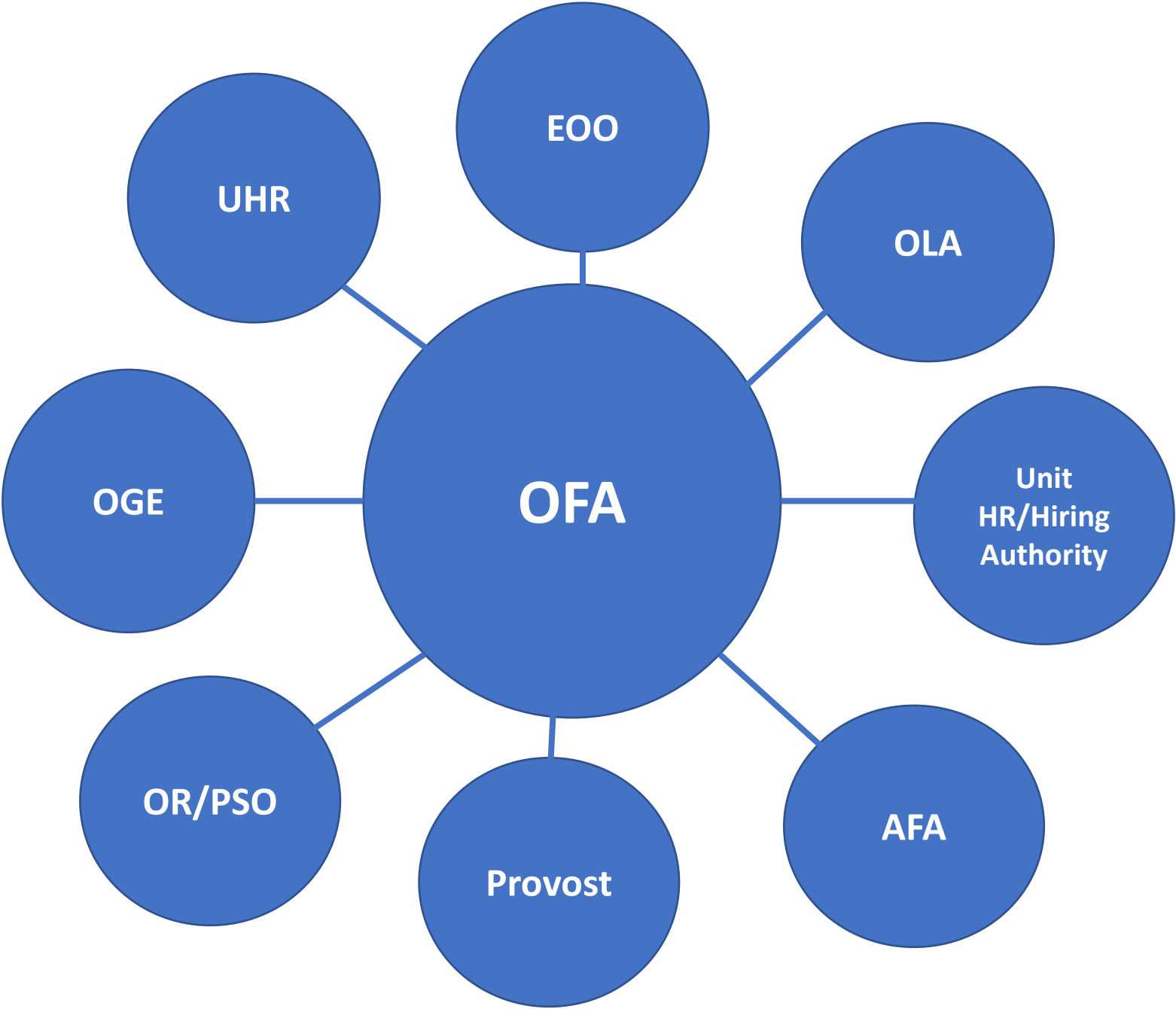




# Faculty Searches, Hiring & Offer Letters

Elizabeth Weeks, Associate Provost for Faculty Affairs

Carly Surratt, Director of Operations



# 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:



## 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 because all candidates will see the posting.
- OFA will contact the unit with notes before moving the request forward in the workflow.

### Posting Request workflow:



# Onto the HP, but first....

## The Offer Letter

Resource	Links
Offer Letter Templates	<a href="https://provost.uga.edu/faculty-affairs/faculty-offer-letter-template/">https://provost.uga.edu/faculty-affairs/faculty-offer-letter-template/</a>
Offer Letter Policy	See #1 under <a href="#">Appointment Procedures</a>
Email Addresses	Associate Provost Elizabeth Weeks ( <a href="mailto:weeksleo@uga.edu">weeksleo@uga.edu</a> ) for drafts that need Provost approval before offer
	Carly Surratt ( <a href="mailto:csurratt@uga.edu">csurratt@uga.edu</a> ) for questions and copied on draft to Associate Provost

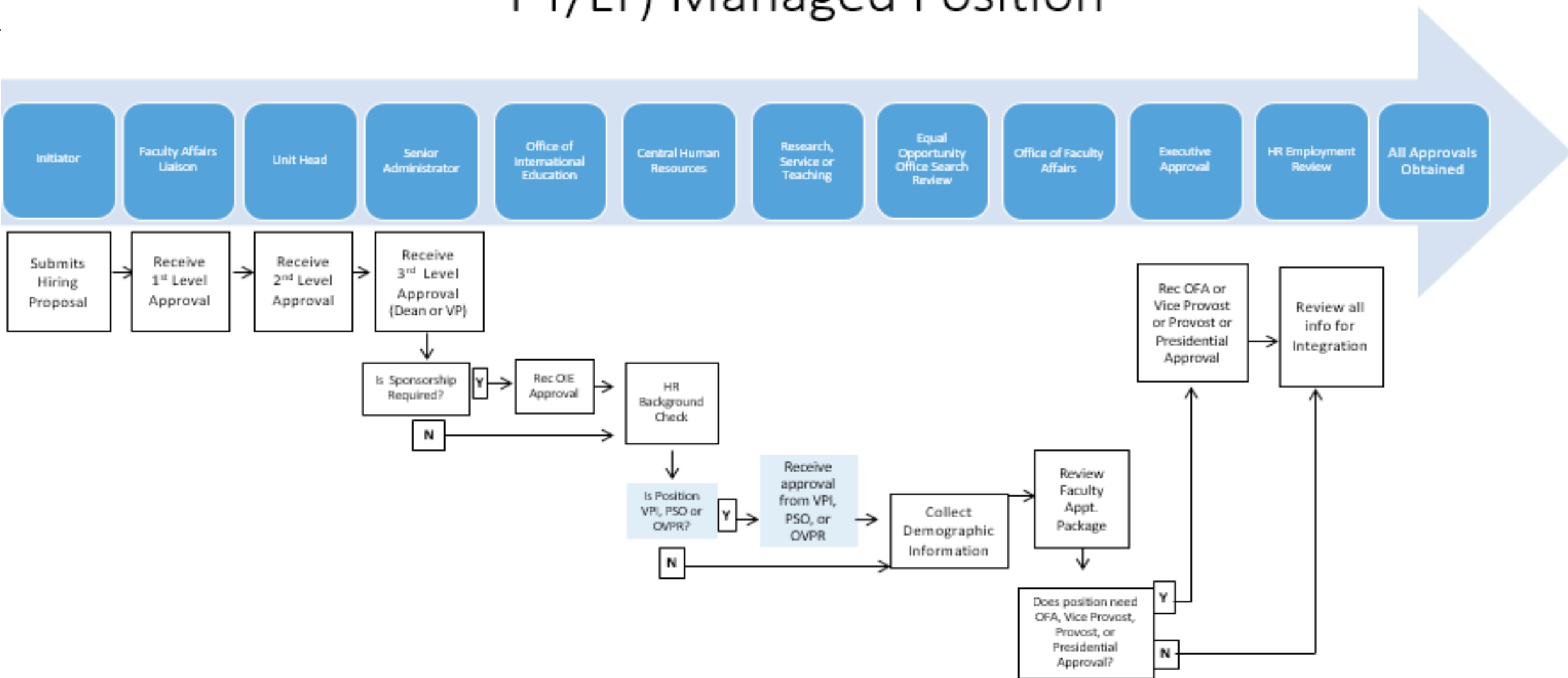
## Step 3

## Hiring Proposal



- Once you have moved an applicant to "Recommended for Hire" and have a signed offer, you should initiate the HP.
- The hiring unit will receive an email with instructions for initiating the background check after moving a candidate to "Recommended for Hire"
- Document checklist:  
<https://provost.uga.edu/wp-content/uploads/faculty-hiring-proposal-employment-action-document-checklist.pdf>

# Workflow: Faculty Hiring Proposal (Faculty and PT/LT) Managed Position





### Position Description

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

### Posting Requests

- Minimum qualifications are rank based.
- Consider templates for external ads to expedite review. (We can help with that!)
- For non-search hires, please see [Guidance: University of Georgia Direct Appointment](#). EOO is the first stop for both non-search categories (details under definitions in link above). To initiate the process, a search waiver request form should be submitted by the unit (<https://eoo.uga.edu/affirmative-action-hiring/search-waiver-form/>) and approval should be attached to the internal posting request.

### Hiring Proposal

- 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.

# Employee Recruitment Policy



UNIVERSITY OF GEORGIA

ONLINE CLASS

## UGA Employee Recruitment Training

Last Updated 11/01/2023 Duration 22 minutes 53

### Details

Welcome to the University of Georgia's Employee Recruitment & Hiring Training course. This course is designed for faculty and staff who participate in the hiring decisions for the University Community including Hiring Authorities, Search Committee Chairs, and Search Committee members. This course meets the USG requirement that institutions develop a centralized employee recruitment and hiring course approved by the institution's President and Chief Human Resources Officer (CHRO).

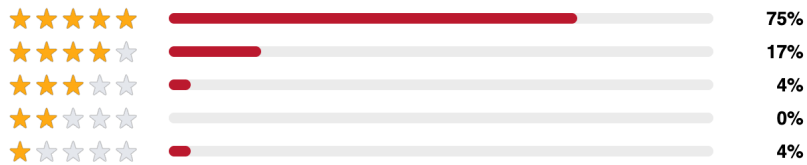
[Show More](#)

### Ratings and Reviews

4.6



53 Reviews



ONLINE CLASS

## UGA Employee Recruitment Training

Completed

Training was successfully completed and recorded to [your transcript](#).

[View Completion Page](#)

or

[Assign](#)



# Direct Appointment Guidance

## 4. Direct Appointment Approval Process

- a. The role of the Vice President or Dean is to make nominations or recommendations for direct appointments of faculty or staff, according to policies and procedures within the hiring unit.
  
- b. EOO is responsible for evaluating the nomination or recommendation to ensure that the applicable Direct Appointment criteria in the UGA Policy on Recruitment and Definitions in 3.a above, are satisfied.
  
- c. Following EOO approval, the following approvals are required prior to directly appointing a faculty candidate:
  1. Provost
  2. Chief Financial Officer
  3. Chief Human Resources Officer (CHRO)
  4. President



# Revised Offer Letter Templates

## UGA ASSISTANT PROFESSOR OFFER LETTER TEMPLATE

February 2024

### ADDITIONAL TERMS OF OFFER; INCLUDE IN ALL CASES (EXCEPT INTERNAL CANDIDATES)

**NEW FACULTY ORIENTATION:** The University of Georgia is committed to providing resources necessary for your success in teaching, research, and service. As evidence of this, the university hosts a year-long new faculty orientation beginning in early August each year. At this series of events, faculty are given opportunities to attend interactive sessions relevant to their job duties and years of experience and hear campus leaders on the institution's mission, policies, history, and current initiatives. All new faculty are encouraged to attend regardless of their start date in the previous year. Registration information is available in June on the Office of Faculty Affairs' website ([https://provost.uga.edu/faculty-affairs/Faculty\\_and\\_Leadership\\_Development/](https://provost.uga.edu/faculty-affairs/Faculty_and_Leadership_Development/)).

**RESEARCH AND SPONSORED PROJECTS:** If you will be establishing your own laboratory, conducting research/creative inquiry/scholarly activities, or participating in sponsored projects, please visit our [Start Your Research Program](#) webpage. We strive to provide exceptional service and support even before you arrive. As part of this commitment, we will take steps to prepare for your arrival in advance of your start date to help make your transition as seamless as possible.

**GRADUATE FACULTY:** With this appointment, you will become a member of the Graduate Program Faculty. This designation will permit you to advise and teach graduate students.

**HOLIDAYS AND PAID LEAVE:** The University of Georgia observes 10 official holidays during the academic year ([http://www.uga.edu/holiday\\_schedule/](http://www.uga.edu/holiday_schedule/)). Faculty also earn paid sick leave at the rate of 8 hours per month with no limit on the amount that may be accumulated.

**BENEFITS ELIGIBILITY & ENROLLMENT:** Board of Regents' policy states that employees have 30 days from their hire date to enroll in benefits. Please see the Employee Benefits section of the Human Resources website at [https://hr.uga.edu/Current\\_Employees/Benefits/benefits/](https://hr.uga.edu/Current_Employees/Benefits/benefits/) for complete benefits information.

**ACTIVE LEARNING:** The University of Georgia supports a culture of active learning in which students are active participants in the classroom and instructors utilize instructional practices that purposefully engage all students in the learning process. New faculty can learn more about active learning opportunities at UGA and access to the digital Active Learning Toolkit by visiting UGA's Active Learning website at [www.activelearning.uga.edu](http://www.activelearning.uga.edu).

**EMPLOYMENT ELIGIBILITY:** In accordance with the University System of Georgia Background Investigation policy, this offer of employment is contingent upon completion of a background investigation demonstrating your eligibility for employment. Employment at the University of Georgia is subject to verification of an applicant's  
may earn up to one-third of your academic year salary during the summer. These funds may come from



Office of Faculty Aff... ⋮

Dept. Head or hiring official should [complete this form](#) prior to submitting the offer letter for any researchers.

Reply





Questions?

# Annual Evaluations



# Written Annual Evaluation Clarifications

- Confirm allocation of effort annually (evaluation form, SmartSheet, financials)
- Apply unit-level annual evaluation standard/rubric and process
- Provide 1 – 5 score in each area of assigned effort and an overall score
- Complete evaluations, including in-person meeting with faculty members, by Monday, March 31, 2025
- Score of 1 or 2 in any area (regardless of percentage effort) or overall requires one-year PRP (see optional template)
  - 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)
  - PRPs must be approved by the dean/VP and submitted to OFA for filing
- Tenured faculty members with two consecutive evaluations with scores of 1 or 2 in any area (above 10% effort) or overall triggers corrective PTR

# Faculty Performance Review Reporting

• Answer 
• Sub-Category

Showing 1-19 of 19

Date	Category	Question	Answer
02/20/2024	Faculty Affairs	<b>Faculty Performance Reviews:</b> Is the "Overall" score on performance reviews automatically calculated?	No. You will see a "calculated score" in your Smartsheets, which is a weighted average of the individual section scores (based on allocation of effort), but this is simply for your reference. Department Heads and supervisors should manually assign the Overall Score as they see fit.
01/31/2024	Faculty Affairs	<b>Faculty Performance Reviews:</b> What should I do if I notice inaccuracies in the data (e.g., inaccurate faculty rank)?	If you come across inaccuracies in the data (e.g., inaccurate faculty rank), it may not be critical to this specific process but we need to ensure that the data in OneUSG Connect are accurate. Please share submit this <a href="#">Request to Update MFE Data form</a> to let us know if you come across data discrepancies.
11/14/2023	Faculty Affairs	<b>Faculty Performance Reviews:</b> Will the reporting completed by the department head include a narrative box or will it be scores only?	The OneUSG Connect MFE Faculty Performance Evaluation reporting panel records scores only, not narratives or other qualitative data.
11/14/2023	Faculty Affairs	<b>Faculty Performance Reviews:</b> Is it expected that department heads meet with each faculty member in person?	Yes. The expectation that the "supervisor" or "evaluator" (typically the department head or, in units without departments, dean) meet with each faculty member is per policy: <a href="#">USG ASA Handbook 4.4</a> provides: "The appropriate supervisor will discuss with the faculty member in a scheduled conference the content of that faculty member's annual written evaluation and his/her progression towards achieving future milestones." <a href="#">UGA AAPM 1.06-1</a> provides: "The evaluator will discuss with the faculty member in a scheduled conference the content of that faculty member's annual written evaluation and their progression toward achieving future milestones." The Office of Faculty Affairs' suggested best practice for conducting annual evaluations has long been for the evaluator to meet in person with the faculty member, with a draft of the written evaluation, allowing dialogue and input from the faculty member before finalizing.
11/14/2023	Faculty Affairs	<b>Faculty Performance Reviews:</b> Will departments receive a pre-populated list of faculty members to	Yes. The Smartsheet will be pre-populated with the faculty members in the department and provided to the department head to enter scores.



# PRP Optional Template

**This document**  
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**This document**  
As outlined in performance i  
progress towa  
must develop

**This document**  
As outlined in  
*Performance I*  
the faculty me

<b>Name</b>	Fac
<b>Current Rank</b>	Fac
<b>Tenure Status</b>	Sel
<b>Dept Head</b>	De
<b>Other Supervisor</b> (if applicable)	Di
<b>Dean</b>	De

<b>Effort Area 1</b> - What is the effort area (e.g., Research), and what are the duties being targeted for improvement (e.g., publications, grants)?	<b>Goal/Outcome</b> - What is the overall goal for performance?
Specific duties to improve	Goal/Outcome

	<b>Objective -</b> What specific, actionable activities will be taken to achieve the overall goal?	<b>Expectations for Improvement -</b> How is improvement defined and measured? What specific metrics will be used to track progress?	<b>Target Date/ Time Frame -</b> When should the objective be completed?
1	Objective 1	Objective 1 Expectations	Objective 1 Due By
2	Objective 2	Objective 2 Expectations	Objective 2 Due By
3	Objective 3	Objective 3 Expectations	Objective 3 Due By
4	Objective 4	Objective 4 Expectations	Objective 4 Due By
5	Objective 5	Objective 5 Expectations	Objective 5 Due By

<b>Support/Resources</b> - What additional development, resources, and/or support will be available?
Support/Resources

<b>Monitoring Plan</b> – What is the timeline for four required meetings to review progress against objectives? What action will be taken if expected standards are not met? (Review meetings notes should be recorded in the <i>Progress Review Meetings</i> section of this document.)
Monitoring Plan

# Promotion and Tenure

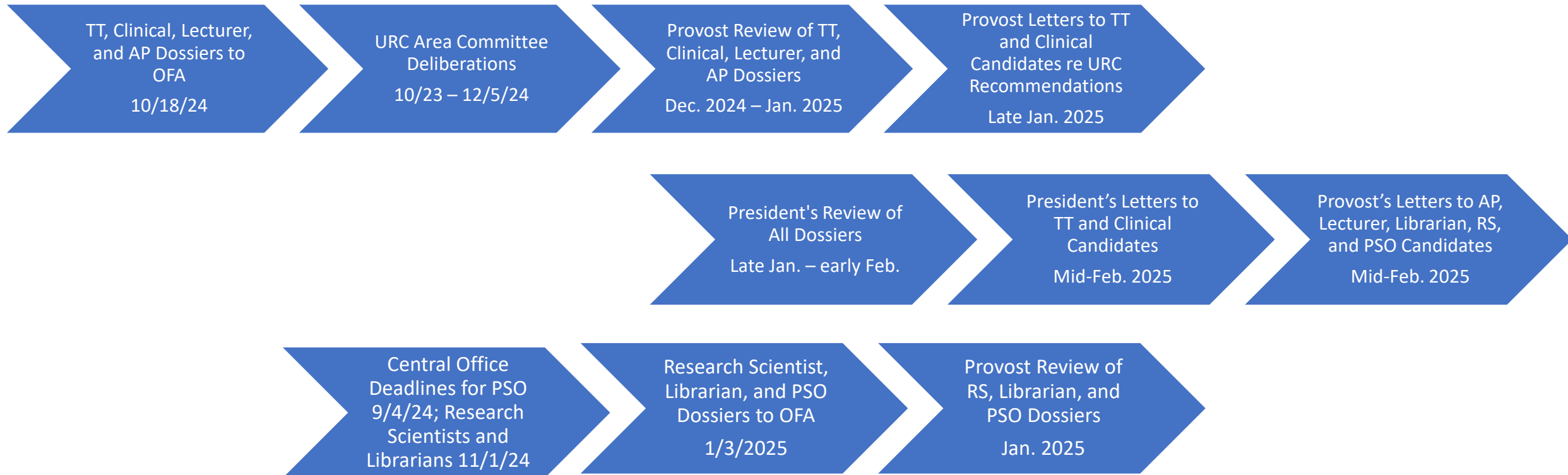


# P&T Clarifications

- Include CY2023 annual evaluation in the promotion/tenure dossier, along with offer letter and third-year review (as appropriate)
- Develop PRP for faculty member assessed as making insufficient progress at third-year review
  - Develop PRP with PTU head and third-year review committee; dean must approve
  - Align any expectations in annual evaluation PRP with third-year review PRP
- Minimum of 4 external, arm's length, review letters; balance of PTU and candidate lists
- Only eligible voting faculty deliberate and vote; may require replacement PTU Head (e.g., if department head not eligible to vote)
- Promotion/tenure scores/outcomes not collected or submitted to USG



# P&T Timelines



# ANNUAL MEMOS

- [Faculty Evaluation and Promotion and Tenure Updates and Clarifications](#) (May 2024)
- [Deadlines for Selected Faculty Promotions \(Academic, Clinical, Academic Professional and Lecturer Ranks\) and Tenure Recommendations](#) (2024-2025)
- [Deadlines for Promotion of Librarians, Public Service Faculty and Research Scientists](#) (2024-2025)
- [COVID-19 Impacts on Faculty Productivity for Promotion and Tenure](#)
- [Lecturer Guidelines Implementation](#)

# DOSSIER SUBMISSION MATERIALS

- [Electronic Dossier Checklist](#) (Revised 02/16/24)
- [Recommendation for Promotion and/or Tenure Form for Academic Rank Faculty](#) (Revised 07/09/24)
- [Recommendation for Promotion Form: Academic Professional, Librarian, Public Service, and Research Scientist Ranks](#) (Revised 08/27/2024)
- [Recommendation for Promotion Form: Lecturers](#) (Revised 10/04/23)
- [Recommendation for Promotion Form: Clinical Faculty](#) (Revised 03/30/16)
- [Example: Letter of Transmittal](#)
- [Example: Table of Contents](#) (Revised 08/05/15)
- [Template: Dean Cover Letter](#)

## FACULTY AFFAIRS

- Faculty & Leadership Development
- UGA Faculty Information
- Policies
- Faculty Hiring & Position Management
- Faculty Evaluations, Promotions & Tenure
- Reviews
- Promotion & Tenure**
  - Tenure Probationary Period Extension
  - Promotion Guidelines
- Faculty Data & Reporting
- Forms & Resources Library

**Office of Faculty Affairs**  
225 New College  
Athens, GA 30602  
706-542-0547



Recommendation for Promotion and/or Tenure Form for Academic Rank Faculty

Candidate's Full Name: \_\_\_\_\_  
 School/College: \_\_\_\_\_  
 Department: \_\_\_\_\_  
 Current Rank: \_\_\_\_\_  
 Applying for:  Promotion to \_\_\_\_\_  Tenure  
 Total Years in Current Rank \*: \_\_\_\_\_  
 Current Tenure Status:  Tenured  Not Tenured  
 Number of years probationary credit toward tenure granted: \_\_\_\_\_  
 Number of years extension of tenure probationary period granted: \_\_\_\_\_

Promotion Recommendations						
Reviewer	Recommendation	Signature	Date	YES (# of votes)	NO (# of votes)	
PTU Committee		Signature of PTU Head				
School / College		Signature of School/College Committee Head				
Dean		Signature of Dean				
URC		Signature of URC Chair				
Provost		Signature of Provost				
President	Final Decision	Signature of President				

Tenure Recommendations						
Reviewer	Recommendation	Signature	Date	YES (# of votes)	NO (# of votes)	
PTU Committee		Signature of PTU Head				
School / College		Signature of School/College Committee Head				
Dean		Signature of Dean				
URC		Signature of URC Chair				
Provost		Signature of Provost				
President	Final Decision	Signature of President				

# Post-tenure Review



# PTR Clarifications

- Every five years, unless early/voluntary; accelerated/corrective; promotion; admin appointment; on leave
- Spring 2025 PTRs include CY2023 and CY2024 annual evaluation verbatim; executive summary for other years
- USG expects score (successful/unsuccessful) in each area of assigned effort and overall (enter "not applicable" if no effort assigned in any area(s))
- Faculty member with "meets or exceeds expectations," in all areas, for five previous years may submit prior annual evaluations (and other materials) as PTR dossier
- PTR deadline slightly after Annual Evaluation, April 18, 2025
- Submit PTR and Review of Administrator outcomes, via survey link (NOT SmartSheet), to OFA by April 30, 2025; also submit PIPs to OFA





# PIP Optional Template

<input type="checkbox"/>	<b>This document</b> As outlined in performance i 2 – Needs Imp their perform:
<input type="checkbox"/>	<b>This document</b> As outlined in performance i progress towa must develop
<input type="checkbox"/>	<b>This document</b> As outlined in <i>Performance I</i> the faculty me

<b>Name</b>	Fac
<b>Current Rank</b>	Fac
<b>Tenure Status</b>	Sel
<b>Dept Head</b>	De
<b>Other Supervisor</b> (if applicable)	Di
<b>Dean</b>	De



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Monitoring Plan

# 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

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

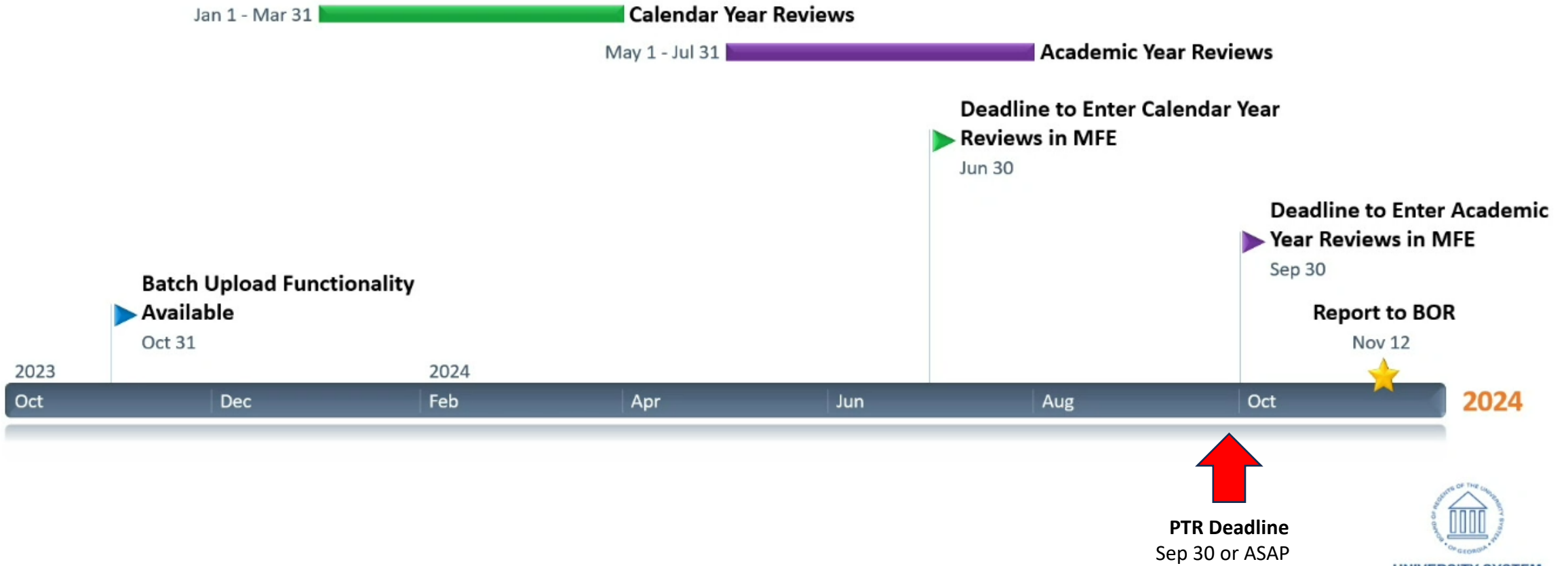
- Not Applicable
- Successful
- Unsuccessful

- Save
- Return to Search
- Notify

Include History

[Faculty Data](#) | [Prior Experience/Credits](#) | [Tenure Service](#) | [Performance Review](#) | [Rank History](#) | [Review Related J](#)

# USG Faculty Performance Review Reporting Timeline



(External)





**Questions?**