

Department of Public Administration and Policy
Guidelines for Reappointment, Promotion, and Tenure
(Revised April 23, 2015; Approved April 28, 2015)

The Department of Public Administration and Policy is committed to excellence in scholarship, instruction, and service in the fields of public administration and public policy. These guidelines are designed to implement those objectives, as well as to comport with and further specify the University's *Guidelines for Appointment, Promotion, and Tenure*.

I. Annual Reappointment

Faculty members are expected to contribute to the instructional goals of the Department; to conduct and publish scholarly research in their fields of specialty; and to provide service to society, the University, and the profession. Reappointment is based upon a candidate's performance in these assigned areas.

When a new faculty member is appointed to the Department, s/he will be provided a copy of these guidelines as well as those of the University. In addition, new members of the faculty will be offered a faculty mentor from among the tenured members of the Department's faculty. The mentor will meet with the new faculty member periodically to offer guidance on matters pertaining to teaching, research, and service.

Tenure-track faculty within the Department are subject to annual renewal unless and until tenure is awarded. Faculty members in the first year of appointment must be notified regarding reappointment for a second year of employment on or about February 10th of the first academic year. Faculty members in the second year of appointment must be notified regarding reappointment for a third year of employment on or about November 10th of the second academic year. Faculty members with two or more years of service must be notified regarding reappointment for a fourth (as well as a fifth, sixth, or seventh) year of employment on or about August 10th.

In the Department, the tenured members of the faculty deliberate about faculty reappointments at meetings convened for this purpose. Prior to these meetings, untenured tenure-track faculty members are requested to make available for inspection a current curriculum vitae. Following deliberation, the tenured members of the faculty vote by secret ballot. Reappointment requires a majority of positive votes from among the votes cast. Results of the vote are communicated by the Department Head to each untenured faculty member as soon as possible. The vote options are Yes, Yes with Reservations, and No. While Yes with Reservations constitutes a positive vote, a number of these votes should alert faculty members that there is a problem with the record of teaching, research, and service that needs attention.

The meeting to consider reappointment of individuals in the first year of service usually is held in January or early February. A meeting is typically not convened to consider reappointment for year three of faculty members in the second year of service, since reappointment decisions must be made on a deadline that follows the initial reappointment decision earlier the same calendar year. Instead, the Department Head offers reappointment unless three or more tenured faculty request a called meeting on the subject. If such a meeting is convened, it is scheduled in late October or early

November. In such a case, the vote of the tenured faculty determines the reappointment decision. In April of the second year of service, the tenured faculty will vote on contract renewal for the fourth year of employment. Meetings to consider reappointment of individuals currently in the third through the fifth years of appointment usually are held in April in conjunction with meetings to consider candidates for promotion and tenure.

All tenured and tenure-track faculty members in the Department receive each year a written performance appraisal prepared by the Department Head. In the initial stage of the performance appraisal process faculty members are requested to submit an activity report delineating accomplishments in (a) instruction during the past year, (b) research during the past three years, and (c) public service, professional activities, and university governance during the past year. Faculty members are advised to maintain a cumulative file for this purpose. Copies of student course evaluations are on file in the Department. Therefore, faculty members need not submit these documents as part of the activity report. Annual performance appraisals are used to inform salary decisions. For untenured faculty members, the performance appraisal also contains feedback from the Department Head regarding progress being made by the faculty member toward the requirements for tenure and promotion.

Faculty members in the Department receive a extensive review at the end of their third year of service. A Third-Year Review Committee is appointed by the Department Head to develop a written assessment of progress toward promotion and tenure. The report of the Third-Year Review Committee is considered by the tenured faculty in the meeting (in April of the third year) called for consideration of progress toward promotion and tenure and reappointment for a fifth year of service. Third-Year Review Committee reports are included also as part of subsequent promotion and tenure dossiers. Table 1 outlines the sequence of meeting and notification dates for reappointment for a faculty member beginning service in the Department in the fall of 2010.

Table 1
Meeting and Notification Dates for Reappointment
(for a faculty member beginning service in the fall of 2010)

Academic Year	Year of Service	Faculty Meeting Date	Contract Notification Date	Contract Renewal For:
2010-2011	1	January 2011	February 10, 2011	Year 2: (2011-2012)
2011-2012	2	No meeting in fall unless requested by tenured faculty	November 10, 2011	Year 3 (2012-2013)
		April 2012	August 10, 2012	Year 4 (2013-2014)
2012-2013	3	April 2013 (Third Year Review)	August 10, 2013	Year 5 (2014-2015)
2013-2014	4	April 2014	August 10, 2014	Year 6 (2015-2016)
2014-2015	5	April 2015	August 10, 2015	Year 7 (2016-2017)

II. Promotion and Tenure Review

In all matters related to promotion and tenure, the Department of Public Administration and Policy 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 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 document and discipline-specific criteria must be accepted by the faculty within the Department of Public Administration and Policy, and must be reviewed and approved by the dean of the School of Public and International Affairs and the Senior Vice President for Academic Affairs and 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.

Successful candidates for tenure and for promotion to the rank of associate professor are expected to demonstrate excellence in research, clear and convincing evidence of emerging stature as a national and/or international expert in their fields of specialization, as well as effective performance in teaching and service. To be eligible for tenure in the Department a faculty member must have served a probationary period of at least four years as an assistant professor, including the year when tenure is considered at the University level, unless credit (up to a maximum of three years) toward the probationary period for prior service is granted in the employment offer letter.

Successful candidates for promotion to full professor are expected to show clear and convincing evidence of a high level of professional accomplishment as demonstrated by national or international recognition as authorities in their fields and the likelihood of maintaining and enhancing that stature into the future. Under usual circumstances, candidates must serve at least five years as associate professor, including the year when tenure is considered at the University level, before they are eligible for promotion to professor unless credit toward the probationary period for prior service is granted in the employment offer letter.

Preliminary consideration of a candidate for tenure (and promotion to associate professor or full professor) will take place at a meeting called for that purpose in April. Prior to the April meeting, and following consultation with the candidate, the Department Head appoints a three-member committee to examine the candidate's record and report their findings to other members of the faculty. All tenured faculty are eligible to vote on candidates for tenure and promotion to associate professor. Candidates for the rank of full professor will be evaluated only by faculty members holding that rank. If the preliminary vote is positive, final departmental consideration for tenure and/or promotion will occur in meetings in August following the collection of letters of evaluation from external reviewers and the submission of an updated dossier. Faculty votes cast at the August meeting are reported to college and university promotion and tenure review committees (assuming that the candidacy proceeds beyond the Department). Any faculty members whose effective date of promotion and/or tenure will qualify them to vote in an August

meeting will be eligible also to vote in the preliminary meeting in April.

Assistant professors may be considered for promotion and tenure as early as their fifth year of employment, in which case initial consideration by tenured faculty of the Department will take place in April of the candidate's fourth year. Assistant professors who are in their sixth or seventh probationary year must be reviewed unless they request not to have the review. Assistant professors may serve a maximum of seven years without the awarding of tenure.

III. Criteria

Faculty members are strongly advised to become familiar with the University's Guidelines for Appointment, Promotion and Tenure. This document contains additional information regarding criteria for attaining promotion or tenure, and about the procedures and processes to be followed by promotion and tenure candidates.

1. Teaching

For Tenure and for Promotion to Associate Professor:

Candidates for promotion and/or tenure are expected to be effective teachers as evidenced by student learning and improvements in the learning environment and curriculum.

Effectiveness in classroom teaching and other forms of student instruction will be assessed through consideration of student evaluations (numerical rankings and written comments), honors or special recognitions for teaching accomplishments, participation in departmental and/or college or university activities related to teaching such as advising and mentoring students, assisting with PhD and MPA examination processes, service on dissertation committees; development or significant revision of programs and courses; peer evaluation of expertise in instruction; publication activities related to teaching; grants related to teaching; and election to offices, committee activities, and other important service to professional associations and learned societies as related to teaching.

For Promotion to Professor:

Candidates for promotion to professor are expected to be effective teachers as evidenced by student learning and improvements in the learning environment and curriculum.

Effectiveness in classroom teaching and other forms of student instruction will be assessed through consideration of student evaluations (numerical rankings and written comments), honors or special recognitions for teaching accomplishments, participation in departmental and/or college or university activities related to teaching such as advising and mentoring students, assisting with PhD and MPA examination processes, service as a major professor, service on dissertation committees; development or significant revision of programs and courses; peer evaluation of expertise in instruction; publication activities related to teaching; grants related to teaching; and election to offices, committee activities, and other important service to professional associations and learned societies as related to teaching.

2. Research

With respect to contributions to research, the UGA Guidelines (page 17) state that “ the principal standard should always be quality rather than quantity” and specify that research activities must demonstrate “high quality” that distinguishes between “the routine and the outstanding as judged by the candidate's peers at The University of Georgia and elsewhere.”

For Tenure and for Promotion to Associate Professor:

Candidates for promotion and tenure are expected to be strong and productive researchers with clear and convincing evidence of emerging stature as a national and/or international expert in their fields of specialization. The UGA Guidelines (pages 17-19) specify legitimate categories (or sources) of research evidence. PADP candidates for promotion and tenure should consult this list and include documentation of all relevant categories in the dossier. Determination of the candidate’s impact and emerging recognition of the candidate’s research will rely heavily on the assessments of the PADP tenured faculty and external evaluators. Although more important when considering a candidate’s promotion to full, other factors that can help establish the candidate’s impact and emerging recognition include research awards and citations of the candidate’s published work.

From these categories, PADP candidates should place their primary emphasis on documentation of evidence for Category 1 (“Research and/or scholarly publications”) given that the department considers national-level refereed journal articles (with particular emphasis on articles in the best refereed journals appropriate to the candidate’s specialty) and academic books to be the most important and widely accepted indicator of the candidate’s emerging status as a national or international expert in their field. Among these contributions emphasis is placed upon refereed materials, with particular emphasis on articles in the best refereed journals appropriate to the candidate’s specialty; books and book chapters from presses generally recognized as outstanding publishers of original research in the candidate’s specialty (e.g., top university presses). The quality and appropriateness of the journals to public administration, public policy and/or the candidate’s subfield should be documented by the candidate and the external evaluators. Evidence for the quality and appropriateness of the journals can include information regarding the journal’s impact factor, rankings, acceptance rates, affiliation with major academic professional associations, and/or the frequency with which it publishes work by the top scholars in that field or subfield.

Other categories considered important include Category 5 (“Funded projects, grants, commissions and contracts), as funded projects, grants, contracts (completed or in progress) and the number of graduate students funded are particularly encouraged at tenured levels.

Reviews, book reviews, textbooks, and textbook chapters also constitute evidence of creative activity but are weighed substantially less than the earlier-listed contributions in assessing research quality. Additional evidence of research quality includes: evidence of activities that can lead to external funding (grant proposals and submissions); presentation of research papers before scholarly and professional meetings; application of research scholarship in the field, including new or enhanced systems and procedures demonstrated or evaluated for government

agencies, professional associations, nonprofit organizations, or educational institutions; and election to offices, committee activities and important leadership roles in professional associations and learned societies, including editorial work, editorial boards and peer review as related to research.

For Promotion to Professor:

Candidates for promotion and tenure are expected to be strong and productive researchers with clear and convincing evidence of national and/or international recognition in their field of specialization and the likelihood of maintaining that stature. The UGA Guidelines (pages 17-19) specify legitimate categories (or sources) of research evidence. PADP candidates for promotion and tenure should consult this list and include documentation of all relevant categories in the dossier. Determination of the candidate's national and/or international recognition in their field of specialization and the likelihood of maintaining that stature will rely heavily on the assessments of the PADP faculty at the professor rank and external evaluators. Other important evidence can include honors/awards for scholarship and citations of the candidate's published work.

From these categories, PADP candidates should place their primary emphasis on documentation of evidence for Category 1 ("Research and/or scholarly publications") as the department considers national-level refereed journal articles (with particular emphasis on articles in the best refereed journals appropriate to the candidate's specialty) and academic books. Among these contributions emphasis is placed upon refereed materials, with particular emphasis on articles in the best refereed journals appropriate to the candidate's specialty; books and book chapters from presses generally recognized as outstanding publishers of original research in the candidate's specialty (e.g., top university presses). The quality and appropriateness of the journals to public administration, public policy and/or the candidate's subfield should be documented by the candidate and the external evaluators. Evidence for the quality and appropriateness of the journals can include information regarding the journal's impact factor, acceptance rates, affiliation with academic professional associations, and/or the frequency with which it publishes work by the top scholars in that field or subfield.

Other categories considered important include Category 5 (funded projects, grants, contracts completed or in progress), Category 12 (honors/awards for scholarship) and Category 19 (election to offices and important leadership roles in professional associations and learned societies, including elected offices, editorial work, and editorial boards).

Reviews, book reviews, textbooks, and textbook chapters also constitute evidence of creative activity but are weighed substantially less than the earlier-listed contributions in assessing research quality. Additional evidence of research quality in this secondary category includes: evidence of activities that can lead to external funding (grant proposals and submissions); presentation of research papers before scholarly and professional meetings; application of research scholarship in the field, including new or enhanced systems and procedures demonstrated or evaluated for government agencies, professional associations, nonprofit organizations, or educational institutions; evidence of graduate and post-doctoral students' scholarly achievements (e.g., publications, awards, grants); editorial work and peer review as related to research.

3. Service

All tenure-track faculty in the Department are expected to contribute some service to society, the University and the profession.

For Tenure and for Promotion to Associate Professor:

Successful candidates for tenure and/or promotion to associate professor are expected to attend departmental meetings, have some limited service on student and departmental committees, and, if asked to serve, limited service on campus committees and governing bodies. Successful candidates for tenure and/or promotion to associate professor are also expected to provide some leadership in professional organizations or conferences, review activities regarding grant applications and/or manuscripts for professional associations, academic journals and learned societies' publications.

All tenure-track faculty in the Department are expected to contribute some service to society. The UGA Guidelines for Appointment, Promotion, and Tenure (page 19) state that "service to society refers to the function of applying academic expertise to the direct benefit of external audiences in support of Departmental and University missions." Such service is further defined as "a direct application of knowledge to, and a substantive link with, significant human needs and societal problems, issues, and concerns." It can include applied research, service-based instruction, program and program management and technical assistance. A faculty endeavor may be regarded as service to society for purposes of promotion and tenure if the conditions outlined in the University's Guidelines (2004, page 19) are met.

For Promotion to Professor:

Successful candidates for promotion to professor will demonstrate active participation in the life of the department, the College, and the University by service on student, departmental, College and University committees. They will show a record of participation in departmental activities, including attendance at meetings. Successful candidates for promotion to professor will demonstrate active participation in the organization of professional meetings, editorial work, or leadership positions in professional organizations.

Successful candidates for promotion to professor are expected to contribute some service to society. The UGA Guidelines for Appointment, Promotion, and Tenure (page 19) state that "service to society refers to the function of applying academic expertise to the direct benefit of external audiences in support of Departmental and University missions." Such service is further defined as "a direct application of knowledge to, and a substantive link with, significant human needs and societal problems, issues, and concerns." It can include applied research, service-based instruction, program and program management and technical assistance. A faculty endeavor may be regarded as service to society for purposes of promotion and tenure if the conditions outlined in the University's Guidelines (2004, page 19) are met.