AGENDA

9:00-9:45 Faculty Searches, Hiring, and Offer Letters
   Carly Surratt, Director of Faculty Affairs Operations
   Elizabeth Weeks, Associate Provost for Faculty Affairs

9:45-10:45 Negotiating Offer Letters Interactive Breakout Session
   Maric Boudreau, Department Head, Department of Management Information Systems, Terry College of Business
   Ted L Gragson, Department Head, Department of Anthropology, Franklin College of Arts and Sciences
   Leonardo (Leo) Lombardini, Department Head, Department of Horticulture, College of Agricultural & Environmental Sciences
   Jean Martin-Williams, Associate Dean, Franklin College of Arts and Sciences

10:45-11:00 Break

11:00-11:30 Faculty Annual Evaluations, Promotion and Tenure, Post-Tenure Review
   Elizabeth Weeks, Associate Provost for Faculty Affairs

11:30-11:45 Elements
   Carly Surratt, Director of Faculty Affairs Operations

11:45-12:15 Performance Evaluations and Faculty Mentoring Panel
   Francis Fluharty, Department Head, Department of Animal & Dairy Science, College of Agricultural & Environmental Sciences
   Lloyd Rieber, Department Head, Department of Workforce Education and Instructional Technology, Mary Frances Early College of Education

12:15-12:45 Performance Evaluations and Faculty Development Case Study
   Elizabeth Weeks, Associate Provost for Faculty Affairs
   Mary Carney, Director of Programming for Faculty Affairs

12:45-1:30 Networking Lunch
Faculty Searches, Hiring, & Offer Letters
Office of Faculty Affairs Leadership

Mary Carney
Director of Programming

Elizabeth Weeks
Associate Provost for Faculty Affairs

Carly Surratt
Director of Faculty Affairs Operations

Will Richardson
Special Assistant to the Provost/Director of Faculty Affairs Strategic Initiatives
Office of Faculty Affairs Contacts

Sherri Bennett  
Senior Administrative Specialist and Assistant to the Vice Provost  
- Supports select OFA programs, including SEC ALDP and WLF

Amy Wright  
Faculty Affairs Specialist and Posting Request Lead  
- Hiring proposals for select units  
- Posting requests  
- Faculty Affairs Liaison Workshops

Sarah Covert  
Faculty Affairs Dual Career Coordinator  
- Dual career support services and placement assistance  
- Other special projects

Angelina Carlson  
Faculty Affairs Process Lead for Promotion, Tenure, and Special Appointments  
- Annual promotion and tenure process coordination  
- Emeritus faculty appointments  
- Special requests for faculty appointments

Sunshine Jordan  
UGA Elements and Business Intelligence Lead  
- Elements and Experts@UGA technical lead  
- Faculty records and data curation  
- Business intelligence and process improvement

Krissie Benton  
Administrative Specialist for Faculty Affairs and Special Projects  
- Primary point of contact for external and internal constituents  
- OFA Website management  
- Administrative support for the Associate Provost

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Faculty Hiring: 3-step process in UGAJobs

1. Position Description
2. Posting Request
3. Hiring Proposal
A position description is the “seat” for the new faculty member.

If this is a new position, the request will be for a “new” seat. If this will be a search for a vacancy, the request will update the existing seat for the new search, which is called an “evaluation” in UGAJobs actions.

Which comes first? The position announcement or position description?

Position Description workflow:

- Initiator
- Faculty Affairs Liaison
- Approver
- Senior Administrator
- Central Human Resources
UGAJobs version of the unit’s Position Announcement.

The posting request must contain everything in long and/or short ads but can have additional information since we know all candidates will see the posting.

Posting Request workflow:

- Initiator
- Faculty Affairs Liaison
- Approver
- VPPSO (if PS position)
- Office of Faculty Affairs
- Office of International Education
- EOO Search Review
## Resource Links

<table>
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<tr>
<td>Offer Letter Policy</td>
<td><a href="https://provost.uga.edu/policies/academic-affairs-policy-manual/1-09-appointment-procedures/#p-1-09-1">https://provost.uga.edu/policies/academic-affairs-policy-manual/1-09-appointment-procedures/#p-1-09-1</a></td>
</tr>
<tr>
<td>Email Addresses</td>
<td>- Associate Provost Elizabeth Weeks (<a href="mailto:weeksleo@uga.edu">weeksleo@uga.edu</a>) for drafts that need Provost approval before offer</td>
</tr>
<tr>
<td></td>
<td>- Carly Surratt (<a href="mailto:csurratt@uga.edu">csurratt@uga.edu</a>) for questions and copied on draft to Associate Provost</td>
</tr>
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</table>
Once you have moved an applicant to ”Recommended for Hire” and have a signed offer, you should initiate the HP.

Document checklist: https://provost.uga.edu/_resources/documents/Faculty_Affairs/UGAJobs_Faculty_Hiring_ProposalEmployment_Action_Document_Checklists.pdf

HP workflow:

See next slide
Workflow: Faculty Hiring Proposal (Faculty and PT/LT) Managed Position
Positions

- Keep it simple!
- The posting is for all the details including the official title.

Postings

- Minimum qualifications are rank based.
- Consider templates for external ads to expedite review. (We can help with that!)
- For non-search hires, EOO is the first stop ([https://eoo.uga.edu/policies-resources/admin-faculty-searches-appts/search_committee_guidelines/](https://eoo.uga.edu/policies-resources/admin-faculty-searches-appts/search_committee_guidelines/)). EOO approval should be attached to posting request.

Hiring Proposals

- Highly recommend starting 60 days before the start date.
- Contact us as soon as possible if you have a situation that needs to be expedited.
USG HRAP Employee Recruitment

New Policy, effective 7/1/2023

Postings

- Free of ideological tests, affirmations, and oaths (including diversity statements)
- Hiring decisions based on the Institution's ability to achieve its mission and strategic priorities in support of student success
- Screening process should not extend beyond the stated mission and values of the Institution and the functional expectations of the departmental unit

Training

- Centralized UHR-created training for all search committee members and those directly involved in the interview process, accessed via UGA Professional Education Portal (PEP)
- Faculty search committee materials in eLC; training TBD
- No trainings mandated or offered by Individual units and departments without approval of Chief Human Resources Officer

Guidance on Employee Recruitment Training
Direct Appointments and Non-search Hiring

- **UGA Policy on Recruitment**
- **Guidance for Direct Appointments** outlines new search waiver procedures for the full-time regular appointment of faculty and staff
  - Target of opportunity or uniquely qualified
  - PI/Co-PI, key personnel
  - Dual career hiring or retention

- **Other Appointment Types** (LT, PT, interim/acting, promotion, admin add-on, conversion)

- In either case, start with EOO
- Direct appointments require additional approvals (Provost, CFO, CHRO, President)
Offer Letters
Office of the Senior Vice President for Academic Affairs and Provost

Faculty Hiring & Appointments

We've organized the following resources to assist you in the faculty hiring process:

Faculty Hiring

- Faculty Search & Hire Process Checklist
- Faculty Hiring Proposal/Employment Action Document Checklist
- Create or Modify a Faculty Position in UGAjobs
Faculty Offer Letter Templates

Since changes to the below offer letter templates will occur, please check back at this URL to download the appropriate template each time you need to prepare a faculty offer letter.

PLEASE NOTE: All offer letters for tenure-track or tenure-on-appointment faculty should be reviewed by the Associate Provost for Faculty Affairs, Elizabeth Weeks (weeksleo@uga.edu), and approved by the Provost before they are sent to the candidate.

*Please copy Carly Surratt (csurratt@uga.edu) on offer letters submitted to the Associate Provost for Faculty Affairs for review.

Full-Time Faculty (100% time)

- Assistant Professor-Academic Year Contract (last updated Sept 2023)
- Assistant Professor-Fiscal Year Contract (updated Sept 2023)
- Associate Professor-Academic Year Contract (updated Sept 2023)
- Associate Professor-Fiscal Year Contract (updated Sept 2023)
- Professor-Academic Year Contract (updated Sept 2023)
- Professor-Fiscal Year Contract (updated Sept 2023)

Supplemental paragraph that should be included in any offer that includes an administrative title AND is made to a faculty member who already holds tenure at UGA, or is being offered tenure on appointment:

Administrative Duties with Tenure

Per the Joint Academic Appointments policy, tenure track faculty appointed in more than one academic unit should be provided with a written Memorandum of Understanding explaining the terms of their joint appointment.

Sample Memorandum of Understanding for Joint Academic Appointments

Non-Tenure Track Faculty-Academic Year Contract (updated Sept 2023)
I. Budgetary Approval for Position  
(Questions? — Contact Your Unit’s Senior Administrative Officer)  
☐ Approval of your unit’s senior administrative officer to initiate a search/appointment of the faculty position (e.g. Associates Provost, Vice President, Dean).  
☐ Public Service Rank: Use of public service faculty rank/titles must also receive prior approval of the Vice President for Public Service and Outreach. Click here for more information: http://outreach.uga.edu/nopps/appointment-checklist  

II. Conduct Search  
(Questions? — Contact Equal Opportunity Office)  
Conduct search per UGA Academic Affairs Policy Manual, 1.08 Recruitment of Faculty and additional search procedures as required by appointment guidelines for rank and/or special profession agreement.  

IMPORTANT: If you believe exceptional circumstances justify faculty hire without a search, contact the UGA Equal Opportunity Office (EEO). EEO written approval must be received prior to offer of employment if no search is conducted. Additionally, written approval must be attached to the posting request in UGAJobs before moving it forward in the workflow.  
Please contact Carly Surratt at csurratt@uga.edu for details on hiring without a search, and see section VI (below) on the processing of hiring proposals.  

☐ Appoint Search & Screening Committee (as applicable)  
- UGA Guidelines for Appointment, Promotion & Tenure, Section V. Procedures for Appointments (p. 23-24) - Requires Search & Screening Committee for full-time faculty appointments at rank of INST, ASTP, ASOP, PROF  

☐ Adopt Aggressive Affirmative Action Steps for Minority and Women Candidates  
- RECOMMENDATION: Register at the UGA Professional Educational Portal or contact Mary Carney at Mary.Carney@uga.edu for search committee training; these workshops focus on best practices for recruitment and evaluation of candidates, and provide resources to support the search committee’s work.  


☐ Submit Position Description to UGAJobs Online Hiring and Position Management Platform https://www.ugajobssearch.com/  
- Office of Faculty Affairs, Immigration Services (within the Office of Global Engagement), and ECO will review and approve position posting online.  
- UGAJobs Information & Resources  

☐ If the position will require space outside your department or renovation of existing space, as soon as the job posting is approved, send a description of your space needs to the Facilities Management Division and the Office of the University Architects at FPM@uga.edu.  

☐ Prepare and Place Advertisement in Outlets that Support Your Recruitment Goals - The position will also be posted automatically on the Inside HigherEd and Insight into Diversity websites.  

☐ Screen Applicants on the basis of the desired skills and abilities, as described in the job description.  

UGA Office of Faculty Affairs & UGA Equal Opportunity Office – 1/13/20
DATE

CANDIDATE NAME
CANDIDATE MAILING ADDRESS

Dear CANDIDATE NAME:

On behalf of the [insert school/college name and promotion and tenure unit’s (PTU) name] at the University of Georgia, I am [for “we are”, if more than one person is signing the letter] pleased to offer you the position of Assistant Professor. Your tenure status will be Tenure Track. Your appointment will be effective [Hire Date] for the Academic Year and will be renewable annually pending a satisfactory review of your performance. Your Academic Year salary will be [insert contract salary], provided in 10 payments. Your direct supervisor will be the [insert PTU Head’s Title], a position currently held by [insert PTU Head’s Name].

The University of Georgia is a land-grant and sea-grant university with state-wide commitments and responsibilities for instruction, research, and outreach. Your primary duties are expected to be [indicate primary areas of allocation]. As a member of the faculty, you also will be expected to [indicate expected participation in any additional activities]. Your allocation of effort at appointment will be X% research/creative work, X% teaching, and X% service [delete any areas that are not applicable]. This allocation of effort may be revised during the term of your employment. As a research-active faculty member, you will be expected to develop a vigorous, externally funded research program. Consistent with our commitment to offer the highest quality instruction within a premier research institution, you will be expected to teach XX credit hours/year.

PROMOTION AND TENURE: Your promotion and tenure process will be governed by the University of Georgia’s Guidelines for Appointment, Promotion, and Tenure and the Department of [insert PTU name]’s promotion and tenure unit (PTU) criteria; these policies and criteria are available on the Office of Faculty Affairs’ website, https://provost.uga.edu/faculty-affairs/promotion-tenure/. The Guidelines and criteria may be updated periodically. Under normal circumstances, you will be eligible to initiate your promotion and tenure application during the spring semester in XXXX or XXXX.

SUMMER SALARY: All faculty members are encouraged to obtain research funds from external agencies for their summer support. Employment during the summer semesters will be handled by your department. You may earn up to one-third of your academic year salary during the summer. These funds may come from external awards (e.g., grants or contracts), or from summer instruction. The availability of summer teaching is dependent upon enrollment and thus, cannot be guaranteed. If summer salary is offered for a defined period of time, add the following: This offer includes X month(s) of summer salary during the summer of [insert year(s)].
Offer Letter Review Tips

• Required for Assistant Professor, Associate Professor, Professor, and non-tenure-track with credit toward promotion and other special requests (AAPM 1.09-1)
• Dean’s cover letter should justify request for track/rank; credit towards promotion and/or tenure; tenure upon appointment; personal moving expenses $15,000 or more
• Arms’ length reference letters for Associate Professor and Professor
• Justify allocation of effort, teaching load, or starting salary that is outside the norm for the department
• Provide documentation of Provost’s pledged for start-up, salary, other
• August 1 (or January 1) start date highly preferred
• Attach CV and EOO, other approvals (if direct appointment/non-search hire)
• Include MOU for joint or ”secondary” appointments
• Specify any timing needs or parameters (ok to send back-up offers for pre-approval)
• Remember intrasystem recruitment notification requirement (BOR Policy 8.3.3.1)
• Consider AAU “ethics policy” on hiring after May 1
Questions?
Negotiating Offer Letters
Interactive Breakout Session
Faculty Annual Evaluations, Promotion & Tenure, Post-Tenure Review
Elizabeth Weeks
Associate Provost for Faculty Affairs

New Leaders Program
November 13, 2023
Promotion & Tenure
Office of the Senior Vice President for Academic Affairs and Provost

Promotion & Tenure

Promotion Guidelines for Different Faculty Ranks

Tenure Track (Asst Professors, Assoc Professors, Professors) & Instructors

- Academic Rank Faculty Guidelines. The new faculty evaluation policies that were subject to USG approval (received in October 2022, following University Council vote in April and September 2023) are effective for Academic Year 2023-2024.
Promotion & Tenure

Promotion Guidelines for Different Faculty Ranks

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- Requesting a FMLA extension to the tenure probationary period

- Quick Reference Guide 23-24

- Seven year tenure probationary period calendar-what happens when

- P&T application process-a two year cycle (diagram)

- Tenure Clock Calendar 23-24

- All Criteria for Promotion and Tenure, listed by Promotion and Tenure Unit

Academic Professionals

Clinical Faculty

Lecturers

Librarians

Public Service Faculty

Research Scientists
The University of Georgia
Guidelines for Appointment, Promotion, and Tenure of Academic Rank Faculty

Approved by the University Council April 2004

Revised by the University Council
Spring, 2006
Fall, 2007
Spring, 2010, 2011
Fall, 2011
Fall 2022
Latest revisions take effect August 1, 2023
University Council

To: President Jere W. Morehead
Re: Recommendations of the University Council from the April 26, 2023, Meeting


Issue: A proposal from the Faculty Affairs Committee for revisions to the UGA Guidelines for Appointment and Promotion of Clinical Faculty.

Discussion: None.

Action: The vote was called, and the proposal was approved.

Submitted by: Fiona Liken
Fiona Liken, Secretary

☑ Approved
☐ Reconsider
☐ Vetoed (see attached explanation)
☐ Received

Jere W. Morehead, President

Date

☑ 5/11/23

☐ 5/17/23
Notification letters sent to units and candidates
Promotion Criteria (UGA Guidelines + PTU Criteria)

- **Associate Professor**: Candidates must show clear and convincing evidence of emerging stature as regional or national authorities per the criteria listed in the Guidelines, and the criteria established by their PTU.

- **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 per the criteria listed in the Guidelines, and the criteria established by their PTU. They should demonstrate national or international recognition in their fields and the likelihood of maintaining that stature.
Tenure Criteria (UGA Guidelines + PTU Criteria)

• A record of exemplary performance

• A continuing and long-term need for what the candidate is expected to do

• An assessment from the URC that the candidate is likely to continue as an active and productive scholar for the remainder of their tenure at UGA
Teaching Effectiveness Evidence (new for 2021)

1. Effectiveness shown by multiple forms of evidence (2 or more of 8 types of evidence, including student end-of-course evaluations)
2. Peer evaluation of expertise
3. Successful integration of teaching and research, or teaching and service
4. Development or significant revision of programs and courses
5. Honors or special recognitions for teaching accomplishments
6. Publication activities related to teaching
7. Competitive grants/contracts to fund innovative and evidence-based educations activities or stipends for students
8. Departmental or institutional governance or academic policy and procedure development related to teaching
9. Sustained participation in teaching professional development
External Reviewers

• “Assessments should not be sought from terminal degree advisors, postdoctoral advisors, former students, close associates, or personal friends. Request a critical evaluation of the candidate’s performance and the quality of their scholastic achievements; do not solicit supporting letters or personal references.”

• Any “non-arm’s-length” letters included will not count toward the minimum four arm’s-length letters. All external letters requested and received must be included.
**P&T Changes for 2023-2024**

- Evaluation of student success activities within existing areas of effort
- Annual Evaluations included in third-year reviews and P&T reviews
- Third-year review (applies to TT, Clinical, and Lecturers only)
  - Faculty member signs statement acknowledging receipt of third-year review summary
  - Faculty member rebuttal allowed; evaluator response required; retained in file
  - Faculty member assessed as making insufficient progress must develop Performance Remediation Plan (PRP) with PTU head and third-year review committee
    - PRP must be reasonable, achievable within the time frame, reflect the essential duties of the faculty member, and performed during the contract period (*i.e.*, 9-month faculty)
    - PRP must be approved by the dean
URC By the Numbers

- 142 dossiers – all tenure-track promotion and/or tenure, and clinical promotion
- 110 total URC members
- 7 – 8 members per area committee
- 6 – 13 dossiers per subcommittee
- 2 subcommittees with clinical dossiers
- 40 days to complete your work (deadline to OFA: Dec. 8, 2023)
Annual Evaluations
1.06 Evaluation

Evaluation of faculty members includes written annual reviews and feedback from peers. Evaluations also include a thorough review for assistant professors during the third year of appointment at the University of Georgia and a review every five years following the award of tenure.

1.06-1 Written Annual Evaluation

Each faculty member at the University of Georgia, regardless of rank or responsibilities, must receive a written annual evaluation of their performance. Tenure-track faculty, tenured faculty, and faculty outside of the tenure process should be evaluated based upon clear, transparent, and academic discipline-specific assessment criteria and rubrics. All changes to performance criteria must be updated in UGA faculty policies in a timely fashion. These updates must be done in advance of the next review cycle and allow time for faculty to incorporate those expectations into the preparation of their review documents. Written Annual Evaluation policies, processes, and stated criteria must incorporate appropriate due process mechanisms and support the principles of academic freedom.

Each evaluation must address the components outlined in the following framework and encompass continuous professional growth appropriate to the institution's sector and mission, school or college, and department. Evaluators may use their own format and include additional components if they wish; however, the Office of Faculty Affairs must ensure that workload percentages for faculty roles and responsibilities are factored into the performance evaluation model in a consistent manner.
Effective 8/1/2023, for evaluations conducted Spring 2024

YEAR ANNUAL EVALUATION

To:  [Faculty Member’s Name]

From: [Dean/Department Chair/Center Director’s Name; for those schools with departments, the dean should be cc’d]

Date: [Must be before March 31 of the calendar year; for those colleges/schools with departments, the dean should set an earlier deadline with sufficient opportunity to review and provide feedback on a draft.]

Attachment(s): UGA Elements annual activity report [plus any self-assessments or other reports, as required by each academic unit]

This constitutes your annual written evaluation required by Section 8.3.5.1 of the Board of Regents Policy Manual and Section 4.4, Faculty Evaluation Systems, of the University System of Georgia Academic and Student Affairs Handbook. Your assigned allocation of effort this year was [x%] scholarship, [y%] teaching, [z%] service, and [zz%] administration (or other).

The following 5-point scale describes the scores in each category below:

1 – Does Not Meet Expectations
2 – Needs Improvement
3 – Meets Expectations
4 – Exceeds Expectations
5 – Exemplary

[The faculty member should be evaluated in each category below and should include involvement in student success activities, as defined in Academic Affairs Policy Manual 1.10-10, in a particular area, or across the four, area(s) of effort. Faculty should be evaluated based upon their Promotion and Tenure Unit’s discipline-specific criteria for annual evaluations. Faculty activity and productivity in each of the areas of assigned effort below may be briefly summarized as necessary by the evaluator. However, more extensive data or summaries or self-assessments by the faculty should be attached to the evaluation.]
Annual Evaluation Changes for 2023-2024

• Five-point evaluation scale
• Evaluation of student success activities within existing areas of allocated effort
• Faculty member signs statement acknowledging receipt of evaluation
• Faculty member rebuttal allowed; evaluator response required
• Annual evaluations included in third-year review, P&T, and PTR
• For all faculty, score of 1 or 2, overall or in any area, requires one-year Performance Remediation Plan (PRP)
• For tenured faculty, two consecutive years of 1 or 2, overall or in any area of effort exceeding 10%, leads to corrective/accelerated PTR
• PRP must be approved by the dean and filed with Faculty Affairs/Provost’s Office
• Four PRP progress report meetings (spring, fall, fall, and spring)
University of Georgia Academic Affairs Policy Manual

1.10-10 Student Success Activities

As specified in University System of Georgia Board of Regents Policy Manual 8.3, Additional Policies for Faculty, teaching faculty reviews, including annual evaluations, third-year review, and post-tenure review, as well as University and discipline-specific criteria for promotion and tenure, shall include evaluation of teaching faculty members’ involvement in student success activities.

Student success activities is a comprehensive term for teaching faculty effort expended to support the short- and long-term academic and professional achievements of undergraduate, graduate, and professional students and trainees. Student success is supported by in class as well as outside of class efforts. Involvement in student success activities is not predicated upon additional allocation of effort but is included within the faculty member’s allocation of effort in instruction, research/scholarship/creative work, service, and administration, as applicable. Units are responsible for further specification of student success activities in their criteria for all review processes as relevant to their disciplines and practices.

Consistent with the USG Academic and Student Affairs Handbook, Section 4.4 Faculty Evaluation Systems, and recognizing that faculty members can promote student success in a variety of ways, assessment should focus on documenting a faculty member’s quality involvement in a small number of student success activities to maximize effectiveness and engagement.
Post-Tenure Review
PTR Changes for 2023-2024

• Every five years, unless early/voluntary; accelerated/corrective; promotion; admin appointment; on leave

• Student success activities within existing areas of effort

• Evidence must include findings from Annual Evaluations for five prior years
  • Spring 2024, “executive summary,” rather than verbatim prior evaluations, allowed
  • Spring 2025, include Spring 2024 annual evaluation verbatim; executive summary for other years
  • Spring 2026, include Spring 2024 and Spring 2025 annual evaluations verbatim; executive summary for other years

• Faculty member with “meets or exceeds expectations” for five previous years may submit prior annual evaluations (and other materials) as PTR dossier

• PTR deadline adjusted earlier to align with Annual Evaluation deadline

• New final faculty hearing for revocation of tenure/separation from employment
OneUSG Connect Faculty Performance Evaluation Reporting
### OneUSG Practitioner View

#### Employee Self Service
- Faculty Data
- Prior Experience/Credits
- Tenure Service
- Performance Review
- Rank History
- Review Related Jobs

### Create Tenure Data

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- Annual Review
- Corrective PTR
- Post Tenure Review
- Promotion
### OneUSG Practitioner View

#### Faculty Data
- **Empl ID:** [Redacted]
- **Company:** [Redacted]
- **Department:** 1141030 Music
- **HR Status:** A
- **Empl Record:** 0
- **Job Code:** 202X32

#### Tenure Status
- **Tenure Status Date:** 08/01/2023
- **Tenure:** [Redacted]
- **Academic Rank:** Associate Professor
- **Tenure Granted Date:** 08/01/2023
- **Rank Change Date:** 08/01/2023

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<td>Performance Remediation Plan</td>
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</tr>
<tr>
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<td>01/01/2025</td>
<td>12/31/2025</td>
<td>Annual Review</td>
<td>✔️ 3</td>
<td>✔️ 3</td>
<td>✔️ 2</td>
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<td>05/31/2027</td>
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<td>Embedded ✔️ 5</td>
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<td>Successful</td>
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<td>12/31/2027</td>
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<td>✔️ 3</td>
<td>✔️ 3</td>
<td>Embedded ✔️ 3</td>
<td>✔️ 3</td>
<td>Successful</td>
<td>08/01/2028</td>
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</table>
Department Heads will receive a link with a prepopulated list of faculty members to evaluate and will only be able to view individuals in their reporting lines. Deans can view a full list from their units.

<table>
<thead>
<tr>
<th>Teaching Score</th>
<th>Teaching Effort %</th>
<th>Research Score</th>
<th>Research Effort %</th>
<th>Service Score</th>
<th>Service Effort %</th>
<th>Admini... Score</th>
<th>Admini... Effort %</th>
<th>Other Score</th>
<th>Other (Description)</th>
<th>Other Effort %</th>
<th>Student Success Score</th>
<th>Total Effort %</th>
<th>Calculated Score</th>
<th>Overall Rating</th>
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</table>
Q: Where can I find more information?

For more information and FAQs, please visit our website at https://onesource.uga.edu/resources/faculty_performance/
UGA Elements
Administrator Use of UGA Elements

Homepage

Set up your search settings
Add extra name variants and information about your past affiliations to help us more accurately find your past works across the web.

View

Scholarly & creative works
Claimed
You have no claimed scholarly &

Sponsored projects
Claimed
You have no claimed sponsored

Professional activities
• 1 distinction/award
• 3 educational/outreach presentations

Instruction
You have no activities.
Set up your search settings

Add extra name variants and information about your past affiliations to help us more accurately find your past works across the web.

Charlotte Surratt
Staff

csurratt@uga.edu

EDIT MY PROFILE
Questions?
Faculty Performance Evaluations and Faculty Mentoring Panel

Mary Carney, Ph.D.
Director of Programming
Office of Faculty Affairs
## Department Head Roles: Faculty Developer

<table>
<thead>
<tr>
<th>Tasks</th>
<th>% Reporting High Importance</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Recruit and select faculty</td>
<td>93</td>
</tr>
<tr>
<td>2. Represent dept. to administration and the field</td>
<td>92</td>
</tr>
<tr>
<td>3. Evaluate faculty performance</td>
<td>90</td>
</tr>
<tr>
<td>4. Encourage faculty research and publication</td>
<td>89</td>
</tr>
<tr>
<td>5. Reduce conflict among faculty</td>
<td>88</td>
</tr>
<tr>
<td>6. Manage department resources</td>
<td>85</td>
</tr>
<tr>
<td>7. Encourage professional development of faculty</td>
<td>85</td>
</tr>
<tr>
<td>8. Develop and initiate long-range dept. goals</td>
<td>83</td>
</tr>
<tr>
<td>9. Remain current within academic discipline</td>
<td>78</td>
</tr>
<tr>
<td>10. Provide informal faculty leadership</td>
<td>75</td>
</tr>
<tr>
<td>11. Prepare and propose budgets</td>
<td>73</td>
</tr>
<tr>
<td>12. Solicit ideas to improve the department</td>
<td>71</td>
</tr>
</tbody>
</table>
Decrease Motivation

Evaluate
Tell
Critique

Increase Motivation

Listen
Identify
Ask
Coach
Mentor
STEPS within annual evaluation session . . .

**Listen**
- Review faculty annual report together & listen to comments from faculty member

**Identify**
- Identify unique contributions and qualities, and gratitude
- Help them to recognize their own strengths and the meaning/purpose of their work

**Ask**
- Ask about their goals and action plans going forward?

**Coach**
- Help them to find their own path and solutions (with attention to unit’s mission/goals) (What/How)

**Mentor**
- Offer resources and insights from personal experiences
Finalize written evaluation after conversation.
Performance Evaluations and Mentoring Panel

Francis Fluharty, Department Head, Animal and Dairy Science

Lloyd Rieber, Department Head, Workforce Education and Instructional Technology
Case study
New DH vs. Charming Curmudgeon

Simone’s leadership level: “skilled incompetence”

• Automatic, learned behavior that produces the opposite of what is intended
  1. Other person is the problem
  2. Unilateral diagnosis & solution
  3. Get other person to change
  4. Resistance → increased pressure
  5. Poor outcomes = other person’s fault

• Common in challenging situations

(Bolman & Gallos 2011; Argyris & Schön 1974, 1996)
Avoiding Simone’s Mistakes

1. **Emphasize common goals and mutual interests**
   Simone: “What do you hope we can accomplish and how do we make that happen?”

2. **Communicate openly, including your fears, and test your assumptions**
   Simone: “George let me tell you what I dread. If I raise questions about your work, you’ll get angry and the meeting will go downhill. Should I be worried about that?”

3. **Express high advocacy and high inquiry**
   - Say what you think and feel
   - Seek understanding of others’ thoughts and feelings

Bollman & Gallo: 2011
Collaborating on a Plan

• Ask for input on creating goals and positive courses of action
• Create **SMART** Goals
  • **Specific Measurable Achievable Relevant & Time-Based**
• Emphasize your role as supporter of his/her success
• Monitor **SMART** goals progress and encourage productivity

[GMelch & Miskin, *Chairing an Academic Department* (2004)]
Coaching: Identify Motivation and Rewards

• Intrinsic vs. extrinsic motivation

• What are non-monetary or non-promotion rewards that you can offer?

• Consider/Ask: What do they care about?
  • Verbal – recognition, private or public
  • “Gifts” – money, supplies, admin support, time off, books, etc.
  • Time/attention
  • Service – nominate, recommend, praise to others, mentor, send ideas, introduce, etc.
Wrap Up & End Strong (Again)

• Summarize the strengths, successes, accomplishments and unique contributions of the faculty member

• Review the agreed-upon goals for the year, including action steps by each party to achieve the goals

• Determine whether formal follow-up meetings are needed before the next annual review and agree on a plan

• If the meeting was difficult, thank them for the qualities that they brought to the meeting that enabled it to end successfully (openness, patience, flexibility, etc.)
Takeaways from New Leader Program

Reflect
Share
Assess
Thank you!