

FACULTY EXPECTATIONS FOR PROMOTION, TENURE AND ANNUAL PERFORMANCE

DEPARTMENT OF PLANT PATHOLOGY

JULY 28, 2015 (APPROVED BY DEPARTMENT)

AUGUST 21, 2015 (APPROVED BY CAES DEAN)

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In all matters related to promotion and tenure, the Department of Plant Pathology will carefully adhere to the University of Georgia *Guidelines for Appointment, Promotion and Tenure*. The standards, criteria, and processes presented in this document are intended to supplement and/or extend the University's Guidelines. All faculty are expected to be familiar with both this promotion and tenure unit (PTU) document and the University Guidelines. If any inconsistency or discrepancy is found in this document or if this PTU document does not address a certain issue, the University's Guidelines will supersede this document. This applies in particular to the general Standards for contributions in teaching, research and other creative activities, and service. The document below provides specific information on the criteria used in our department in deciding whether these standards are met. For issues not addressed below, the *Guidelines for Appointment, Promotion, and Tenure* should be consulted. For professional and creative work not addressed in the University's *Guidelines for Appointment, Promotion, and Tenure* the candidate must indicate how his/her contribution is innovative, relevant to the collective work of the candidate's program, and appropriately peer reviewed. As with publications and other creative works, for extramural funds the role of the candidate in securing and expenditure of funds should be described.

The outcome of review for awarding of tenure and/or promotion is not determined by achieving specific metrics, but by a critical and appropriate evaluation of the candidate's body of work. For tenure and promotion from Assistant to Associate Professor or promotion from Associate to Full Professor, the determination of clear and convincing evidence for regional, national or international stature will be decided by assessment by faculty of the next rank of the candidate's advancement package and letters from external evaluators that are established professionals outside the University of Georgia working in the discipline-critical area of the candidate.

I. Criteria

A. Instruction: The Department of Plant Pathology places great value on instructional activities including formal classroom teaching, advising, and mentoring of undergraduate students, and graduate students engaged in obtaining an advanced degree. Expectations for each of these areas relative to tenure/promotion decisions are as follows.

i. Classroom Instruction: Candidates are expected to provide students with accurate and up-to-date information presented in a logical and organized fashion using an effective delivery method appropriate for the individual and for the nature of the course taught. Development of instructional materials (e.g., new course modules, on-line lessons, laboratory manuals, or textbooks) by candidates is encouraged though not required for tenure/promotion. Likewise, participation in institutional governance and academic policy and procedure development

relating to teaching is encouraged, as are receipt of instructional grants and participation in learned societies promoting quality instruction. For tenure and promotion purposes, the quality of instruction must be documented by at least student evaluations of all courses taught. A process for formal peer evaluation of teaching also is in place in the department and candidates are strongly encouraged to include evaluations from these reviews in their tenure/promotions materials.

ii. Advising: As appropriate for undergraduate students and/or graduate students, candidates should be knowledgeable of degree requirements and accurately provide this information to their advisees. Candidates should be readily accessible to students needing advisement. Measures of performance of a candidate may include direct feedback from students, departmental exit interviews with students, and post-graduation surveys of students.

iii. Mentoring of Graduate Students: Candidates are expected to be actively involved in the recruitment of graduate students and proactive in serving as major professors and as members of graduate committees. Those serving as major professors are expected to provide the guidance necessary to see that their students complete their program of study promptly, graduate in a timely manner, and that research of a student obtaining a M.S. or Ph.D. appears in a peer reviewed outlet.

iv. Achieving Learning Outcomes: In documenting the contributions of the candidate to the instructional endeavors of the department, the relevance of instructional activities of the candidate to the department achieving the endorsed graduate student program learning outcomes must be identified. The current graduate program outcomes for students to achieve include:

1. A good (M.S., M.P.P.P.M.) or comprehensive (Ph.D.) understanding of the discipline of plant pathology.
2. A comprehensive (M.S., M.P.P.P.M.) or an excellent (Ph.D.) knowledge pertaining to your Thesis/Internship or Dissertation topic.
3. The ability to design and conduct experiments using appropriate methods and equipment to achieve specific research objectives.
4. The skills to critically analyze results and propose creative solutions for problems related to your research.
5. Effective verbal skills to communicate with peers and the public in both formal and informal settings.
6. Effective writing skills to communicate your ideas, results and/or recommendations to your peers and the public.
7. Basic instructional or pedagogical skills.
8. Effectively managing your time and resources by prioritizing and scheduling tasks.
9. The ability to engage in collaborative and interdisciplinary research.
10. Prepared for the next step in your desired career path.

Of the three missions of the department (instruction, research, extension), instruction will be most focused on its department and institutional impact and evaluated through feedback from students on addressing learning outcomes by class evaluations, exit interviews, and post-graduation surveys. Additionally, publication of original research on effective pedagogical techniques or the scholarship of teaching in learning in the discipline of plant pathology will be considered favorably. As appropriate for the candidate's appointment, recognition beyond the

department and institution should be sought via submission of the candidate's accomplishments for awards and other appropriate forms of recognition of instructional impact, and the candidate should participate in professionally recognized regional/national forums, discussions, etc. related to instruction and pedagogy.

B. Research: Innovative contributions to the science of plant pathology as documented through publication in peer-reviewed scientific journals and other suitable outlets, including peer-reviewed on-line publications, are expected for tenure/promotion purposes. For tenure and promotion to Associate Professor, candidates must have a body of work carried out at the University of Georgia that shows clear and convincing evidence of an emerging stature as a regional or national authority unless their work assignments are specifically at the local or state level. For promotion from Associate Professor to Professor, candidates must show clear and convincing evidence of high levels of attainment in the criteria appropriate to their work assignments and the missions of their units. Unless the candidates' assignments are specifically regional, they should demonstrate national or international recognition in their fields and the likelihood of maintaining that stature.

Parameters for documenting and conveying a candidate's emerging stature includes, but are not limited to:

- i. Peer reviewed publications in appropriate journals for the candidate's area(s) of investigation. In collaborative efforts, some publications should indicate the intellectual leadership of the candidate. For each multi-authored publication, information should be provided describing the candidate's exact intellectual leadership (e.g., percentage of efforts towards experimental design, data analysis, contribution of reagents/materials/analysis tools, manuscript writing and editing, supervisory and funding).
- ii. Productivity and recognition considered in promotion/ tenure decisions also includes intellectual property such as patents and new product development.
- iii. Awards, invited presentations at national or international scientific meetings, service on editorial boards or grant panels, invitations to contribute chapters to peer-reviewed books, organization or chairing conference sessions or conferences are also relevant.
- iv. As graduate education and mentoring of the next generation of plant pathologists is critical, placement of graduate students and postdoctoral associates, awards received by graduate students and post-doctoral associates, and the candidate assuming leadership positions in professional societies are relevant to establishing the candidate's emerging stature and recognition.
- v. Candidates are expected to be resourceful in obtaining extramural funding. Such funding may be in the form of standard competitive grants, memoranda of agreement, commodity/industry support, unrestricted gifts, and in-kind support. Royalties that result from intellectual property/new product development likewise can be both a source of funding and an indication of impact on a regional or broader scale. Extramural funding obtained solely for services such as product evaluation can be a valuable part of a larger program, but by itself does not represent the type of funding expected for development of a successful program. Financial support for research solely from appropriated state funds is inadequate for the development and maintenance of a research program sufficient for tenure/promotion.

Hence, for tenure and promotion to Associate Professor, candidates are expected to have secured sufficient extramural funding to establish an emerging national research reputation in their discipline proportional to their research appointment. Candidates with a majority research appointment should have adequate funding either as a principal investigator (PI) or collaborator to establish an independent research program. For promotion from Associate Professor to Professor, candidates with a majority research appointment should have obtained funding as a PI to support an independent research program and demonstrate a continuing ability to obtain funding for a sustainable research program. Regardless of rank being sought, candidates with a minority research appointment should at least be a Co-PI on funds that support collaborative research closely related to the responsibilities of their positions. The candidate's role in collaborative work should be explained in the tenure / promotion materials.

C. Extension: Innovative contributions in outreach in the field of plant pathology that addresses societal needs are expected for tenure/promotion. The dynamic changes in the means of efficiently and effectively delivering information and programs warrants that a breadth of approaches will be used for delivery of extension content. Of paramount importance is that peer review of written materials is documented and that oral delivery of materials be evaluated critically through an effective feedback mechanism from peers and stakeholders to show the effectiveness of the candidate's extension programming to facilitate change to address problems. For tenure and promotion to Associate Professor, candidates must show clear and convincing evidence of emerging stature as regional and national authorities unless their work assignments are specifically at the local or state level, which is inclusive of a body of work carried out at the University of Georgia. For promotion from Associate Professor to Professor, candidates must show clear and convincing evidence of high levels of attainment in the criteria appropriate to their work assignments and the missions of their units. Unless the candidates' assignments are specifically regional, they should demonstrate national or international recognition in their fields and the likelihood of maintaining that stature.

Parameters for documenting and conveying a candidate's emerging stature includes, but are not limited to:

- i. As development and delivery of Extension programs and publications often involves multiple collaborators, documentation of a candidate's exact contribution to the conception, implementation, delivery and/or impact of a collaborative work or program is essential.
- ii. Productivity and recognition considered in promotion/tenure decisions also includes intellectual property such as patents and new product development.
- iii. Awards, invited presentations at national or international scientific meetings, service on editorial boards or grant panels, invitations to contribute chapters to peer-reviewed books, organization or chairing conference sessions or conferences, and feedback from clientele are also considered.
- iv. As graduate student education and mentoring of the next generation of plant pathologists is critical, placement of graduate students and postdoctoral associates, and the candidate assuming leadership positions in professional societies and other outreach organizations are

relevant to establishing the candidate's emerging stature and recognition.

v. Candidates are expected to be resourceful in obtaining extramural funding. Such funding may be in the form of standard competitive grants, memoranda of agreement, commodity/industry support, unrestricted gifts, and in-kind support. Extramural funds obtained solely for services such as product evaluation can be a valuable resource, but the outcome of such funded activity must be shown to be part of larger program that is addressing specific needs of clientele and contributing to the fundamental science of plant pathology. Financial support for Extension solely from appropriated state support is inadequate for the development and maintenance of an Extension program sufficient for tenure/promotion.

Hence, for tenure and promotion to Associate Professor, candidates are expected to have secured sufficient extramural funding to establish a regional or emerging national reputation proportional to their Extension appointment in their field of expertise. Candidates with a majority Extension appointment should have adequate funding either as a PI or Co-PI to have established an effective Extension program. For promotion from Associate Professor to Professor, candidates with a majority Extension appointment should have obtained funding as a PI to support an effective Extension program and demonstrate a continuing ability to obtain funding for a sustainable Extension program. Candidates with a minority Extension appointment may not have secured Extension funding *per se*, but should clearly document their contributions to Extension programming and the impact of these contributions.

II. Process

A candidate's progress through the promotional process and an established faculty member demonstrating the sustainability of his or her program is based on an evaluation of activities and achievements of the faculty member on an annual basis by the department head. Hence, in addition to the material enumerated in the university database on faculty activities, faculty on an annual basis will develop a succinct narrative indicating how their activities address the expectations outlined above relative to the incumbent's appointment in instruction, research and/or extension. As such, the achievements detailed on an annual basis will provide a foundation for the development of the achievements section of the dossier as outlined in the *Guidelines* for the Third Year Review, awarding of tenure and promotion, and a narrative indicating the sustainability of the program of an established member of the faculty.

i. For evaluation of annual performance, the achievements narrative of the incumbent will be provided to the department head on a date to be specified that permits an adequate review and evaluation by the department head prior to the deadline of the institution for annual review of faculty.

ii. For the Third Year Review, the candidate will provide the documentation as outlined in the *Guidelines* to the department head by a date to be specified by the department head to provide adequate time for review of the documentation by the faculty of the department, deliberation and vote by the faculty on the achievements and potential achievements of the candidate, and feedback to the candidate prior the third anniversary of the hire of the candidate.

iii. For tenure and/or promotion, the candidate will provide the documentation as outlined in the *Guidelines* to the department head by a date to be specified by the department head to provide adequate time for review of the documentation by the faculty of the department,

obtaining letters from external evaluators of the work of the candidate, deliberation and vote by the faculty on the accomplishments of the candidate (including advisory vote as applicable), and completion of the dossier for the next step in the awarding of tenure and/or promotional process.

III. Revision

This document and discipline-specific criteria must be accepted by the faculty within the Department of Plant Pathology, and must be reviewed and approved by the Dean of the College, the Senior Vice President for Academic Affairs, and the Provost. New faculty members must be provided with this PTU document and University Guidelines. In addition, any changes or updates to this PTU document must be approved by the faculty, Dean, and the Provost. All revisions and approval dates must be listed in the PTU document.