

## **CRITERIA FOR PROMOTION/TENURE: ANIMAL & DAIRY SCIENCE DEPARTMENT (ADS)**

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This document and specific criteria contained in this document have been reviewed and accepted by the faculty within the PTU (ADS). Information contained in this document has also been reviewed and approved by the Dean of the College of Agricultural and Environmental Sciences 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 ADSC faculty, the Dean, and the Provost. All revision and approval dates must be listed in the PTU document.

- I. Overview:** The extent to which the candidate is required to meet research/instruction/extension criteria will be proportional to the candidate's appointment. Common to all appointments are service to the department, college, and university; participation in professional development; memberships or governance in professional societies; and accountability and outreach to clientele and stakeholders. The criteria and procedures outlined herein are to be considered a supplement to the University's Guidelines for Appointment, Promotion, and Tenure, ([http://provost.uga.edu/documents/guidelines\\_revised\\_spring\\_14.pdf](http://provost.uga.edu/documents/guidelines_revised_spring_14.pdf)) and refer specifically to policies and procedures for ADS. In all matters related to promotion and tenure, ADS 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 departmental 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.

**II. Procedures:**

- A. Faculty Mentor or Mentoring Committee:** The Department Head will appoint a mentor or mentoring committee from among the regular and adjunct senior faculty in the department for each new assistant professor to advise him/her on matters pertaining to professional development, promotion, and tenure. The Department Head will obtain information annually from the mentor or mentoring committee to assess if the candidate is making sufficient progress toward promotion and tenure, and progress toward promotion and tenure will be discussed in candidate's annual review by the Department Head. A formal report of the candidate's progress towards promotion and tenure will be provided to the Department Head and made available to the candidate as a part of the third year review. The candidate may request a formal report from the mentor or mentoring committee annually.
- B. Third-year review:** The assistant professor will submit a dossier prepared according to the

- Guidelines. This dossier will be evaluated by the tenured associate and full-professors in the Department who will consider the dossier and vote “yes” or “no” on whether the candidate has made sufficient progress towards promotion and/or tenure. The result of the vote will be communicated by the Department Head to the candidate in the form of a letter that provides the third year vote, summarizes the three year report of the mentor or the mentoring committee and provides any other issues or points raised by the faculty during the discussion prior to the third year vote. This letter to the candidate will be included in the materials that are submitted for review by all committees during formal consideration of the candidate for promotion and tenure. Also if he/she wishes, the candidate can provide a letter addressed to the Department Head rebutting or providing explanation to anything in the third year review letter, and this letter will also become part of materials reviewed by the Department and all P/T committees during final promotion and tenure consideration.
- C. Promotion/Tenure: Each year in January, any eligible faculty member who wants to be considered for promotion and/or tenure in the upcoming cycle shall contact and discuss his/her intent with the Department Head. Assistant professors in their sixth or later year shall automatically be considered for promotion and tenure unless they specifically request not to be considered. An eligible candidate who wants to be considered for promotion and/or tenure will submit a full curriculum vita and a minimum 3-4 page summary of achievements to the Department Head by the 2nd Friday in February. This summary will serve as the basis for the Department Head’s development of the Achievement Section (Section 5). Refer to the "Guidelines for Appointment, Promotion, and Tenure" about the Achievement Section (Section 5) of the Promotion/Tenure Dossier. The materials will be distributed to the appropriate faculty and a discussion of the candidate qualifications followed by a preliminary vote will occur at the faculty meeting in March of each year. After the preliminary vote, the candidate will determine if he/she wants to continue the process. If the candidate chooses to go forward, letters will be solicited. The letters from the outside referees will be due by June 15th, so they will need to be solicited no later than May 1 of each year, thus the candidate will need to have their materials to the Department Head no later than April 15th. The complete set of materials for promotion, including external letters, will be assembled by July 1st of each year. This information will then be distributed, no later than July 15th, for review by the eligible voting faculty. During the annual faculty meeting which is held the week prior to the beginning of fall semester classes, the eligible faculty shall meet to discuss the qualifications of candidates seeking promotion and/or tenure. After discussion, the eligible faculty shall vote via secret ballot in favor or against the candidate begin awarded promotion and/or tenure. The Department head shall reveal his/her vote at the time of the vote tally, and report the vote total to each candidate as soon as practical, which is required to be within three working days. Under the principal of flow, the promotion/tenure process then continues according to the University guidelines unless the candidate indicates he/she does not wish to be considered further.
- D. Annual evaluations and the third year review will follow the UGA Guidelines Sections VI.B and VI.C, respectively. Prior to meeting with the Department Head for the annual evaluation, the faculty member is required to submit a report of activities for the previous year. Failure to provide a report to the Department Head will result in an unsatisfactory evaluation.

**General Expectations:** Certain expectations apply to all candidates regardless of appointment. All candidates should be evaluated against their job assignments, as documented by the department head. Evaluation relative to job assignment includes consideration of the percentage of time assigned to each of the three missions (teaching, research, and service/extension), and the particular job responsibilities assigned (specific courses, research areas, extension responsibilities, etc.). Every faculty member is expected to participate in Departmental, College, University activities and/or committees as well as provide appropriate service to the University, professional groups, and society at large. In all three missions (teaching, research, and service/extension), advancing a scholarly program in the candidate's areas of responsibility is the central achievement to be evaluated. Regardless of the candidate's appointments in research, teaching, and/or service, he/she will be expected to have significant contributions toward the mission(s) in which he/she is appointed. For example, an individual with a 70% research/30% teaching split

will be expected to have significant contributions toward each of the missions, with research being weighed more heavily.

## **Teaching**

### **The Standard (refer to *UGA Guidelines* Section III.A unless otherwise stated)**

Effectiveness in teaching is reflected by motivating students to become proficient in their understanding and application of animal science, dairy science and related areas covered in ADS courses at the undergraduate and graduate level, and by training and mentoring students at the graduate level. Such effectiveness will be determined through the demonstration by the candidate of teaching accomplishments consisting of the sources listed in the University's appointment, promotion, and tenure guidelines.

### **Documentation (refer to *UGA Guidelines* Section III.A unless otherwise stated)**

The UGA Guidelines, Section IIIA provides a list of sources that demonstrate teaching effectiveness. The candidate is expected to demonstrate teaching effectiveness through student teaching evaluations accumulated from courses taught by the candidate. Other criteria of particular importance to ADS when evaluating the effectiveness of teaching are the receipt of teaching awards and recognitions, leadership in Departmental, University or Professional Committees and/or Groups that promote teaching or contribute to instructional activities, successful participation in student recruitment, advising and/or mentoring, receipt of grant funding for teaching program and other activities outside the classroom that promote student learning and engagement and/or promote a scholarly approach to teaching.

Promotion to Associate Professor: Because the goal of teaching is to provide an excellent learning environment to students at the Departmental level, the criteria for promotion to associate professor will be clear evidence that the candidate is an effective instructor and student advisor/mentor.

Promotion to Professor: Same as the criteria for promotion to associate professor for those faculty whose teaching appointments less than 50%. For those faculty with teaching appointments greater than 50%, increased emphasis will be placed on teaching awards and recognitions, leadership in Departmental, University or Professional Committees and/or Groups that promote teaching or contribute to instructional activities, successful participation in student recruitment, advising and/or mentoring, and other activities outside the classroom that promote student learning and engagement and/or promote a scholarly approach to teaching and/or any combination of the preceding criteria that clearly demonstrate a scholarly approach to instruction.

Tenure: All of the above with additional documentation addressing the University's "continuing and long-range need for what the candidate for tenure may be expected to do" and likeliness that the candidate will continue to be an active and productive scholar over the long time period that tenure supposes (*UGA Guidelines* Section X).

## **Research**

### **The Standard (refer to *UGA Guidelines* Section III.B unless otherwise stated)**

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

Quality and scholarship are paramount. Consistent with these *Guidelines*, ADS candidates for promotion and tenure with a research appointment must be engaged in high quality research that contributes to an

overall excellent level of performance in the candidate's area(s) of assignment. The main areas that will be considered when assessing research excellence will be publications, presentations, extramural funding and graduate training. Candidates are expected to have sufficient refereed publications in prestigious journals, books or proceedings to demonstrate a high level of scholarly competence in their area of research. The number of publications will vary depending on the area of the candidate's research and the proportion of their appointment in research, and this should be taken into consideration when evaluating the candidate. The faculty should also engage in presentations at meetings, symposia, workshops and venues to bring prestige to themselves and UGA. It is expected that faculty with research appointments actively pursue extramural funding. The amount of funding procured will vary with the area of research; however, the amount of extramural funding garnered should demonstrate that the research conducted by the candidate is of high quality and/or innovative and/or of high interest to the livestock/medical industry and/or to external funding agencies. Faculty with research appointments are also expected to be involved with the training and mentoring of graduate students in proportion to their appointment.

**Documentation (refer to UGA Guidelines Section III.B unless otherwise stated)**

The *UGA Guidelines* (Section III.B) specify legitimate categories (or sources) of research evidence. ADS candidates for promotion and tenure should consult this list and include documentation of all relevant categories in the dossier. ADS candidates should place their primary emphasis on documentation of evidence for Category 1 ("Research and/or scholarly publications"). Other categories considered important include Category 5 ("Funded projects, grants, commissions and contracts"), Category 6 ("Presentation of research papers before technical and professional meetings"), as well as the number of graduate students directed and funded. The candidate should have multiple journal articles. An equitable percentage of journal articles published should have the candidates as the sole or senior author. Sole means only one author and senior means that the individual is formally recognized by all co-authors as the lead and most important contributor to the research project. Papers published with the candidate's graduate students are traditionally counted as senior authored papers when the graduate student's name is placed first. Similarly, an equitable portion of the dollars received from grants garnered by the candidate should be directly attributable to his/her research program.

Promotion to Associate Professor: A starting point for promotion to associate professor is evidence of progress to correct any negative reviews found in the Third-Year Review. As indicated in the *UGA Guidelines* (Section IV), candidates must demonstrate "clear and convincing evidence of emerging stature as regional or national authorities unless their work assignments are specifically at the local level". ADS considers refereed publications to be the most important and widely-accepted indicator of this emerging status as a regional or national authority. Publications will also be evaluated on content, contribution, and the quality and appropriateness of the journals (or other outlets) relative to the candidate's appointment and/or field of study. The quality and appropriateness of journals should be documented by the candidate and the external evaluators. Although publication emphasis should always be on quality and contributions to a focused scholarly program, candidates with higher research appointments are expected to demonstrate higher levels of refereed journal article output commensurate with the assigned time in research. Selected and invited presentations at regional and national professional meetings and conferences, the number of graduate students directed and funded, and both competitive and non-competitive extramural funding are also important indicators of emerging status as a regional and national authority or scholar.

Promotion to Professor: As indicated in the *UGA Guidelines* (Section IV), candidates must demonstrate "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." ADS considers national-level refereed journal articles to be the most important and widely-accepted indicator of a national or international reputation as a scholar in their field. The quality and appropriateness of journals should also be documented by the candidate and the external evaluators. For promotion to Professor, books and book chapters and proceedings (particularly invited chapters and proceedings) may also be important indicators of national and international scholarly status. Selected and especially invited presentations at national

and international professional meetings and conferences, the number of graduate (particularly PhD) students directed and funded, and both competitive and non-competitive extramural funding are also important indicators of national and international scholarly status.

Tenure: All of the above with additional documentation should address the University's "continuing and long-range need for what the candidate for tenure may be expected to do" and likeliness that the candidate will continue to be an active and productive scholar over the long time period that tenure supposes (Section X).

## **Extension and Service**

### **The Standard**

The UGA *Guidelines* (Section III.C) state that "Service to society refers to the function of applying academic expertise to the direct benefit of external audiences in support of unit 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."

### **Documentation**

The UGA *Guidelines* (Section III.C) lists activities which are evidence of an effective service program. While all faculty in ADS should be engaged in some aspect of service, there are some faculty in ADS that have formal Extension appointments. Consistent with the *Guidelines* and more specifically candidates for promotion and tenure with an Extension appointment in the ADS should especially demonstrate excellence in two key areas: 1) Program Development and 2) Visibility and Impact. Faculty with Extension appointments must show that they recognize clientele needs within the state of Georgia and are providing leadership in developing educational programs, information, and conducting applied research to address those needs. Evidence of visibility and impact may include but is not limited to meetings conducted, workshops and short-courses developed, technical assistance and consultation, peer reviewed research publications, peer reviewed Extension publications, newsletters, web-based communications, slide presentations, computerized decision aids, popular press articles, mass media, and in-service training provided for county Extension agents and other professionals. Performance in Extension should be commensurate with the candidate's area of responsibility and appointment.

Promotion to Associate and Full Professor. The *Guidelines* (Section IV) state the criteria for promotion to Associate Professor as "clear and convincing evidence of emerging stature as a regional or national authority unless their work assignment is specifically at the local or state level." ADS also recognizes that some Extension faculty have commodity-specific duties. Therefore, what is considered "regional" and "national" should be considered relative to the service needs of the commodity group the candidate is expected to serve.

The *Guidelines* (Section IV) state the criteria for promotion to Professor as "clear and convincing evidence of high levels of attainment in the criteria appropriate to their work assignments and mission of their units. Unless the candidate's assignment is specifically regional, he/she should demonstrate national or international recognition in their fields and the likelihood of maintaining that stature." For promotion to Full Professor, evidence of performance since promotion to Associate Professor should demonstrate clear evidence of national recognition (an increased record of accomplishment recognized on a national scale) and clear evidence of excellence in his/her area of responsibility.

Indicators of regional and national recognition in the context of Extension (Service) may include:

- invited presentations at meetings or conferences of industry and commodity organizations
- papers or abstracts published in conference proceedings
- participation and leadership in regional and national Extension program development included conferences, meetings, symposia, and educational materials
- participation and leadership in conducting applied research

- invited articles and citations in popular press and industry outlets
- publication in peer reviewed journals including those of other disciplines or other peer reviewed publications
- invited presentations before professional societies
- awards and special recognitions for Extension (Service) programs and contributions
- grant funding with an emphasis as the PI on projects.

Tenure. Tenure is based on "the University's continuing and long-range need for what the candidate for tenure may be expected to do" and "whether or not candidates are likely to continue to be active and productive scholars over the extended period of time that tenure supposes" (*Guidelines*, Section X).