and full-time faculty in the program, and Deans of other colleges, if necessary.

In the case of multidisciplinary programs that involve more than one college, the Undergraduate Program Director will be appointed by the Provost or designee, after consultation with the affected full-time Chairs, Deans, and full-time faculty of the participating departments.

At the time of appointment, the Undergraduate Program Director and the Chair from a single department, or Dean or Provost from multidisciplinary programs, should develop a plan for regular consultation and a written position description that provides a clear understanding of the expectations for both parties about the duties and compensation, along with criteria for the annual evaluation. The Office of Academic Affairs will be provided with a copy of the appointment letter or memorandum, after approval by the Dean or designee for review and record purposes.

An Undergraduate Program Director shall be appointed by and serve at the pleasure of the chair or appropriate administrative supervisor and shall ordinarily be appointed to a term of three years with the possibility of renewal. Evaluation for reappointment is typically begun in the third year with solicitation of input from the program faculty and other relevant sources. An Undergraduate Program Director may ordinarily serve no more than two consecutive terms; however, the chair or the appropriate administrative supervisor may reappoint the individual for an additional term subject to the approval of the dean or the next level of administrative supervisor. An appointment exceeding three consecutive terms may be made in extraordinary circumstances with the additional approval of the provost or designee.

C. Duties and Responsibilities

The duties of an Undergraduate Program Director depend upon a number of factors: particular discipline, size of the program, number of academic programs covered by the Undergraduate Program Director, and degree of staff support. While the ultimate responsibility for a curriculum rests with departmental faculty, who may serve on specific committees or who may otherwise assist in various capacities, managing some or all of the following areas of responsibility are examples of duties for the Undergraduate Program Director:

Program Marketing and Recruitment – collaborate with the department Chair, Chief Departmental Advisor, Student Engagement and Enrollment Services, the Office of Admissions, and Distance Learning to plan, initiate and maintain contact with prospects, prepare the content of promotional materials, and maintain program website.

Admission to Program – where applicable, work with the Office of Admissions, the program admissions committee and the Chief Departmental Advisor to coordinate application review, admissions decisions, and communication with admitted students. Assist the Department Chair with the establishment of program capacity, and manage enrollment.

Program Policies– may maintain the program policies and disseminate student guidelines.

Curriculum Review - Work with the department Chair to revise and update the Undergraduate Catalog content, including all curricular changes, new course proposals, and old course deactivations.

Scheduling – advise department Chair or appropriate administrative supervisor on course demands and scheduling each semester and assist with the hiring of adjuncts and assignment of courses to faculty and adjuncts.

Program Assessment – work with the department Chair or appropriate administrative supervisor, and the Office of Institutional Effectiveness and Assessment to coordinate annual program evaluations to meet the requirements of accrediting bodies and the State Council of Higher Education for Virginia (SCHEV).

Advising - support the advising responsibilities of the faculty within the department and serve as the point of contact for transfer course evaluations and management of articulation agreements. This task may also be conducted by, or in collaboration with the Chief Departmental Advisor.

Problem Resolution - assist Chair in addressing instructor teaching questions and concerns and student questions and concerns, which may include directing them to a relevant office, contact, or policy.

D. **Release Time and Compensation**

The amount of release time and other compensation, such as a summer stipend, will vary with the size and scope of the program and the duties established as discussed in section C (above). An Undergraduate Program Director is normally provided with release time and/or a stipend for this function. Summer stipends are expected for UPD's who do summer program management of programs with an FTE exceeding 50. This stipend will be paid by Academic Affairs. Undergraduate Program Directors with dual roles, in which they are also functioning as Chief Departmental Advisors or Assistant Chairs might be offered a stipend instead of an additional course release. Course releases ordinarily should be three credit hours per academic year if the annual program FTEs are under 300 and three credit hours per semester if the annual program FTEs are above 300. When a new program is being started or a program has other complexities (e.g. a program is being developed and SCHEV proposal prepared, program is exceptionally large, a program is seeking accreditation), the Dean can make exceptions for additional compensation.

E. **Evaluation of Performance**

The primary person responsible for evaluating the performance of the Undergraduate Program Director will be the person to whom the Undergraduate Program Director reports, as indicated in Section A (above) and will include input from the program faculty and academic Dean. It is expected that a portion of the annual faculty evaluation of the Undergraduate Program Director will be devoted to the performance in that capacity.

Undergraduate Program Director

A. Introduction

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The Undergraduate Program Director should be a full-time faculty member from the program or department in which the program is located. An Undergraduate Program Director may need to be tenured or tenure-track if indicated in accreditation requirements. Many undergraduate programs are implemented and administered within a single department, while others are multidisciplinary in nature and involve the cooperative efforts of several individual departments or colleges. Due to these variations, some Undergraduate Program Directors report directly to a particular departmental Chair, while others report directly to an academic Dean (or designee) or Provost (or designee). The delineation of administrative authority should be established at the time of appointment and clearly understood by all.

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D. **Release Time and Compensation**

The amount of release time and other compensation, such as a summer stipend, will vary with the size and scope of the program and the duties established as discussed in section C (above). An Undergraduate Program Director is normally provided with release time or a stipend for this function. Course releases ordinarily should be three credit hours per academic year if the annual program FTEs are under 300 and three credit hours per semester if the annual program FTEs are above 300. When a new program is being started or a program has other complexities (e.g. a program is being developed and SCHEV proposal prepared, program is exceptionally large, a program is seeking accreditation), the Dean can make exceptions for additional compensation in consultation with the provost.

Summer stipends are expected for UPD's who do summer program management of programs with an FTE exceeding 50. This stipend will be paid by Academic Affairs so long as a stipend is not already being paid by Academic Affairs to a chief departmental advisor. In no circumstances will Academic Affairs pay summer stipends to both chief departmental advisors and undergraduate program directors in the same program.

E. **Evaluation of Performance**

The primary person responsible for evaluating the performance of the Undergraduate Program Director will be the person to whom the Undergraduate Program Director reports, as indicated in Section A (above) and will include input from the program faculty and academic Dean. It is expected that a portion of the annual faculty evaluation of the Undergraduate Program Director will be devoted to the performance in that capacity.