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 and PROGRAM DIRECTORS
### CALENDAR OF ANNUAL ACTIVITIES

<table>
<thead>
<tr>
<th>MONTH</th>
<th>ACTIVITIES</th>
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<tbody>
<tr>
<td>August</td>
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<td></td>
<td>Load budgets for department funds</td>
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<tr>
<td>September</td>
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<tr>
<td></td>
<td>Revisions to Spring semester schedule due</td>
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<tr>
<td></td>
<td>Receive Professional Development Leave applications from department members (Sept. 15)</td>
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<td></td>
<td>Receive Post-Tenure Review materials from candidates (third Monday)</td>
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<td>October</td>
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<td>PDL requests with chair endorsement due to Dean (Oct. 1)</td>
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<td></td>
<td>Pre-registration advising for Spring semester</td>
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<td></td>
<td>Consult with tenured department members for PTR; prepare Chair’s Evaluation (third Monday)</td>
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<td>November</td>
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<td>APC documents for catalog changes due (November 1)</td>
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<td></td>
<td>Request class schedule preferences from dept. for next academic year</td>
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<td></td>
<td>Oral and Major Competency due for Dec grads</td>
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<td></td>
<td>Make tenure/reappointment materials available to tenured faculty</td>
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<tr>
<td>December</td>
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<td>Summer class schedule due</td>
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<td>Discuss and vote on tenure/reappointment requests at meeting of tenured dept. members</td>
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<td>Make promotion materials available to tenured department faculty</td>
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<td>Schedule exit interviews with Fall graduates</td>
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<td>January</td>
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<td>Discuss and vote on promotion requests at department meeting</td>
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<td>Prepare lecturer and tenure-track faculty position requests</td>
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<td>February</td>
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<td>Class schedule for next academic year due to Dean and Registrar</td>
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<td>Submit requests for lecturer (new and continuing) and tenure-track positions (February 1)</td>
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<td>March</td>
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<td>Pre-registration advising for Summer and Fall terms</td>
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<td>April</td>
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<td>Oral and Major Competency due for May grads</td>
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<td>SHRA employee reviews and work plan for next year (due May 30)</td>
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<td>Final budget review</td>
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<td>Schedule exit interviews with Spring graduates</td>
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<td>May</td>
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<td>Administrative Evaluation form due to Dean (May 1)</td>
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<td>Commencement rehearsal breakfast (announce dept distinctions)</td>
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<td>Chair’s faculty record due to Dean; department faculty records collected by chair (May 15, or first Friday after Commencement)</td>
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<td>Meet with faculty individually to discuss faculty records</td>
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<tr>
<td>June</td>
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<td>Adjunct evaluations for prior year due</td>
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<td>Department faculty records and narrative evaluation due to Dean (June 15)</td>
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<td>EHRA Performance Evaluation (due August 15)</td>
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Other important calendars:
Academic Affairs event calendar – [http://academicaffairs.unca.edu](http://academicaffairs.unca.edu)
Registrar’s Office calendars – [http://registrar.unca.edu](http://registrar.unca.edu) (drop-down menu includes schedule of classes, final exam schedule, academic calendar for each semester)
Links to Key Information for Chairs/Program Directors

1. One Stop
   - Academic advising and learning support (peer tutoring)
   - Evaluation of Transfer Credit
   - Forms for students

2. Budgets (Douglas Luke) and Finance
   - Budgets
     - Sources of funds (Faculty Handbook 1.5)
   - Purchasing
   - Accounts Payable
     - Account codes available in link at bottom of page
   - Academic Affairs Travel Guidelines available here
   - Paying a stipend to a foreign national invited to campus: Make arrangements with Andrea Jackson (ajackson@unca.edu), begin the process at least 2 months in advance.
   - For training for Banner Navigation, contact Adrienne Oliver (aoliver@unca.edu), and for Banner Finance, Lydia Gossett (lgossett@unca.edu) (Navigation training required first).

3. Personnel
   - Faculty (Academic deans)
     - Recruitment and hiring (Faculty Handbook 2.4-5) and Academic Affairs
     - Annual evaluation
       1. Procedures and forms (under “Annual Evaluation”)
       2. Merit categories
       3. Peer review of teaching
       4. Student evaluation of teaching
     - Reappointment, tenure, promotion (Faculty Handbook 3.5)
     - Post-tenure review (Faculty Handbook 3.7)
     - Faculty development
       1. Professional Development Leave (Faculty Handbook 4.1.4)
       2. Reassigned time (Faculty Handbook 3.1.4.1.4)
       3. Center for Teaching and Learning (http://ctl.unca.edu/)
       4. Funding Resources for faculty development and curricular enhancement
     - Family and medical leave (Faculty Handbook 4.2.1.2)
   - Staff (Human Resources)
     - Hiring, SHRA Employees
     - Hiring, EHRA Staff
     - SHRA Work Plan and Performance Appraisal Form
     - EHRA non-faculty Performance Appraisal Form and Instructions
Annotated Table of Contents for the *Faculty Handbook*

Section 1: History and Organization  
Includes mission statement, administrative structure, how the budget works.

Section 2: Hiring-Termination  
Includes ranks, searches, contracts, salary/benefits, retirement

Section 3: Faculty Rights, Responsibilities and Evaluation  
Includes instructional activities/requirements, annual evaluation, and personnel reviews.

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, faculty 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, faculty 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, 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.
• The Media Design Lab is located in the library.

University Writing Center (136 Ramsey Library, 251-6596)
• Assistance with writing assignments for any subject, by appointment or during drop-in hours.

Math Lab (323 Robinson, 232-5191)
• Drop-by assistance for all in Math provided free to all UNCA students

Peer Tutoring
• For one-on-one help for students in selected courses, refer them to Peer Tutoring
• You may be asked to suggest advanced students to serve as peer tutors

Career Center (HU 259, 251-6515)
• Information about employment, graduate school, training in career planning and internships

Study Abroad (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.

Advising and Learning Support Center (One Stop, 350-4500)
• Available to help students with questions about courses and other academic issues.

Faculty Conciliator
• A faculty member who assists with resolution of disagreements between students and faculty.
• Process is described in the Faculty Handbook 10.3.3
• Faculty conciliators identified at Faculty Senate Standing Committee Membership page

Student Health and Counseling Center (118 W. T. Weaver Boulevard, 251-6520)
• Office hours are M-F from 8:00-4:30.
• Contact them if you have a student about whom you are concerned
• For more information, go to http://healthandcounseling.unca.edu

Academic Accessibility (One Stop, 232-5050)
• Assistance and learning accommodations for students to work toward universal access
• To support students with disabilities, also refer them to the Disability Cultural Center
Department Liaisons

Each department has an admissions 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 the 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 (1) building a department culture that recognizes this shared responsibility, (2) naming members of the department who will carry out the associated responsibilities of liaisons, and (3) ensuring that the work of the liaisons is accomplished. 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.

Admissions Liaison:
Admissions liaisons are responsible for representing their department/program at three open houses and two admitted student days (or for arranging representation) and also serve as the primary point of contact for prospective students interested in their department/program. They may also be asked to participate in off-campus yield events, if available. There is no stipend associated with this service role.

Assessment Liaison:
Each academic department chair or program director is required to appoint a full-time continuing faculty member to serve as assessment liaison. If the department/program offers more than degree program (B.A. and/or B.S.), the chair/director should appoint one liaison for each major program. Assessment liaisons are primarily responsible for coordinating department assessment activities during the three-year assessment cycle, including the development of assessment plans, data collection and reporting, and analysis of results. Assessment liaisons work with their department chairs/program directors to ensure that all assessment activities are completed in a timely and accurate manner.
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 SHRA and EHRA Non-Faculty

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. Policies and forms are also available at their website.

Time accountability and leave
SRHA and ERHA Non-Faculty 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 12 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 SHRA employees is 9 hours 20 minutes each month for a total of almost 14 days of vacation leave. Full time EHRA 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 who are non-exempt from FLSA (e.g. office assistants) may be paid for overtime hours whereas FLSA exempt employees (e.g. EHRA administrators) earn leave hours. Comp time may be carried forward to the next year but those in the FLSA 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 Human Resources.
Employee Evaluation

SHRA and EHRA Staff are evaluated annually based on requirements set by the Office of State Human Resources and the UNC Board of Governors. The Office of Human Resources sends reminder emails regarding the Performance Evaluation process for each group of employees and provides annual training.

**SHRA Performance Evaluation**

- The annual performance evaluation cycle is **April 1 – March 31**.
- The SHRA Performance Evaluation system policy can be reviewed at the following link. [SHRA Performance Appraisal Policy](#)
- Evaluation process includes institutional and individual goals and a standardized 3-point rating scale.
- **Performance plans** must be issued annually **between April 1 and May 30**. The plan defines how well the employee needs to perform job duties in order to meet business needs. It also includes targeted individual goals for the employee.
- Each **October**, off-cycle interim reviews may be completed as an opportunity for a check-in between supervisors and employees. Additional off-cycle reviews may be completed at the request of the supervisor or the employee throughout the year.
- Each **April**, the supervisor completes the **annual performance evaluation**, reviews the evaluation with the next level supervisor (prior to discussing with the employee), and then holds a year-end conference with the employee. The final review is signed by the employee, the supervisor, and the next level supervisor. It is then submitted to the division Provost/Vice Chancellor’s office for review before being sent to Human Resources.
- When a new SHRA employee is hired, the supervisor should create an initial performance plan. Supervisors are required to conduct **quarterly probationary reviews** during the first year of employment to discuss performance (recommended October, January, April).

**EHRA Performance Evaluation**

- The annual performance evaluation cycle is **July 1 – June 30**.
- The new EHRA staff evaluation form is comprised of a self-report provided by the employee, and an evaluation written by the supervisor.

Forms and instructions for the SHRA and EHRA Performance Evaluations are available on the [Human Resources web site](#). Questions about this process should be directed to Jaime Head, Classification and Compensation Manager, at 350-4587 or [jhead@unca.edu](mailto:jhead@unca.edu).