

Guidelines for Promotion and Appointment

Public Service and Outreach



UNIVERSITY OF
GEORGIA
Public Service & Outreach

Agenda

Promotion Workshop for Public Service and Outreach Faculty

**Thursday, March 17, 2022 at 9:00 am
Via zoom**

- **Welcome and Promotion Calendar..... Paul J. Brooks**
- **Guidelines for Appointment and Promotion..... Danny Bivins**
- **Organizing a Dossier for Promotion..... Sue Chapman**
- **Promotion Procedures Paul J. Brooks**

Note:

We will break for Q & A – you can also post your questions via the chat box.





Public Service & Outreach

UNIVERSITY OF GEORGIA

**COPIES OF THIS PUBLICATION MAY BE DOWNLOADED AT THE
FOLLOWING LINK:**

<http://outreach.uga.edu/policies/appointment-and-promotion-guidelines/>

THEN CLICK

Changes of Note (Revised 2021) (PDF)



Promotions Calendar 2022-2023

Unit Directors/Deans/Department Heads notify faculty and coordinators of promotions procedures, regulations, and dates for workshop/orientation	February 2022
Promotions Guidelines Orientation for College/School/Unit Promotion Coordinators (9:30 – 11:30 am; Zoom platform)	March 4, 2022
Promotions Faculty Workshop (9:00 am – 12:00 pm; Zoom platform)	March 17, 2022
Annual promotions memorandum from the Vice President for Public Service and Outreach (VPPSO)	May, 2022



Promotions Calendar 2022-2023

Names of potential promotions candidates due to the Office of the Vice President for Public Service and Outreach	September 2, 2022
Appointment of Public Service and Outreach (PSO) Promotions Committee (University-level)	September 2022
Promotions dossiers due to the Office of the Vice President for Public Service and Outreach	October 3, 2022
University committee deliberations	November, 2022
Promotions due to the Office of the Senior Vice President for Academic Affairs and Provost <i>*Projected date, Date coincides with Academic Affairs academic/tenure faculty due date</i>	*January 2, 2023



Promotions Calendar 2022-2023

NOTES:

- Immediately following university committee deliberations, Unit Directors/Deans/Department Heads will be notified of any dossier in their respective unit that was not recommended for promotion by the PSO Promotions Committee.
- Appeal requests for any dossier not recommended by the committee must be submitted to the Vice President for Public Service and Outreach within seven days after notification of an unapproved recommendation.
- Final promotion decision and notification is sent to Unit Directors, Deans, or Department Heads after approval for promotion from Provost and President.



Guidelines for Appointment and Promotion

Revised January 2021

Danny Bivins
Senior Public Service Associate
(706) 583-0856
dbivins@uga.edu



UNIVERSITY OF
GEORGIA
Public Service & Outreach

Public Service Assistant

- Public service assistant is the sole entry level for public service faculty rank.
- This rank is comparable to that of assistant professor.
- Competency should be supported through academic preparation and/or experience appropriate to the duties and requirements of the position.
- An advanced degree is expected.
- A documented record of professional growth and development is required.
- A documented record of consistent productivity of superior quality in work assignments is required.
- Demonstrated impact is required.



Public Service Associate

- This rank is comparable to that of associate professor.
- Competency should be demonstrated by academic preparation and experience in a field appropriate to the duties of the position.
- A terminal degree is expected.
- A documented record of professional growth and development is required.
- A documented record of consistent productivity of superior quality in work assignments is required.
- Demonstrated impact is required.
- A documented record of meaningful and synergistic collaboration is required, which clearly specifies the candidate's role and level of contribution, and the overall impact of the collaboration. (See Note 5 on pages 8-9.)



Public Service Associate - Continued

- Tangible evidence of contributions to the body of knowledge or practice in his/her chosen field is required.
- Recognition as a regional and/or national leader in his/her field is required. (Regional is defined as any area outside a person's assigned geographic responsibility, specified in the candidate's job description.)
- In addition to meeting the criteria outlined above, a minimum of four years at the public service assistant rank is usually expected (counted from the date of his/her appointment or last promotion, including the current year). (See "Minimum Years in Rank" on pages 15-16.)
 - Page 15: The number of years alone does not denote the eligibility of the candidate for promotion. Likewise, this guideline does not prohibit the earlier promotion of a candidate of outstanding merit. However, only especially meritorious candidates should be recommended for promotion within shorter periods.



Important for Associate Candidates!!

- Demonstrated impact
- Regional and/or national reputation
- Evidence of contributions to the body of knowledge or practice (“Peer Reviewed”)
- A documented record of professional growth and development
- Meaningful and synergistic collaboration (including role, level of collaboration, and overall impact)
- Terminal degree is expected



Important for Associate Candidates!!

Continued

- Collaboration with *one or more* of the following categories:
 - public service and outreach faculty in another Public Service and Outreach Unit at UGA or with similarly ranked faculty or professional associate with a mission of public service and outreach at another accredited institution of higher education;
 - academic rank faculty at UGA or similarly ranked faculty at another accredited institution of higher education;
 - professionals at appropriate agencies, associations, organizations, or offices that are not clients or direct beneficiaries of the candidate's public service and outreach work, but in collaboration extend the reach and impact of the candidate's work.



Senior Public Service Associate

- This rank is comparable to that of professor.
- Competency should be supported by academic preparation and/or experience in a field appropriate to the duties of the position.
- A terminal degree is expected.
- A documented record of professional growth and development is required.
- A documented record of consistent productivity of superior quality in work assignments is required.
- Demonstrated impact is required.
- A documented record of meaningful and synergistic collaboration is required, which clearly specifies the candidate's role and level of contribution, and the overall impact of the collaboration. (See Note 5 on pages 8-9.)



Senior Public Service Associate - Continued

- Tangible evidence of contributions to the body of knowledge or practice in his/her chosen field is required.
- Distinguished reputation as a national and/or international leader in his/her chosen field is required.
- In addition to meeting the criteria outlined above, a minimum of five years at the public service associate rank is usually expected (counted from the date of his/her appointment or last promotion, including the current year). (See “Minimum Years in Rank” on pages 15-16.)
 - Page 15: The number of years alone does not denote the eligibility of the candidate for promotion. Likewise, this guideline does not prohibit the earlier promotion of a candidate of outstanding merit. However, only especially meritorious candidates should be recommended for promotion within shorter periods.



Important for Senior Associate Candidates!!

- Demonstrated impact
- National and/or international reputation
- Evidence of contributions to the body of knowledge or practice (“Peer Reviewed”)
- A documented record of professional growth and development
- Progressive level of meaningful and synergistic collaboration (including role, level of contribution and overall impact)
- A terminal degree is expected



Important for Senior Associate Candidates

Continued

- Collaboration including *two or more* of the following categories:
 - public service and outreach faculty in another Public Service and Outreach Unit at UGA or with similarly ranked faculty or professional associate with a mission of public service and outreach at another accredited institution of higher education;
 - academic rank faculty at UGA or similarly ranked faculty at another accredited institution of higher education;
 - professionals at appropriate agencies, associations, organizations, or offices that are not clients or direct beneficiaries of the candidate's public service and outreach work, but in collaboration extend the reach and impact of the candidate's work.



Definitions and Requirements of Public Service and Outreach Rank

Pages 6 and 7

Additions to Note 3:

Note 3: Documentation for promotion must demonstrate the impact of work assignments on the communities or external organizations for which the faculty member is serving. Impact should be substantiated throughout the dossier with quantitative and/or qualitative evidence that conveys significant and direct results of the faculty member's unique expertise, contributions, and collaborations. Impact is typically measured by its applicability to society and whether it demonstrates a response to a pressing issue or need. Evidence of impact can be multifaceted due to the broad range of public service and outreach activities. A progressive level of impact is expected as the candidate advances through each public service rank. The following are examples that are intended to be illustrative and not exhaustive; but may be helpful in thinking about the impact of work.

- Demonstrate the effectiveness of novel approaches designed to rapidly respond to critical needs of communities or external organizations.



Definitions and Requirements of Public Service and Outreach Rank

Page 8

Addition to Note 5:

The candidate's role in collaboration must be clearly defined and the level and/or extent of the candidate's contribution to the collaboration must be specified. A progressive level of leadership in collaboration(s) is expected as the candidate advances from public service associate to senior public service associate.



Clarification of Terms

- Terminal degree
- Collaboration
- Leader in field
- Regional, National, International
- Documented record
- Demonstrated impact of work
- Early promotion
- Recognition of lack of degree or years in rank
- Contribution to body of knowledge or practice (peer reviewed)



Organizing a Dossier for Promotion

Sue Chapman

Senior Public Service Associate

(706) 542-8925

chapmans@uga.edu



UNIVERSITY OF
GEORGIA
Public Service & Outreach

Getting Started

READ THE GUIDELINES

<http://outreach.uga.edu/policies/appointment-and-promotion-guidelines/>

THEN CLICK

Guidelines for Appointment and Promotion (pdf)





Appointment and Promotion Guidelines

The University of Georgia is unique in U.S. higher education in that it has a career track specifically for faculty members who pursue lifetime careers in university public service. Public service at the University of Georgia is the application of knowledge through research, teaching, and outreach to help solve problems in Georgia and beyond. The Public Service and Outreach faculty rank provides an objective career ladder with four rank-levels. The rank does not carry tenure. It does, however, provide objective standards and requirements for promotion.

[Guidelines for Appointments and Promotions](#)

[Appointment Process](#)

[2021-2022 Promotions Calendar](#)

[Recommendation for Promotion Form](#)

[Changes of Note \(Revised 2021\)](#)

Policies

[Appointment and Promotion Guidelines](#)

[Appointment Checklists](#)

[Funding Request Guidelines](#)

[Impact Statements](#)

Section A: Cover Letter

- Written by Dean, Director, Dept. Head
- Scope and quality of job performance
- Contribution to profession and service
- Describe impact, reputation, collaboration
- Weighed heavily by committee
- Must address lack of terminal degree, early promotion, or limited-termed status



Section B: Curriculum Vita

- Summary of biographical data
- Reverse Chronological Order
- Professional experience & career accomplishments
- Can span entire public service career
- List most recent activities first
- Note clearly the activities since last promotion/appointment
- Suggested sections....

Addition to Section B:

For purposes of the promotion review process, the candidate is requested to include notation(s) within the curriculum vitae to clearly distinguish those scholarly activities that have occurred since appointment or last promotion from those that occurred earlier and were already counted towards appointment or a prior promotion.



I. The Resume

- Name (Full official name)
- Title
- Organization
- Current PSO Rank and date promoted
- Phone number
- Education (academic and special certifications)
- Employment and/or professional appointments



II. Professional and Academic Service

- University, Department/Unit, Professional Association activity
- Professionals Association memberships
- Awards and honors
- Professional leadership and/or conference leadership positions
- Committee assignments
- Events coordinated
- Internal presentations; materials developed
- Mentoring experiences



III. Program Accomplishments

- Presentations, training and instruction
- Invited lectures
- Exhibitions
- Media outreach
- Grants & financial awards received
- Consultation and/or technical assistance
- Applied research
- Collaborative programming



IV. Educational Development

- Publications developed
- Books written
- Articles written
- Exhibits developed
- Media developed
- Curricula developed
- Special materials



V. Professional Development

- Conferences attended
- Classes/Courses
- In-service training
- Advanced degree special projects
- Non-academic education
- Certifications



Other Possible Sections

- Supervision/Administration
- Service to community



Section C: Job Description

- Must correspond with Achievement section
- Academic preparation and experience
- Assigned geographic work area
- Required skills and attributes
- Responsibilities
- If occupied more than one job since last promotions, aspects of each job should be delineated and noted
- Three (3) pages maximum



Section D: Documentation of Achievements

- Achievements and outstanding contributions since last appointment
- Organized around issues/programs/body of work
- Describe significant contributions
- Explain collaborative efforts
- Emphasize impact, results, outcomes
- Describe the importance and complexity of the work
- Redundancy is a good thing
- Clarify role in work
- Cross reference to supporting evidence
- Limit to 30 pages (documentation + supporting evidence = 30 pages)



Section E: Letters of Evaluation

- No more than five (5) letters
- Strongly consider including letters from regional, national, and/or international authorities
- Must be critically evaluative and analytical
- Focuses on the appraisal of achievements/impact of work from the perspective of the evaluator
- Establishes your reputation
- It's OK to use prompts when communicating with the letter writers – make sure the candidate gets the desired information (ex. mentions collaboration or reputation)



Section E: Letters of Evaluation

- Requested by the Dean/Director/Department Head
- Include References for Letters
- Include Letter Requesting Evaluation
- Evaluator's signature with an original signature, and may be mailed or sent by e-mail as a scanned attachment
- Evaluation should be written on letterhead



Section F: Recommendation for Promotion **(part 1)**

Recommendation Form

https://provost.uga.edu/_resources/documents/promoform_NTT.pdf



UNIVERSITY OF GEORGIA RECOMMENDATION FOR PROMOTION FORM
FOR ACADEMIC PROFESSIONAL, LECTURER, LIBRARIAN, PUBLIC
SERVICE, AND RESEARCH SCIENTIST RANKS
(This form cannot exceed one page)

Candidate's Full Name: _____

School/College/Department: _____

Current Rank Title: _____ Number Years in Current Rank*: _____

Recommended Rank Title: _____

Number Years at UGA*: _____ Number Years Teaching at UGA *(if applicable)*: _____

Highest Degree Earned: _____

(Signatures and Votes Required As Applicable)

UNIT PROMOTION REVIEW:

PROMOTION VOTE: #Yes _____ #No _____ Recommend: *(circle one)* Yes No

Promotion Unit Committee Chair's Signature

Date

Promotion Unit Head's Signature

Date

DEAN'S PROMOTION REVIEW (as applicable to position):

Recommend: *(circle one)* Yes No

Dean/Director's Signature

Date

UNIVERSITY PROMOTION REVIEW:

PROMOTION VOTE: #Yes _____ #No _____ Recommend: *(circle one)* Yes No

University Promotion Review Committee Chair's Signature

Date

VP/ASSOC. PROVOST'S PROMOTION REVIEW (as applicable to position): Recommend: *(circle one)* Yes No

Vice President/Associate Provost's Signature

Date

PROMOTION APPROVED:

(circle one) Yes No

Senior Vice President for Academic Affairs & Provost's Signature

Date

(circle one) Yes No

President's Signature

Date

* Includes year under consideration for promotion



Section F: Recommendation for Promotion **(part 2)**

Summary Narrative

- Maximum one (1) page
- Highlights (“elevator speech”)



Summary Narrative

Since Last Promotion or Appointment

(This form cannot exceed one page)

- Budgeted and assigned duties (including geographic work area)
- Professional achievements
- Publications, awards, honors, contracts and grants
- Other (including university service, formal instruction, research, and/or significant community service)



Submission Procedure

- One (1) original hard copy and
- One (1) Electronic copy on a USB flash drive in PDF format
- No “D-ring” binders
- Plastic sleeves only for delicate materials
- Separated into 6 sections (A, B, C, D, E, F)
 - Sections A-E should be a PDF file created from Word document
 - Section F should be a PDF file created from scan of original
 - Note: must have original form with original signatures in the hard copy
- Any document containing original signatures should be scanned into a PDF



Promotion Procedures

Paul Brooks

*Associate Vice President
for Public Service and Outreach*
(706) 542-3946
pjbrooks@uga.edu



UNIVERSITY OF
GEORGIA
Public Service & Outreach

Promotion Procedures

- Promotion recommendations originate in the administrative unit which the candidate is assigned
- Candidates prepare their complete dossier for consideration
- Unit Public Service faculty meet to evaluate candidates' completed dossier
- Recommendations are made by written ballot for each candidate and are made part of the candidate's dossier
- After the vote is taken, a minority vote report may be filed by one or more committee members within 48 hours of committee decision for inclusion in the dossier's succeeding review
- If administrator's recommendation is different than the committee vote, a full explanation should be included in the transmittal letter



Promotion Procedures - Continued

- If there is an insufficient number of Public Service faculty in the unit to form a committee then the administrator should solicit assistance from VPPSO
- Successful candidates continue to University committee for consideration; dossiers due to VPPSO by October 3, 2022
- University committee is comprised of PSO faculty
- Candidates nominated but not promoted the previous year can reuse appropriate materials, but new materials and letters are expected



Guidelines for Deliberations

Page 22

Additions to the first paragraph:

The achievement, performance, and potential for future performance of those nominated for appointment or promotion rests ultimately on the professional judgments of the decision makers and how they view the evidence submitted to them. It is the responsibility of each candidate to submit a complete and clear dossier for consideration. The advisory committee will consider the definitions, requirements, and criteria outlined in the guidelines for the particular rank when deliberating on each candidate nominated. These judgments are in many ways subjective because the reviewers are assessing the totality of the candidate's contributions based on elements of quality performance that are often not easy to quantify, such as productivity and reputation and the concentration and diversity of work.



Overall Considerations

- Candidates are evaluated on superior accomplishments
- Successful candidates go beyond acceptable performance
- Candidates evaluated on contributions to the outstanding reputation of PSO and UGA
- Candidates should be recognized leaders in their professional expertise
- Doing their job vs. going above and beyond
- Reputation vs. productivity
- Lack of terminal degree and experience
- Concentration vs. diversity
- Affirmative Action during deliberations and actions



Additions to Considerations A-C

Pages 22-24

A. *Reputation and productivity.* All candidates are expected to meet the standard of consistent performance and productivity required of the rank. In addition, as the candidate progresses through the ranks, the superior accomplishments should be reflected by his/her increasing professional reputation and viewed as beneficial to the overall reputation of the university.

B. *Concentration versus diversity.* Some candidates may present a diverse portfolio of outstanding work, while other candidates may present a record of outstanding quality and quantity of work in only one category (i.e., instruction and training, applied research, or consultation and technical assistance). The key point is to measure achievement in these categories according to the job responsibilities assigned and the opportunities that position provides or requires for either concentration or diversification of activities.

C. *Lack of a terminal degree.* See Note 4 on page 8.

The advisory promotion committee will be guided by adhere to the University's Affirmative Action plan during its deliberations and actions.



Deliberation Process

- Committee comprised across Public Service and Outreach faculty
- Reader 1
- Reader 2
- Group deliberation in executive session
- Voting by secret ballot
- Unsuccessful candidates' deans/directors are notified by next day



Appeal Procedure

- Unsuccessful nominations for promotion at the university level may be appealed
- Requests should be submitted in writing by the unit administrator to VPPSO within seven (7) days of notification
- Administrator appeals should include a detailed explanation of reasons for reconsideration
- This letter is the only new information allowed
- Separate committee appointed to review appeals
- Unit/department reviews and appeals are to be handled at the unit/department level based on established procedures.



Questions?



UNIVERSITY OF
GEORGIA
Public Service & Outreach

Paul Brooks
Associate Vice President
for Public Service and Outreach
(706) 542-3946
pjbrooks@uga.edu

Sue Chapman
Senior Public Service Associate
(706) 542-8925
chapmans@uga.edu

Danny Bivins
Senior Public Service Associate
(706) 583-0856
dbivins@uga.edu