



UNIVERSITY OF
GEORGIA

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



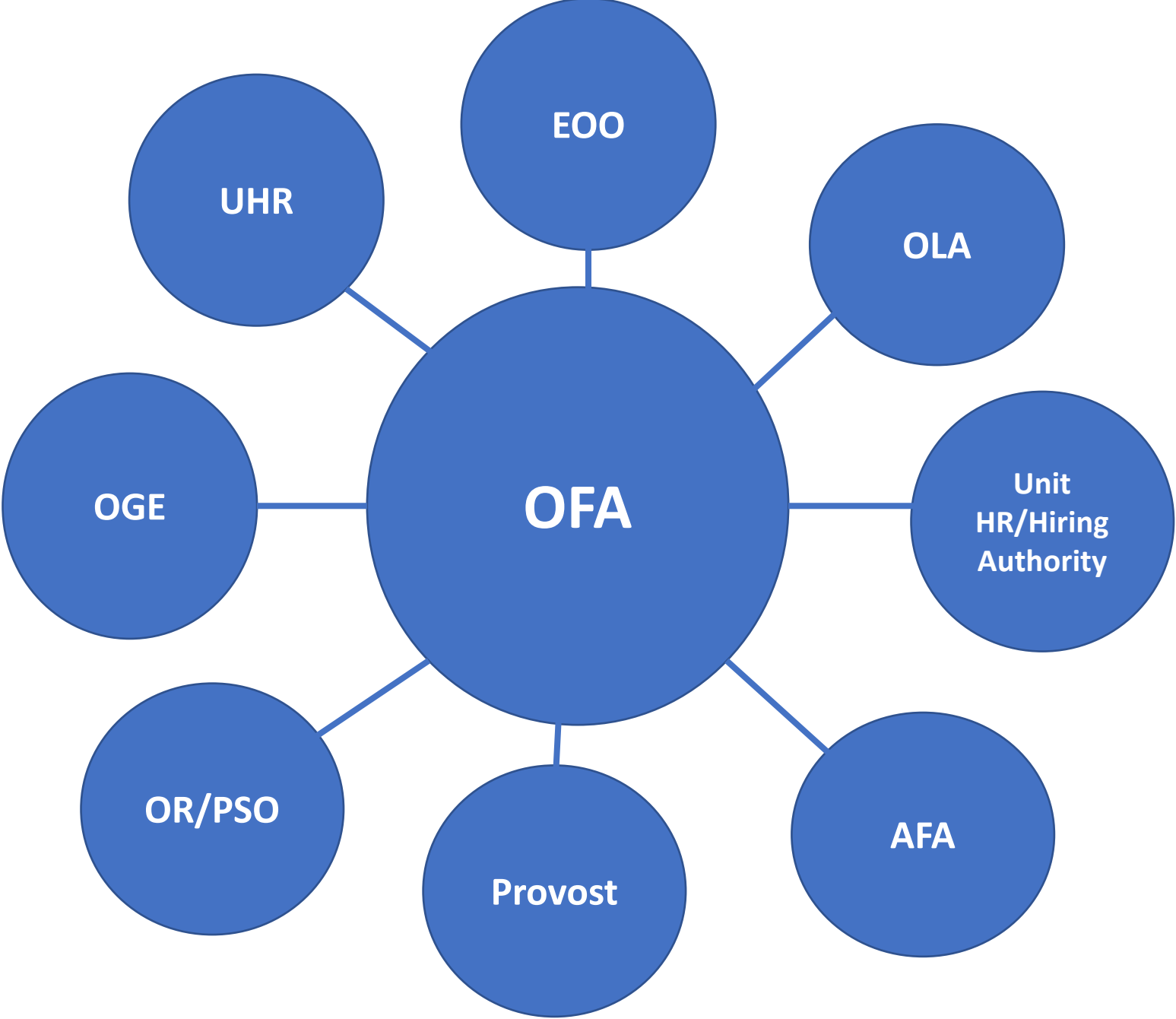


Faculty Searches, Hiring, & Offer Letters

OFFICE OF FACULTY
AFFAIRS

11/14/2023

Office of Faculty Affairs



Office of Faculty Affairs Leadership



Elizabeth Weeks
Associate Provost for Faculty Affairs



Mary Carney
Director of Programming



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



Carly Surratt
Director of Faculty Affairs Operations

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



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



Sarah Covert

Faculty Affairs Dual Career Coordinator

- Dual career support services and placement assistance
- Other special projects



Sunshine Jordan

UGA Elements and Business Intelligence Lead

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



Amy Wright

Faculty Affairs Specialist and Posting Request Lead

- Hiring proposals for select units
- Posting requests
- Faculty Affairs Liaison Workshops



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

Faculty Hiring: 3-step process in UGAJobs



Position Description



Posting Request



Hiring Proposal



Step 1

Position Description

- 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

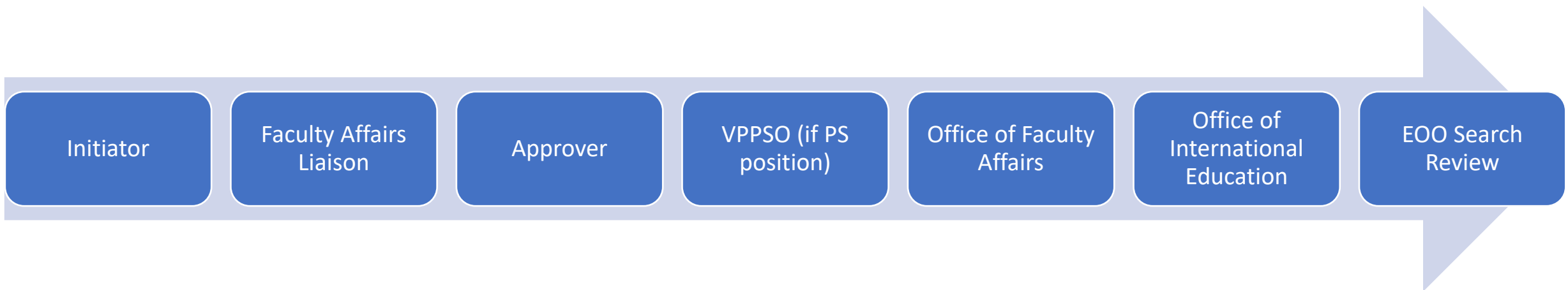
Senior
Administrator

Central Human
Resources

Step 2

Posting Request

- 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:



Onto the HP, but first....

The Offer Letter

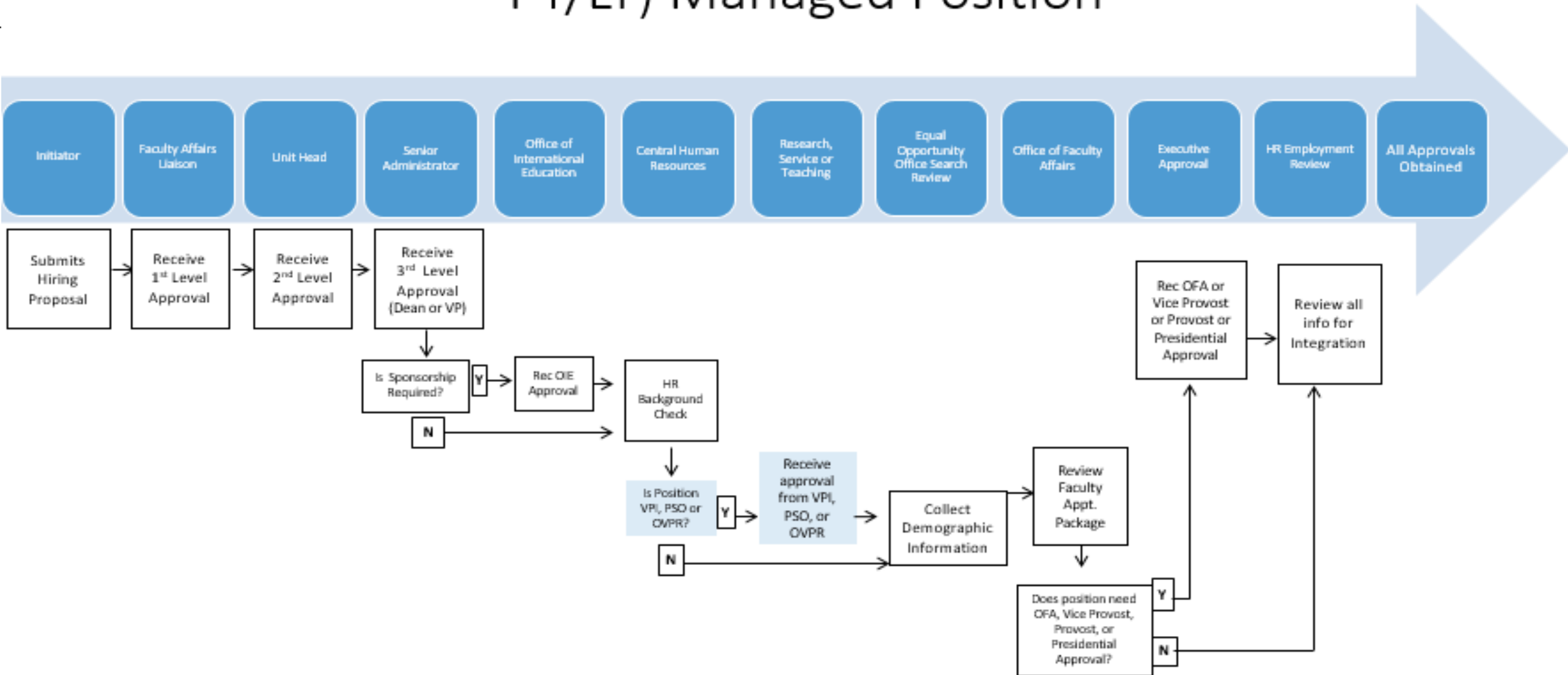
Resource	Links
Offer Letter Templates	https://provost.uga.edu/faculty-affairs/faculty-offer-letter-template/
Offer Letter Policy	https://provost.uga.edu/policies/academic-affairs-policy-manual/1-09-appointment-procedures/#p-1-09-1
Email Addresses	Associate Provost Elizabeth Weeks (weeksleo@uga.edu) for drafts that need Provost approval before offer
	Carly Surratt (csurratt@uga.edu) for questions and copied on draft to Associate Provost

Step 3

Hiring Proposal

- 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/). 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.

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





UNIVERSITY OF GEORGIA

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JUAN MENG, ASSOCIATE PROFESSOR OF PUBLIC RELATIONS

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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](#)



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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)

UGA FACULTY SEARCH & HIRE PROCESS CHECKLIST

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. Associate 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/ovpps/appointment-checklists>

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 professorship agreement.

IMPORTANT: If you believe exceptional circumstances justify faculty hire without a search, contact the UGA Equal Opportunity Office (EOO). *EOO 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.
- Prepare Position Description** – Follow UGA Affirmative Action Guidelines available online at <https://eoo.uga.edu/>. Include summary of the qualification and position responsibilities.
- Submit Position Description to UGAJobs Online Hiring and Position Management Platform** <https://www.ugajobsearch.com/hr/>
 - Office of Faculty Affairs, Immigration Services (within the Office of Global Engagement), and EOO 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 FPAF@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 ASSISTANT PROFESSOR OFFER LETTER TEMPLATE

September 2023

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 *[or "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 in *[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's 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 and 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)]*.

Office of Faculty Affairs

If you are requesting 1-3 years of credit towards promotion and tenure eligibility, insert "with X years of credit towards the minimum period of five years of full-time service. Use of this credit will be at your discretion."

Reply

Office of Faculty Affairs

If external funding is not an expectation within the PTU, replace with discipline-specific language.

Reply


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

11/14/2023

Office of Faculty Affairs





Faculty Annual Evaluations, Promotion & Tenure, Post-Tenure Review

Elizabeth Weeks
Associate Provost for Faculty Affairs

New Leaders Program
November 13, 2023



Promotion & Tenure



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KELLY DYER (CENTER), ASSOCIATE PROFESSOR OF GENETICS


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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 2022) are effective for Academic Year 2023-2024.



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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 2022) are effective for Academic Year 2023-2024.
- [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

Spring, 2013, 2014, 2017, 2020

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

Document Number: 2023.04.26.13

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* *5/11/23*
Fiona Liken, Secretary Date

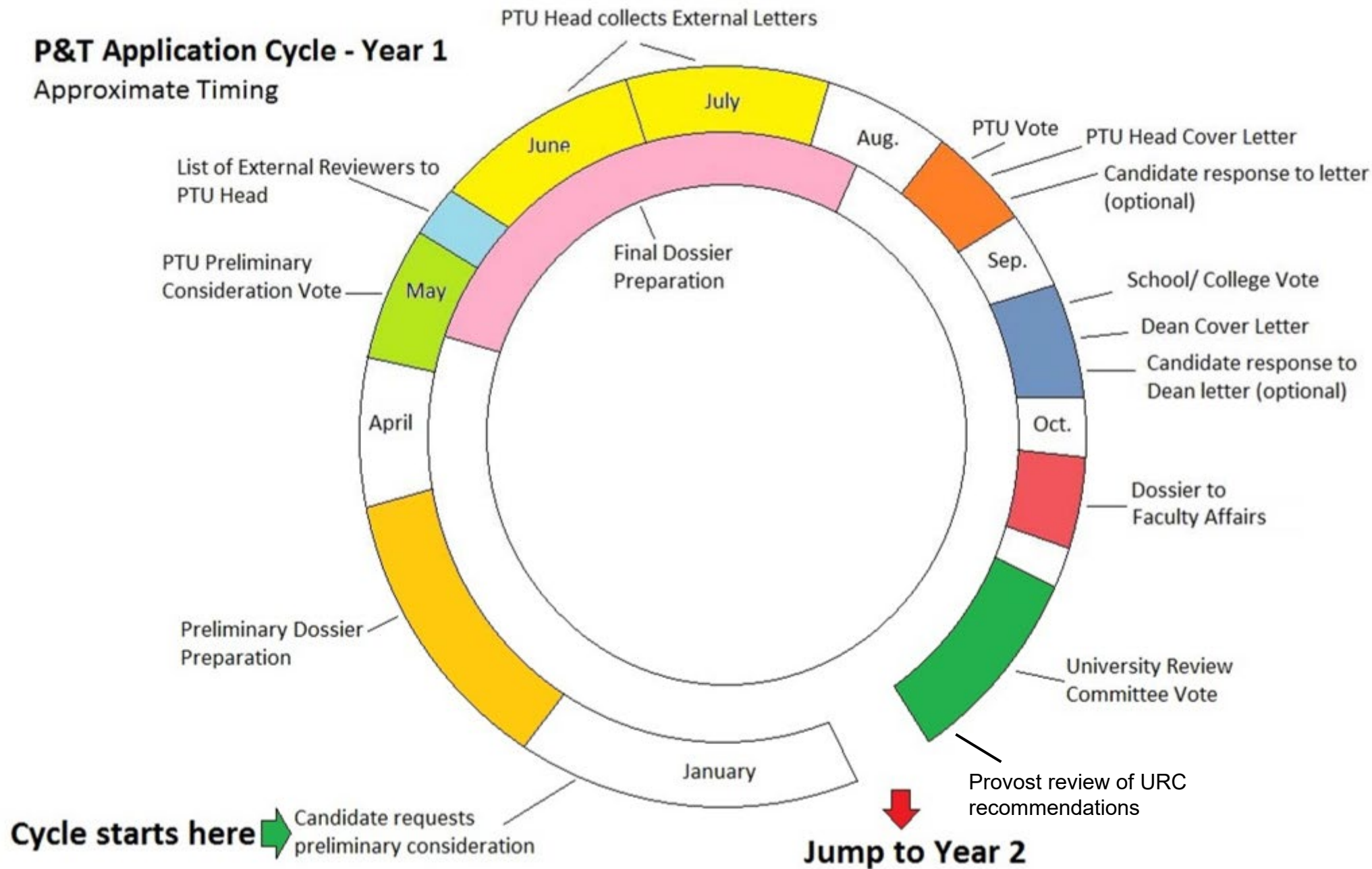
- Approved
- Reconsider
- Vetoed (see attached explanation)
- Received

Jere A Morehead
Jere W. Morehead, President

5/17/23
Date

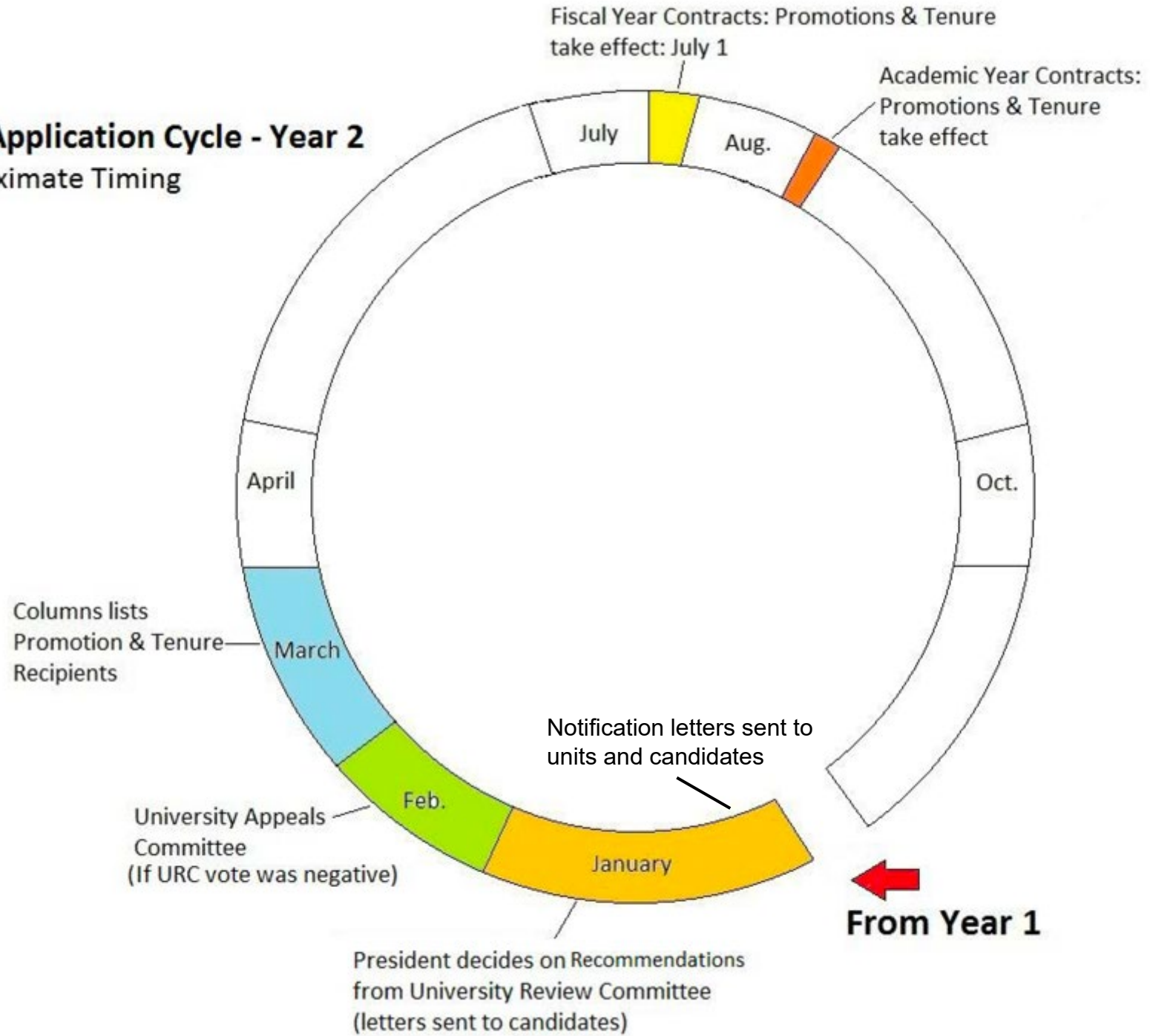
P&T Application Cycle - Year 1

Approximate Timing



P&T Application Cycle - Year 2

Approximate Timing



Fiscal Year Contracts: Promotions & Tenure take effect: July 1

Academic Year Contracts: Promotions & Tenure take effect

July

Aug.

April

Oct.

Columns lists Promotion & Tenure Recipients

March

Notification letters sent to units and candidates

University Appeals Committee (If URC vote was negative)

Feb.

January

From Year 1

President decides on Recommendations from University Review Committee (letters sent to 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 educational 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



UNIVERSITY OF
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Policies

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1.04 Other Terminology	+
1.05 Meetings	+
1.06 Evaluation	+
1.07 Faculty Compensation and Workload	+
1.08 Recruitment of Faculty	+
1.09 Appointment Procedures	+
1.10 Promotion Process	+



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)



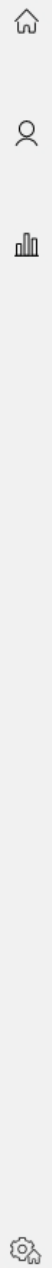
University of Georgia Academic Affairs Policy Manual

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.



* What is your relationship with this professional/scholarly presentation (unpublished)?

- Author of
- Editor of
- Translator of
- Contributor to

Essential Information

* Presentation title



* Presenters

No Presenters - please add...
[Add a person](#)

* Name of event

* Presentation date

* Presentation type

Description of "Other" Presentation type

250 characters remaining.

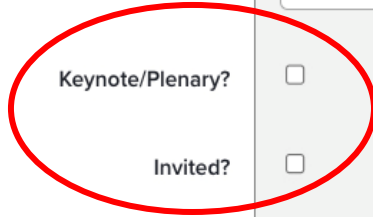
* Event type

* Scope

Keynote/Plenary?

Invited?

Event place



Post-Tenure Review



UNIVERSITY OF
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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

Create Tenure Data



New Window | Personalize Page

- Faculty Data
- Prior Experience/Credits
- Tenure Service
- Performance Review**
- Rank History
- Review Related Jobs

Elizabeth Leonard

Empl ID 1806639

Company: 180 University of Georgia

Department H1000007 SRVPAA-SR VP Acad Affrs & Prov

HR Status A

Empl Record 0

Job Code 155X00

Tenure Status Tenure

Academic Rank Professor

Tenure Granted Date 08/16/2011

Tenure Status Date 08/16/2011

Rank Change Date 08/09/2013

Detail Information

Personalize | Find | View All | First 1 of 1 Last

	*Start Date	*End Date	*Review Type	*Teaching	*Research	*Service	*Student Success	*Overall Rating	Outcome	Next PTR Date
1	<input type="text"/>	<input type="text"/>	<input checked="" type="checkbox"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>		<input type="text"/>

- Annual Review
- Corrective PTR
- Post Tenure Review
- Promotion

Save | Return to Search | Notify

Include History | Correct History

Faculty Data | Prior Experience/Credits | Tenure Service | Performance Review | Rank History | Review Related Jobs

• OneUSG Practitioner View

New Window |

- Faculty Data
- Prior Experience/Credits
- Tenure Service
- Performance Review**
- Rank History
- Review Related Jobs

Empl ID

Company:

Department 1141030 Music

HR Status A

Empl Record 0

Job Code 202X82

Tenure Status Tenure

Academic Rank Associate Professor

Tenure Granted Date 08/01/2023

Tenure Status Date 08/01/2023

Rank Change Date 08/01/2023

Detail Information

Personalize | Find | View All | First 1-6 of 6 Last

	*Start Date	*End Date	*Review Type	*Teaching	*Research	*Service	*Student Success	*Overall Rating	Outcome	Next PTR Date		
1	01/01/2023	12/31/2023	Annual Review	4	3	3	Embedded	3	Successful	08/01/2028		
2	01/01/2024	12/31/2024	Annual Review	3	2	3	Embedded	3	Performance Remediation Plan	08/01/2028		
3	01/01/2025	12/31/2025	Annual Review	3	3	2	Embedded	3	Corrective PTR Required	08/01/2028		
4	01/01/2026	12/31/2026	Annual Review	3	3	3	Embedded	3	Successful	08/01/2028		
5	08/01/2026	05/31/2027	Corrective PTR	S	S	S	Embedded	S	Successful	08/01/2028		
6	01/01/2027	12/31/2027	Annual Review	3	3	3	Embedded	3	Successful	08/01/2028		

• Draft Upload Process



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.

Teaching Score	Teaching Effort %	Research Score	Research Effort %	Service Score	Service Effort %	Admini... Score	Admini... Effort %	Other Score	Other (Description)	Other Effort %	Student Success Score	Total Effort %	Calculated Score	Overall Rating
3	45%	2	45%	2	10%						2	100%	2.5	3
1	5%	2	5%	2	0%	4	90%				2	100%	3.8	4
1	50%	1	50%	1							1	100%	1.0	1
												0%		
1	30%	2	30%	2	40%						1	100%	1.7	2

• FAQs


Q: Where can I find more information?

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



BACKGROUND

Starting in Spring 2024, all University System of Georgia (USG) institutions will begin reporting and storing faculty performance review scores and outcomes (including annual evaluations, promotion, and post-tenure review) in OneUSG Connect. The annual evaluations for calendar year 2023 performance, conducted in spring 2024, will be the first faculty performance reviews with a standardized reporting process. A cross-functional working group, including the Office of Faculty Affairs, University Human Resources, and the OneSource team are preparing for implementation. Additional information will follow the coming months. Our goal is to make this process easy, useful, and transparent.



UGA Elements



Administrator Use of UGA Elements

The screenshot displays the UGA Elements administrator dashboard. At the top, a red navigation bar contains the UGA Elements logo, a hamburger menu, a teal button labeled "Impersonate to pull EAS" with a right-pointing arrow, and icons for user management, notifications, and help. The user profile "Charlotte Surratt" is visible in the top right.

The main content area is titled "Homepage" and features a "MY ACTIONS (1 of 2)" section. The primary action card is "Set up your search settings", which includes an icon of a browser window with a magnifying glass over gears. The text reads: "Add extra name variants and information about your past affiliations to help us more accurately find your past works across the web." A blue "VIEW" button is located below the text.

To the right of the search settings card is a user profile card for Charlotte Surratt, Staff, with a circular profile picture and the email address csurratt@uga.edu. An "EDIT MY PROFILE" link is at the bottom right of the profile card.

Below the main action card are four summary cards:

- Scholarly & creative works**: Claimed. You have no claimed scholarly & creative works.
- Sponsored projects**: Claimed. You have no claimed sponsored projects.
- Professional activities**: 1 distinction/award, 3 educational/outreach presentations.
- Instruction**: You have no activities.



Impersonate another user

Filter results

Last name starts with: [A](#) [B](#) [C](#) [D](#) [E](#) [F](#) [G](#) [H](#) [I](#) [J](#) [K](#) [L](#) [M](#) [N](#) [O](#) [P](#) [Q](#) [R](#) [S](#) [T](#) [U](#) [V](#) [W](#) [X](#) [Y](#) [Z](#)

Name contains:

Member of group:

Include inactive users:

[Reset](#)

[Set filters](#)

Results per page 1-50 of 30480

[1](#) [2](#) ... [610](#) [>](#)

Select a user to manage their data:

- [AARON, Kyle D](#) Franklin College of Arts and Sciences (kda97106)
- [AARON, Leigh Anne P](#) College of Agricultural and Environmental Sciences (laa)
- [AARON, Michael T](#) Staff (mtaaron)
- [AARON, Wayne](#) Staff (wbaaron)
- [AARON, Zac A](#) Staff (zaa58013)
- [ABAJOBIR, Magal](#) School of Public and International Affairs (mm27149)
- [ABATE, Yohannes](#) Franklin College Division of Physical & Mathematical Sciences (ya33611)
- [ABAYOMI, Folashade \(Folashade Abayomi\)](#) Mary Frances Early College of Education (fa62361)
- [ABBADI, Amr S](#) College of Veterinary Medicine (amrsaeed)
- [ABBADI, Nada S](#) College of Veterinary Medicine (nsa19190)





Homepage

Reporting Hub

MY ACTIONS (1 of 2)



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



Charlotte Surratt
Staff

✉ csurratt@uga.edu

EDIT MY PROFILE

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.





Reporting hub



search reports


showing 1 - 4 out of 4

view: 10 per page

sort by: title (A to Z)


- FAVOURITE
- UNFAVOURITE
- RUN TESTS

- Instruction by type and year**



DASHBOARD
Instruction count by type and year. Bar chart can be filtered by user primary group and year.
STOCK • CREATED: 26 APR 2021

[VIEW](#)
- Professional activities by type and year**



DASHBOARD
Professional activity count by type and year. Bar chart can be filtered by primary group and year.
STOCK • CREATED: 26 APR 2021

[VIEW](#)
- Scholarly & creative work by type and year**

Filters

Applied filters

- Report type
- Enabled / disabled
- Favourite status

[clear all filters](#)

Report type [clear](#)

- Dashboard
- Formatted report
- Data extract

Enabled / disabled [clear](#)

- Enabled
- Disabled



Questions?





Reporting hub



search reports

showing 1 - 4 out of 4

view: 10 per page

sort by: title (A to Z)

FAVOURITE UNFAVOURITE RUN TESTS

Instruction by type and year



DASHBOARD

Instruction count by type and year. Bar chart can be filtered by user primary group and year.

STOCK • CREATED: 26 APR 2021

VIEW

Professional activities by type and year



DASHBOARD

Professional activity count by type and year. Bar chart can be filtered by primary group and year.

STOCK • CREATED: 26 APR 2021

VIEW

Scholarly & creative work by type and year



Filters

Applied filters

- Report type ×
 - Enabled / disabled ×
 - Favourite status ×
- [clear all filters](#)

Report type [clear](#)

- Dashboard
- Formatted report
- Data extract

Enabled / disabled [clear](#)

- Enabled
- Disabled





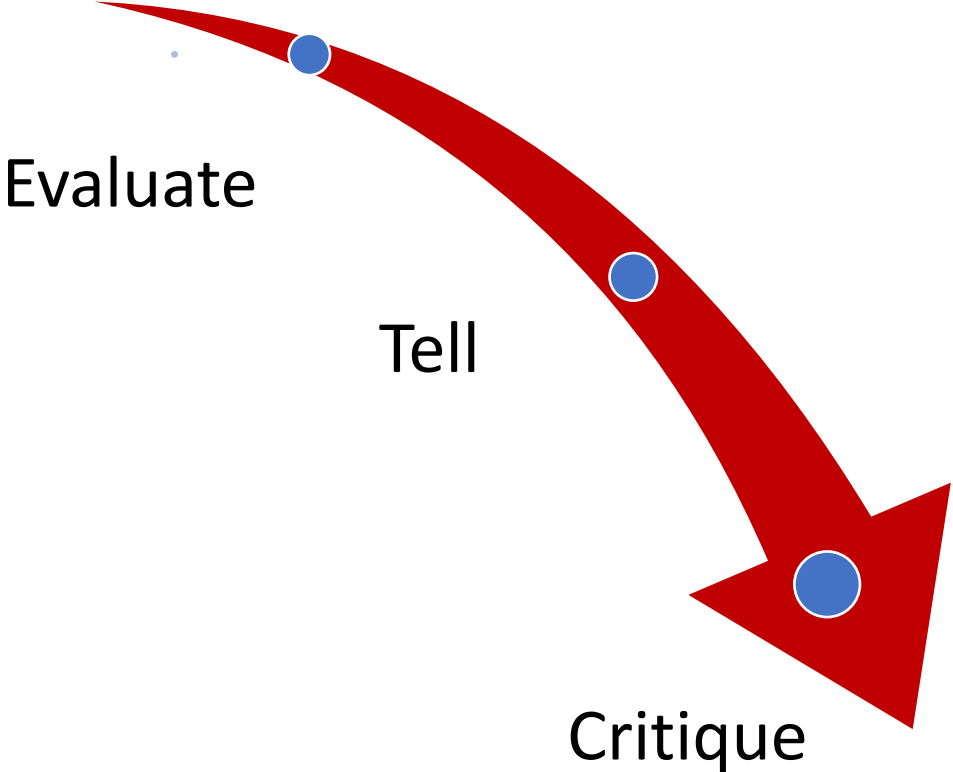
Faculty Performance Evaluations and Faculty Mentoring Panel

Mary Carney, Ph.D.
Director of Programming
Office of Faculty Affairs

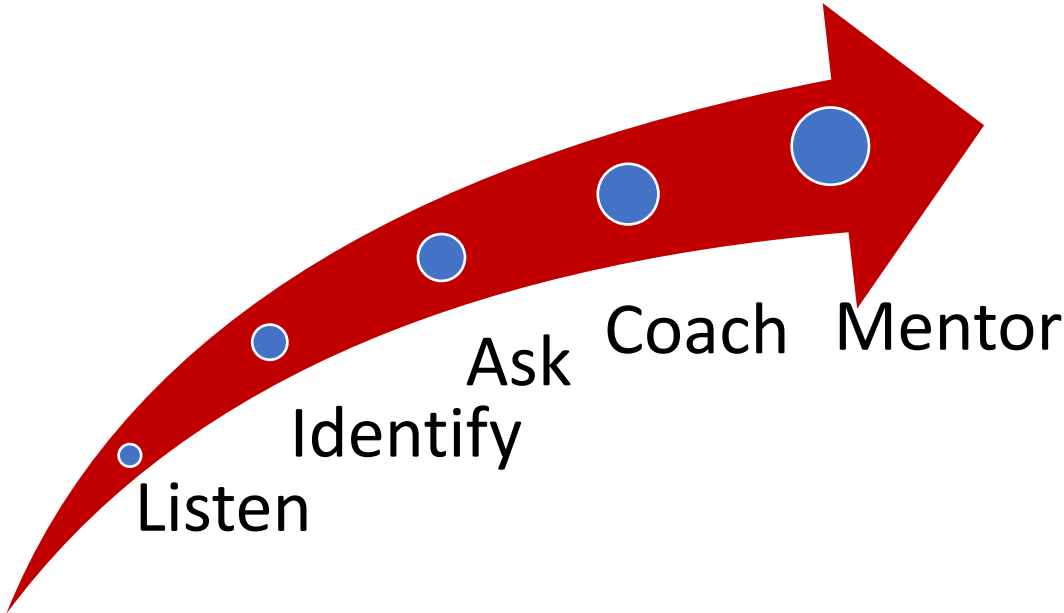
Department Head Roles: Faculty Developer

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

Decrease Motivation



Increase Motivation



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





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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

Collaborating on a Plan

- Ask for **input** on creating goals and positive courses of action
- Create **SMART** Goals
 - **S**pecific **M**easurable **A**chievable **R**elevant & **T**ime-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!

