Department Chair/Program Director

Information Packet

Office of the Deans

Office of Academic Affairs
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Chair/Program Director Job Description
(From the UNCA Faculty Handbook)

3.1.2 Duties of Department Chairs/Program Directors

Department Chairs (Revised by Provost and VCAA 2/27/06 in consultation with the assembled department Chairs and program Directors)

The department Chair is a member of the faculty who is appointed by the Provost and VCAA to perform the administrative functions described below in addition to the usual faculty responsibilities. For performing these duties, the Chair receives an annual stipend and a reduced teaching load. The Chair is directly responsible to the program area Dean and is normally appointed to a four year term. Consecutive reappointments for variable terms may be made.

The Chair is the leader of the department faculty and the manager of all departmental affairs and operations. Chairs may, at their discretion, delegate certain specific functions to members of the department. General leadership functions and evaluation responsibilities may not be delegated. At all times, the Chair remains accountable for the actions of the delegate.

Chairs serve a University function as well as a departmental one. The Chair, therefore, is expected to convey to the department members a university-wide view of issues and initiatives and to ensure department participation in same. The major responsibilities and authority of the position are stated as, but not limited to, the following:

A. Department Leadership
1. Attend all meetings of department chairs and program directors convened by the Provost and VCAA or others. (Because these meetings traditionally are scheduled at 3:30 PM on Mondays, individuals serving as department chairs should not be scheduled to teach at that time.)
2. Convene department meetings at least once each month during the academic year.
3. Communicate information regarding institutional issues, priorities, policies and initiatives to department faculty.
4. Lead department discussion of issues, priorities, etc and communicate department perspectives to the program area Dean on a timely basis.
5. Ensure department participation in recruitment and advising events including but not limited to Admissions events, orientation sessions, and scholarship interviews.
6. Ensure department participation in the Integrative Liberal Studies program (e.g., through regular scheduling of LSIC courses, development of proposals for intensive courses).
7. Encourage department participation in other University programs (e.g., Honors, Undergraduate Research).
8. Appoint department liaisons to other University areas (e.g., Admissions, Ramsey Library).
9. Prepare announcements related to departmental programs, students and faculty/staff members (e.g., for Public Information).

B. University Service
1. Serve as consultants to the Provost and VCAA, and through him/her to the Chancellor and other Vice Chancellors, providing input on major issues facing the institution, such as planning, academic or administrative problems, and relations with the outside community.
2. Complete special assignments, such as service on institutional task force groups, as requested by the Provost and VCAA or his/her designee.
C. Academic Programs
1. Oversee the development, operation and revision of the department academic programs.
2. Develop and periodically revise the department’s Institutional Effectiveness Plan.
   (Although reports on these plans are submitted biennially, data for these reports are collected annually.)
3. Serve as liaison with individuals and University groups involved in program development, approval and evaluation.
4. Prepare course schedule for each semester.
5. Approve special topics courses.
6. Approve course substitutions.

D. Faculty
1. Recruitment/Hiring
   - Write requests for new full-time faculty positions.
   - Oversee search process for new full-time faculty, ensuring compliance with all University policies and procedures (e.g., Affirmative Action).
   - Make recommendations to the Provost and VCAA on the hiring of full-time faculty.
   - Request and appoint adjunct/part-time faculty through the program area Dean.
2. Regular operations
   - Assign courses to faculty each semester during schedule construction, ensuring representation of all faculty ranks across all facets of the curriculum.
   - Assign department discretionary reassigned time to department members as allocated by Academic Affairs.
   - Assign advisees to faculty, ensuring an equitable distribution of advising loads.
3. Mentoring
   - Assist faculty with their professional development in the areas of teaching, scholarship and service.
   - Encourage faculty to utilize available professional development opportunities (e.g., Center for Teaching and Learning, Office of Sponsored Scholarship and Programs).
   - Encourage faculty participation in University and community life (e.g., co-curricular activities that enrich student learning experiences).
   - Ensure that all faculty are accessible to students during the week.
   - Ensure that faculty are informed about and refer students to available support services (e.g., Writing Center, Counseling Center, Disability Services).
4. Evaluation
   - Ensure that all faculty are evaluated by students and observed by peers in accordance with University policies.
   - Evaluate full-time faculty annually (i.e., Faculty Record process) and as required for reappointment, tenure, promotion and post-tenure review.
   - Provide feedback on performance to adjunct/part-time faculty at the end of each semester.
   - Recognize faculty for participation in institutional initiatives (e.g., ILS) and activities in accord with institutional priorities (e.g., co-curricular activities).

E. Students
1. Work with Admissions and the program area Dean to develop and maintain an appropriate number of students in the department’s major program(s).
2. Collaborate with department faculty to develop co-curricular activities that enrich student learning experiences.
3. Participate in the resolution of student problems with instructors and courses; refer students to the Faculty Conciliator when appropriate.
4. Work with department colleagues and the Office of Advising and Registration to evaluate coursework for students who transfer to UNC Asheville.

F. Staff
1. Determine (in conjunction with other Chairs, if necessary) work assignments of staff assigned to the department.
2. Supervise staff assigned to the department.
3. Sign all required forms for staff (e.g., time sheets, leave slips).
4. Evaluate staff annually as indicated by University policies and procedures.
5. Encourage, provide time for and recognize professional development of staff.

G. Budget
1. Allocate department operating budget each year to the appropriate budget categories.
2. Allocate faculty travel/development funds to department faculty.
3. Consult with the program area Dean on special budgetary needs.
4. Develop special budget requests in concert with department and institutional priorities.
5. Authorize all expenditures from department funds (state and non-state).
6. Monitor expenditures to remain within approved budget.
7. Ensure adequate purchase of department supplies, equipment, etc.

Program Directors
Program Directors function similarly to department Chairs. However, because programs may not have their own faculty, staff or majors, some items in the preceding list may not apply. In all cases, Program Directors are required to provide teaching evaluations to the department Chairs of their instructors' home departments.
## CHAIR'S CALENDAR OF ANNUAL ACTIVITIES

<table>
<thead>
<tr>
<th>MONTH</th>
<th>ACTIVITIES</th>
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<tbody>
<tr>
<td>August</td>
<td>Request information from department faculty for Spring class schedule</td>
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<tr>
<td>September</td>
<td>Spring class schedule due</td>
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<tr>
<td>October</td>
<td>Pre-registration advising for Spring semester</td>
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<td></td>
<td>Budget review</td>
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<tr>
<td>November</td>
<td>Request class schedule information from dept for next academic year</td>
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<td></td>
<td>APC documents for catalog changes due</td>
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<td></td>
<td>Oral and Major Competency due for Dec grads</td>
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<tr>
<td></td>
<td>Make tenure/reappointment materials available to tenured faculty</td>
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<tr>
<td></td>
<td>Make post-tenure review materials available to tenured faculty</td>
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<tr>
<td></td>
<td>Interim review of SPA employees</td>
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<tr>
<td>December</td>
<td>Summer class schedule due</td>
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<tr>
<td></td>
<td>Department assessment activities (if scheduled)</td>
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<td></td>
<td>Deadline to submit faculty position requests, both tenure-track and lecturer</td>
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<tr>
<td></td>
<td>Discuss and vote on tenure/reappointment requests at department meeting</td>
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<tr>
<td></td>
<td>Discuss post-tenure reviews at department meeting</td>
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<tr>
<td></td>
<td>Make promotion materials available to tenured department faculty</td>
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<tr>
<td></td>
<td>Schedule exit interviews with Fall graduates</td>
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<tr>
<td>January</td>
<td>Class schedule for next academic year due to Dean</td>
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<tr>
<td></td>
<td>Discuss and vote on promotion requests at department meeting</td>
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<tr>
<td></td>
<td>Budget review of actual vs. expected expenditures</td>
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<tr>
<td>March</td>
<td>Pre-registration advising for Summer and Fall terms</td>
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<tr>
<td>April</td>
<td>Oral and Major Competency due for May grads</td>
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<tr>
<td></td>
<td>SPA employee reviews and work plan for next year due by April 30</td>
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<tr>
<td></td>
<td>Budget review of actual vs. expected expenditures</td>
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<tr>
<td>May</td>
<td>May 1: Administrative Evaluation form due to Dean</td>
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<tr>
<td></td>
<td>Commencement rehearsal breakfast (announce dept distinctions)</td>
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<td>May 15: Chair’s faculty record due to Dean; department faculty records collected by chair</td>
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<td>Meet with faculty individually to discuss faculty records</td>
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<tr>
<td>June</td>
<td>Complete assessment activities for year</td>
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<td></td>
<td>Adjunct evaluations for prior year due</td>
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<tr>
<td></td>
<td>Adjunct requests for next year due</td>
</tr>
<tr>
<td></td>
<td>June 15: Faculty records due to Deans</td>
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</table>

### Other important calendars:
- Academic Affairs calendars -- [http://academicaffairs.unca.edu/calendar](http://academicaffairs.unca.edu/calendar)
- Registrar’s Office calendars -- [http://registrar.unca.edu/calendars-and-schedules](http://registrar.unca.edu/calendars-and-schedules)
  (includes schedule of classes, final exam schedule, late start schedule, calendar for each semester)
Links to Key Information for Chairs/Program Directors

1. One Stop (Pat McClellan)
   - Academic advising and learning support (advising.unca.edu)
   - Evaluation of transfer credit (http://registrar.unca.edu/transfer-evaluation-process)
   - Forms for students (http://registrar.unca.edu/forms)

2. Budgets and Finance (Pat Catterfeld)
   - Budgets
     - Sources of funds (http://www.unca.edu/aa/handbook/1.htm#1.5)
     - Account codes (https://finance.unca.edu/controller (click on fourth link in list at bottom))
   - Purchasing (http://finance.unca.edu/purchasing)
   - Accounts Payable (http://finance.unca.edu/ap)
   - Academic Affairs Travel Guidelines available here
   - Academic Affairs Travel Authorization (http://academicaffairs.unca.edu/sites/academicaffairs.unca.edu/files/AA_TravelAuth.pdf)
   - Paying a stipend to a foreign national invited to campus: Make arrangements with Bonnie Morton (bmorton1@unca.edu), begin the process 2 months in advance.
   - Training for Banner Finance Self-Service available here

3. Personnel
   - Faculty (Academic deans)
     - Recruitment and hiring (http://www3.unca.edu/aa/handbook/3.htm#3.4)
     - Annual evaluation
       1. Procedures and forms (http://academicaffairs.unca.edu/faculty-evaluation)
       2. Merit categories (http://www3.unca.edu/aa/handbook/3.htm#3.4.3)
       3. Peer review of teaching (http://www.unca.edu/aa/handbook/3.htm#3.3.3.1.2)
       4. Student evaluation of teaching (http://www.unca.edu/aa/handbook/3.htm#3.3.3.1.1)
     - Reappointment, tenure, promotion (http://www.unca.edu/aa/handbook/3.htm#3.5)
     - Post-tenure review (http://www.unca.edu/aa/handbook/3.htm#3.7)
     - Faculty development
       1. Professional Development Leave (http://www.unca.edu/aa/handbook/4.htm#4.1.4)
       2. Reassigned time (http://www.unca.edu/aa/handbook/3.htm#3.1.4.1.4)
       3. Center for Teaching and Learning (http://ctl.unca.edu/)
     - Family and medical leave (http://www.unca.edu/aa/handbook/4.htm#4.2.1.2)
   - Staff (Human Resources)
     - Hiring, SPA (http://administration.unca.edu/policies/87)
     - Hiring, EPA non-faculty (http://administration.unca.edu/policies/65)
     - Annual evaluation, SPA (Work Plan and Performance Appraisal Form)
     - Annual evaluation, EPA non-faculty (Performance Development Plan)
Annotated Table of Contents for the Faculty Handbook

Section 1: History and Organization
Includes mission statement, guiding concepts, how the budget works.

Section 2: Hiring-Termination
Includes ranks, searches, contracts, salary/benefits, personnel files.

Section 3: Faculty Rights, Responsibilities and Evaluation
Includes instructional activities/requirements, annual evaluation, and personnel reviews (tenure, promotion, post-tenure review).

Section 4: Faculty Development and Working Conditions
Includes professional development, leaves of absence, policies on workplace environment.

Section 5: Academic Policies and Services
Includes classroom policies, curriculum change, ITS, library.

Section 6: Faculty Awards and Honors
Includes endowed professorships, teaching awards, institutional grants.

Section 7: Administrative Policies and Services
Includes all operational policies (e.g. mail, keys, telephone).

Section 8: Student Affairs Policies and Practices
Includes Student Handbook, academic honesty and misconduct, and student organizations.

Section 9: External Relations Policies
Includes fund-raising, grants and contracts, intellectual property,

Section 10: Committees and Service Appointments
Includes faculty governance, elected committees, appointed committees, individual appointments (e.g. program directors).

Section 11: Curricular and Co-curricular Enhancements
Includes honors, undergraduate research, study abroad, Center for Teaching and Learning.

Section 12: External Organizations
Includes Asheville Graduate Center, North Carolina Center for Creative Retirement, World Affairs Council, and other centers.

Section 13: UNC System Information and Documents
Includes and links to UNC Code and UNC Board of Governors policies

Section 14: UNC Asheville Policy and Information Documents
Includes Faculty Senate Constitution, UNC Asheville Tenure Policies and Regulations, and Catalog.
UNC Asheville resources to support student learning

Ramsey Library
• General library information is available at the library website.
• Notebook computers may be checked out for use within the library.

University Writing Center (RL 136, 251-6596)
• Assistance with writing assignments for any subject, by appointment or during drop-in hours.
• For more info, go to http://writingcenter.unca.edu/

Mathematics Assistance Center/Math Lab (RBH 303, 251-6556)
• Drop-by assistance for all in Math provided free to all UNCA students
• For more info, go to http://math.unca.edu/joe-parsons-math-lab

Tutoring (Deaver Traywick, Director, 251-6593)
• For one-on-one help with your courses.
• Information and forms online at http://advising.unca.edu/peertutoring.

Career Center (HU 259, 251-6515)
• Information about career options and graduate school, training in career planning and contacts for internships and employment (full- or part-time, on campus or off campus).
• For more info, go to http://career.unca.edu/

Study Abroad/Study Away (One Stop, 232-5037)
• Can help students find affordable exchange programs or internships in the U.S. or overseas, and assist faculty in developing study abroad programs, either during the semester or over the summer.
• For more info, go to http://studyabroad.unca.edu/

Advising and Learning Support Center (One Stop, 350-4500)
• Available to help students with questions about courses and other academic issues.
• Information and forms are available at http://advising.unca.edu/

Faculty Conciliator
• A faculty member who assists with resolution of disagreements between students and faculty.
• Process is described at http://www2.unca.edu/aa/handbook/10.htm#10.3.3
• Faculty conciliators identified at http://www2.unca.edu/service_committees/membership.asp

Student Health Services (118 W. T. Weaver Boulevard, 251-6520)
• Office hours are M-F from 8:00-4:30.
• For more information, go to http://healthandcounseling.unca.edu/health-services

Counseling Services (118 W. T. Weaver Boulevard, 251-6520)
• Offers individual and group sessions to UNCA students, M-F 8:00-4:30.
• Program information is available at http://healthandcounseling.unca.edu/counseling-services

Disability Services (One Stop, 232-5050)
• Assistance and learning accommodations for students with special needs
• For more information, go to http://disabilityservices.unca.edu/
Department Liaisons

Each department has an admissions liaison, and advising liaison, and an assessment liaison. While the primary coordinating responsibility in each of these areas lies with the liaison, it is to be understood that all members of the department share responsibility for contributing to its responsibilities in these areas. As department chair or program director, you are responsible for ensuring that department culture recognizes this value and for naming members of the department who will carry out the associated responsibilities of liaisons. Ordinarily, department chairs are discouraged from serving as liaisons of any kind, but there may be circumstances which warrant a chair or program director serving as liaison as well.

Advising Liaison:
Advising liaisons serve as the primary point of contact for the Advising Office on curriculum and student issues and may assist the department chair in assigning departmental advisors. In addition, advising liaisons develop and maintain four-year plans for the major, review graduation checksheets and catalog copy for accuracy (submitting revisions if necessary), and review degree audit programs (formerly DegPar, now GradPlan). During the implementation of GradPlan in the current academic year, advising liaisons will participate in training and assist in implementation as needed.

Admissions Liaison:
Admissions liaisons are responsible for representing your department/program at three open houses and two admitted student days (or for arranging representation) and serve as the primary point of contact for prospective students interested in your department/program. They may also be asked to participate in off-campus yield events, if available.

Assessment Liaison:
Assessment liaisons serve as coordinators of department/program/unit assessment work. They are not expected to have sole responsibility for developing or executing assessment plans and the final responsibility for the adequacy of program/unit assessment work remains with the department chair or program/unit director. Discussions of assessment issues, assessment plan revisions and assessment results typically are led by the department chair or program/unit director with the liaison serving as resource person.
Office Assistant Job Description
(From the UNCA Faculty Handbook)

4.3.5.1 Office Space and Clerical Assistance
Full-time faculty can expect in his/her office a desk, book shelving, filing cabinet and chairs, a telephone, access to a departmental secretary for provision of course related clerical services and typing and as time permits typing of manuscripts, and mail service to the departments. Budget permitting, a work study student who may assist faculty may be assigned to an academic department. Within budget constraints faculty may utilize the services of Printing Services and Publications. A limited number of private carrels are available in the library (see Section 5.6).

Guidelines for Work to be Assigned to Department/Program Assistants
(From the final report of the Academic Office Support Study Team; accepted by the Chancellor 08/16/07)

1. Core duties: There is a core set of duties that are common to the majority of academic office support positions. These duties include:

A. Office Support
   1. Handle mail (postal, campus, fax, and email), to include deliveries
   2. Keep office organized, to include filing
   3. Prepare and post faculty schedules
   4. Answer phones, greet visitor, respond to questions, and provide information.
   5. Scan and copy documents as requested
   6. Assist faculty and students with use of office equipment
   7. Coordinate maintenance of office equipment
   8. Coordinate set up office for new hires, including technology, furniture, supplies, and other materials
   9. Prepare work order and key requests
   10. Schedule faculty appointments as requested
   11. Pick up and/or drop off departmental materials on campus as requested (going off-campus would be rare)
   12. Provide students with information, forms, and supplies as needed; post information on the bulletin boards
   13. Order textbooks and/or other educational materials, which may include communication with textbook publishers regarding new editions, ancillary packages, and best pricing options

B. Financial Support
   1. Access and print departmental budget information as requested, provide budget-related information to faculty and students as needed, monitor related budgets, and maintain spreadsheets
   2. Check monthly telephone and fax records
   3. Process requisitions/purchase orders, manage inventory, and maintain related electronic and paper records
   4. Prepare check and payroll requests and maintain related electronic and paper records.
   5. Prepare and track faculty travel for the chair, faculty, and department visitors

C. Print and Electronic Documents/Resources
1. Prepare department-related reports and other documents for faculty
2. Create, update, maintain, and transmit departmental forms
3. Prepare certificates and awards for presentation each semester
4. Assist with departmental advertising (i.e. brochures, bulletin boards, display boards, CDs, videos, etc)
5. Maintain faculty, applicant, student worker, work study student, and other departmental files, both print and electronic
6. Prepare and distribute instructor evaluations, including student comments
7. Maintain databases (i.e. faculty, students, prospective students, alumni, publishers, donors, and fundraising)

D. Meeting, Event, and Outreach Support
1. Serve as a point of contact for other university departments, students, visitors, and the community; respond to questions; and provide information – this may include working with the Public Information Department to provide information in response to media questions
2. Handle logistics for routine meetings for faculty and students, this could include reservation of rooms, equipment, and simple refreshments
3. Assist with student and departmental activities and special events

E. Student Workers (temporary and work study)
1. Train and supervise student workers

2. Discouraged/Prohibited Activities: There also is a set of duties that are outside the boundaries of core duties for academic office support positions. Some are to be discouraged; others prohibited.

A. Activities to be Discouraged
1. Participating in activities that routinely take office assistants out of their offices for a prolonged period of time during the normal workday.
2. Running off-campus errands.
3. Driving for field trips.

B. Activities Prohibited
1. Violating copyright laws at the request of anyone.
2. Typing personal correspondence for anyone.
3. Serving as the contact persons for personal communications and business of the faculty, such as for things offered for sale through electronic fora.
4. Receiving email for a faculty member.
5. Proctoring examinations.
6. Supervising a class for a faculty member.
7. Grading of any course-related work: examinations, quizzes, papers, reports, homework, etc.
8. Substituting for faculty in advising students in the requirements of the major or minor or in the requirements of the ILS, including the distribution of RAN numbers.
9. Completing any work unrelated to the faculty’s professional expertise for off-campus organizations in which a faculty member is involved. When in doubt, the office assistant should consult the chair/director or the appropriate dean.
10. Driving faculty and visitors, including candidates, on and off campus.
11. Performing any non-work related activities. When in doubt, the office assistant should consult the chair/director or the appropriate dean.
Policies and Forms for SPA and EPA non-faculty Colleagues

Many department chairs/program directors supervise SPA and/or EPA non-faculty colleagues. Policies and procedures for these colleagues differ from those applicable to faculty.

Supervisor training
Formal and informal supervisor training for department chairs/program directors is available through the Office of Human Resources (HR).

- **HR staff** are available to answer questions and assist chairs/program directors in learning their supervisory responsibilities.
- Chairs/program directors are required to participate in the *Equal Employment Opportunity Institute’s (EEOI)* supervisor training, mandated by the Office of State Personnel.
- Chairs/program directors, especially those relatively new to campus, may find it useful to attend one of HR’s *Nuts and Bolts New Employee Orientation* sessions. These sessions typically are scheduled several times a year, clustered around the start of each semester.

Time accountability and leave
SPA and EPA-nonfaculty employees complete monthly time sheets to track time worked and receive monthly leave sheets that track earned hours of leave. Colleagues in both categories receive 11 paid holidays each year and are eligible to earn sick leave, vacation leave and comp time based on time worked.

- Full-time employees in both categories earn 8 hours of **sick leave** each month for an annual total of 12 days of sick leave. Unused sick leave is carried forward to the next year; there is no maximum on earned sick leave. Unused sick leave counts for time completed toward retirement for those participating in the state retirement plan (TSERS members).
- **Vacation (annual) leave** is earned according to years of service and/or employee classification; the minimum earned for full-time SPA employees is 9 hours 20 minutes each month for a total of almost 14 days of vacation leave. Full time EPA employees earn 16 hours of vacation leave per month, or 24 days per year. Unused vacation leave is carried forward to the next year with the following caveat: On December 31, vacation hours above 240 are converted automatically to sick leave.
- **Compensatory (overtime) hours** can be earned with prior approval of the supervisor with slightly different rules based on designations of the Fair Labor Standards Act (FLSA). Employees subject to FLSA (e.g. office assistants) may be paid for overtime hours whereas exempt employees (e.g. EPA administrators) earn leave hours. Comp time may be carried forward to the next year but those in the exempt group may only carry forward 40 hours. Comp time is the first kind of leave hours to be used (before vacation leave) when employees request time off.

Detailed information about time sheets—including instructions—types of leave, and leave accrual are available at: [http://hr.unca.edu/leave-and-holidays](http://hr.unca.edu/leave-and-holidays). Questions about these topics should be directed to Jeanene Wexler (jwexler@unca.edu, 250-2336).
Employee evaluation

SPA and EPA non-faculty employees are evaluated annually using the Performance Management System. HR sends reminder emails for each phase of the process.

- Each June, the chair and assistant review the existing work plan and update it as needed. Significant changes to the work plan require updating the assistant’s official job description in HR.
- When a new office assistant is hired, the chair and assistant should meet at the end of the first month to discuss the assistant’s performance and again at 90 days for the required OSP probationary performance review.
- Each January, the supervisor and employee meet for a mid-year review conference.
- Each April, the supervisor completes the annual review and holds a year-end conference with the employee. The final review is signed by the employee, the chair/program director, and the program area dean.

Forms and instructions for the SPA and EPA Performance evaluation are available on the Human Resources web site at https://hr.unca.edu/policies-and-forms (scroll to the bottom of the page). Questions about this process should be directed to Chris Dahlquist, Professional Development Manager, at 250-2343 or cdahlqui@unca.edu.