



Departmental Policies
September 2011

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Course Buy-Out Policy (Adopted September 2007)

- Teaching and research are equally important aspects of a faculty member's duties in the School of Public and International Affairs at the University of Georgia. Normally, faculty members are on a nine-month academic year contract (.75EFT), budgeted .375 for instruction and .375 for research
- External entities providing financial support for a faculty member's research sometimes are willing to buy out a portion of a faculty member's teaching time so that he or she may devote more than budgeted research time (.375) to a particular research project.
- Course buy-outs, while beneficial to the researcher and external funding entity, impose a cost on the instructional program due to the absence of the faculty member from the classroom. Decisions about course buy-outs, therefore, must balance the benefits and costs of additional research effort with loss of instructional effort.
- Faculty members may request in writing to buy-out a portion of their instructional time. This request will normally occur after a research award has been received, but should be preceded by prior communication between the faculty member and the Department Head regarding the inclusion of a course buy-out provision in the external funding application.
- The school of Public and International Affairs course buy-out rate is 10% of the faculty member's academic year salary, plus fringe benefit costs at the rate of 26% of the course buy-out amount. When a course buy-out is approved, the Department will retain 80% of the total funds to be used for replacement teaching and the School will retain the other 20% of the total funds.
 - Example: Academic year salary of \$100,000. The buy-out amount at the rate of 10% is \$10,000. The fringe benefit amount at the rate of 26% is \$2,600 ($\$10,000 \times .26$). The total buy-out amount is \$12,600. The Department will receive \$10,080 and from that amount must replace one course.
- The School of Public and International Affairs policy on course buy-outs requires approval by the Dean of all buy-out recommendations forwarded by the Department Head. The Department Head is expected to consider the scholarly benefit to the School and Department of the recommended course buy-out weighed against the curricular and instructional needs of the Department. Within the Department of Public Administration and Policy, faculty members will be limited to one course buy-out per academic year.

When a course buy-out is approved, it will be the responsibility of the Department Head to obtain qualified replacement teaching

Faculty Executive Committee
(Adopted October 2007, Revised August 2011)

The Department of Public Administration and Policy shall have an elected Faculty Executive Committee (FEC) to advise the Department Head and to make recommendations to the faculty on any policy matters it sees fit or are referred to it by the Head. The FEC will not normally do so in areas served by standing committees such as the MPA and PhD Committees. The agenda for each FEC meeting will be organized by the chair of the FEC, who will be elected by FEC members from among their number. Any FEC member as well as the Department Head can have items included on the agenda by requesting their addition. The agenda will be distributed to the faculty at least 24 hours in advance of each FEC meeting. FEC members will serve as points of contact for faculty members wanting to add items to the FEC agenda.

The time and date of FEC meetings will be scheduled and announced in advance. Meetings will be convened monthly during the academic year, and at other times as needed. The Department Head will chair all FEC meetings except in any rare instances in which he/she is unable to attend a meeting. Minutes will be taken and distributed to the Department's faculty and staff. Any faculty member may attend any FEC meeting.

The FEC will consist of five members elected by the full tenured or tenure-track faculty, with one member elected from each academic rank and two members elected at-large. The election will occur annually following a called meeting at the outset of the academic year. Terms shall be for a period of one year. The electoral process will require two rounds of balloting as follows:

- Round 1: The ballot will be structured by academic rank. Faculty members will be asked to vote for one person from each rank. The winner must receive 51 percent or more of the vote. In the case that no one received at least 51 percent, a run-off election will be conducted with faculty members choosing from among the two candidates with the highest vote totals. If that process produces a tie, the winner will be decided by the toss of a coin.
- Round 2: All members of the faculty who are not elected in Round 1 will have their names placed on a ballot for election as at-large members. The faculty will be asked to vote for two individuals. Those persons who receive the two largest vote totals will be elected.

The Department Head will serve as an ex officio member of the FEC. In the case that the Graduate Coordinator is not elected, he/she will serve as an ex officio member. At least three elected members of the FEC must be present at each meeting to constitute a quorum.

Faculty Teaching-Leave

(Adopted December 2005; Revised January 2009)

The Department of Public Administration and Policy Faculty Teaching-Leave Program will award a two-course reduction in teaching to two members of the faculty each year in accordance with the policy on faculty leave established by the School of Public and International Affairs. The Faculty Leave program is a merit-based program and neither an entitlement nor a means for remediation of unproductive scholarly records. The Department Head may not be awarded Faculty Leave.

To be eligible for the program faculty members must:

- be fully assigned to the Department of Public Administration and Policy in a tenured or tenure-track position.
- be assigned a teaching load of at least two courses per year.
- apply in writing to the Department Head for the leave, describing in one page or less the research objectives that the faculty member will pursue during leave.
- If tenured, have received a rating of at least “good” in every category on the annual performance evaluation for the three years preceding candidacy, and a rating of “excellent” in research in at least one of those years.
- If untenured, have successfully passed through the third year review with a majority of “yes” votes.
- not have had Faculty Teaching-Leave under this policy in the past 5 years; this provision does not pertain to other forms of leave.

The Department Head will award leave. Preference among eligible candidates will be given to those faculty members with the greatest length of service without Faculty Teaching-Leave under this leave policy (other forms of leave do not count against eligibility). When two or more faculty members are tied on this criterion, the Department Head will award leave on the basis of merit, on the basis of negotiation among the tied candidates with consideration given to their preferences, or on the basis of a random selection procedure.

Indirect Cost Recovery
(Adopted December 2005)

Twenty percent of Indirect Cost Recovery (IDC) on funded research projects is returned to SPIA. The Dean has adopted a policy of keeping half of that amount (that is, 10%) at the School level. The remaining ten percent is to be transferred to the Department. The Department's policy is to split that portion of the IDC 50-50, with the PI(s) having access to half of the Departmental portion and the Department itself having access to the other half. This policy is intended to provide an additional incentive for researchers to seek such funding, particularly from agencies that do provide significant IDC funding.

Policy on Adjunct Appointments
(Adopted January 2009)

Any faculty member is welcome to submit to the Department Head nominees for Adjunct appointments. The submission should include a nomination letter of approximately one page in length indicating why the person is being nominated and whether the nomination has been discussed with the nominee. The Department Head will then consult with the FEC about going forward. If the FEC concurs, the Department Head will contact the nominee to further assess his/her interest in the appointment. Assuming the nominee expresses interest, the Department Head will ask the nominee to provide a brief (1/2 page) statement about his or her interest in the nomination and a CV. The Department Head will also schedule the nominee to meet with the PADP faculty, either informally, or by providing a research presentation, or both. After meeting the nominee, the faculty will vote on the nomination. A positive vote from two-thirds of the departmental faculty will be required to approve a nominee.

Guidelines for Reappointment, Promotion, and Tenure

(Adopted August 2004; Revised August 2005)

The Department of Public Administration and Policy is committed to excellence in scholarship, instruction, and service in the fields of public administration and public policy. These guidelines are designed to implement those objectives, as well as to comport with and further specify the University's *Guidelines for Appointment, Promotion, and Tenure*.

I. Annual Reappointment

Faculty members are expected to contribute to the instructional goals of the Department; to conduct and publish scholarly research in their fields of specialty; and to provide service to society, the University, and the profession. Reappointment is based upon a candidate's performance in these assigned areas.

When a new faculty member is appointed to the Department, s/he will be provided a copy of these guidelines as well as those of the University. In addition, new members of the faculty will be offered a faculty mentor from among the tenured members of the Department's faculty. The mentor will meet with the new faculty member periodically to offer guidance on matters pertaining to teaching, research, and service.

Tenure-track faculty within the Department are subject to annual renewal unless and until tenure is awarded. Faculty members in the first year of appointment must be notified regarding reappointment for a second year of employment on or about February 10th of the first academic year. Faculty members in the second year of appointment must be notified regarding reappointment for a third year of employment on or about November 10th of the second academic year. Faculty members with two or more years of service must be notified regarding reappointment for a fourth (as well as a fifth, sixth, or seventh) year of employment on or about August 10th.

In the Department, the tenured members of the faculty deliberate about faculty reappointments at meetings convened for this purpose. Prior to these meetings, untenured tenure-track faculty members are requested to make available for inspection a current curriculum vitae. Following deliberation, the tenured members of the faculty vote by secret ballot. Reappointment requires a majority of positive votes from among the votes cast. Results of the vote are communicated by the Department Head to each untenured faculty member as soon as possible. The vote options are Yes, Yes with Reservations, and No. While Yes with Reservations constitutes a positive vote, a number of these votes should alert faculty members that there is a problem with the record of teaching, research, and service that needs attention.

The meeting to consider reappointment of individuals in the first year of service usually is held in January or early February. A meeting is typically not convened to consider reappointment for year three of faculty members in the second year of service, since reappointment decisions must be made on a deadline that follows the initial reappointment decision earlier the same calendar year. Instead, the Department Head offers reappointment unless three or more tenured faculty request a called meeting on the subject. If such a meeting is convened, it is scheduled in late October or early November. In such a case, the vote of the tenured faculty determines the reappointment decision. In

April of the second year of service, the tenured faculty will vote on contract renewal for the fourth year of employment. Meetings to consider reappointment of individuals currently in the third through the fifth years of appointment usually are held in April in conjunction with meetings to consider candidates for promotion and tenure.

All tenured and tenure-track faculty members in the Department receive each year a written performance appraisal prepared by the Department Head. In the initial stage of the performance appraisal process faculty members are requested to submit an activity report delineating accomplishments in (a) instruction during the past year, (b) research during the past three years, and (c) public service, professional activities, and university governance during the past year. Faculty members are advised to maintain a cumulative file for this purpose. Copies of student course evaluations are on file in the Department. Therefore, faculty members need not submit these documents as part of the activity report. Annual performance appraisals are used to inform salary decisions. For untenured faculty members, the performance appraisal also contains feedback from the Department Head regarding progress being made by the faculty member toward the requirements for tenure and promotion.

Faculty members in the Department receive a extensive review at the end of their third year of service. A Third-Year Review Committee is appointed by the Department Head to develop a written assessment of progress toward promotion and tenure. The report of the Third-Year Review Committee is considered by the tenured faculty in the meeting (in April of the third year) called for consideration of progress toward promotion and tenure and reappointment for a fifth year of service. Third-Year Review Committee reports are included also as part of subsequent promotion and tenure dossiers. Table 1 outlines the sequence of meeting and notification dates for reappointment for a faculty member beginning service in the Department in the fall of 2010.

Table 1
Meeting and Notification Dates for Reappointment
(for a faculty member beginning service in the fall of 2010)

Academic Year	Year of Service	Faculty Meeting Date	Contract Notification Date	Contract Renewal For:
2010-2011	1	January 2011	February 10, 2011	Year 2: (2011-2012)
2011-2012	2	No meeting in fall unless requested by tenured faculty	November 10, 2011	Year 3 (2012-2013)
		April 2012	August 10, 2012	Year 4 (2013-2014)
2012-2013	3	April 2013 (Third Year Review)	August 10, 2013	Year 5 (2014-2015)
2013-2014	4	April 2014	August 10, 2014	Year 6 (2015-2016)
2014-2015	5	April 2015	August 10, 2015	Year 7 (2016-2017)

II. Promotion and Tenure Review

Successful candidates for tenure and for promotion to the rank of associate professor are expected to demonstrate excellence in research, particularly by publishing high-quality scholarship in refereed outlets and achieving emerging recognition as nationally or internationally known experts in their fields of specialization, as well as effective performance in teaching and service.

Successful candidates for promotion to full professor are expected to demonstrate national or international recognition as authorities in their fields and the likelihood of maintaining and enhancing that stature into the future. To be eligible for tenure in the Department a faculty member must have served a probationary period of five years, including the year when tenure is considered at the University level, unless credit (up to a maximum of three years) toward the probationary period for prior service is granted in the employment offer letter.

Preliminary consideration of a candidate for tenure (and promotion to associate professor or full professor) will take place at a meeting called for that purpose in April. Prior to the April meeting, and following consultation with the candidate, the Department Head appoints a three-member committee to examine the candidate's record and report their findings to other members of the faculty.

All tenured faculty are eligible to vote on candidates for tenure and promotion to associate professor. Candidates for the rank of full professor will be evaluated only by faculty members holding that rank. If the preliminary vote is positive, final departmental consideration for tenure and/or promotion will occur in meetings in August following the collection of letters of evaluation from external reviewers and the submission of an updated dossier. Faculty votes cast at the August meeting are reported to college and university promotion and tenure review committees (assuming that the candidacy proceeds beyond the Department). Any faculty members whose effective date of promotion and/or tenure will qualify them to vote in an August meeting will be eligible also to vote in the preliminary meeting in April.

Assistant professors may be considered for promotion and tenure as early as their fifth year of employment, in which case initial consideration by tenured faculty of the Department will take place in April of the candidate's fourth year. Assistant professors who are in their sixth or seventh probationary year must be reviewed unless they request not to have the review. Assistant professors may serve a maximum of seven years without the awarding of tenure.

III. Criteria

Faculty members are strongly advised to become familiar with the University's Guidelines for Appointment, Promotion and Tenure. This document contains additional information regarding criteria for attaining promotion or tenure, and about the procedures and processes to be followed by promotion and tenure candidates.

1. Teaching

Candidates for promotion and/or tenure are expected to be effective teachers. Evidence of teaching performance may include, but is not limited to, any combination of the following sources:

results of student course evaluations; advising and mentoring students; assisting with PhD and MPA examination processes; service as a major professor; service on dissertation committees; honors or special recognitions for teaching accomplishments; development or significant revision of programs and courses; peer evaluation of expertise in instruction; publication activities related to teaching; grants related to teaching; and election to offices, committee activities, and other important service to professional associations and learned societies including editorial work and peer review as related to teaching.

2. Research

Candidates for promotion and tenure are expected to be strong and productive researchers. The principal standard is quality rather than quantity. Evidence of research performance may include, but is not limited to, any combination of the following products: books and book chapters, articles in refereed journals, research reports to sponsors, accepted manuscripts accompanied by evidence of acceptance, and research notes. Among these contributions emphasis is placed upon refereed materials, with particular emphasis on articles in the best refereed journals appropriate to the candidate's specialty and books and book chapters from presses generally recognized as outstanding publishers of original research in the candidate's specialty (e.g., top university presses). Reviews, book reviews, textbooks, and textbook chapters also constitute evidence of creative activity but are weighed substantially less than the earlier-listed contributions in assessing research quality. Additional evidence of research quality includes: membership on editorial boards in the candidate's field; editorships in the candidate's field; scholarly reviews of publications written by the candidate; funded projects, grants, and contracts (include source, dates, title and amount), completed or in progress; presentation of research papers before scholarly and professional meetings; citation index analysis; record of participation in and description of seminars and workshops (including short descriptions of activity, with titles, dates, sponsor, and role of candidate in the activity); description of research-relevant computer software developed; list of honors or awards for scholarship (including short description of award, sponsor, and selection procedure); application of research scholarship in the field, including new or enhanced systems and procedures demonstrated or evaluated for government agencies, professional associations, nonprofit organizations, or educational institutions; technical assistance provided; other evidence of impact on society of research scholarship; evidence of graduate and post-doctoral students' scholarly achievements (e.g., publications, awards, grants); and election to offices, committee activities and important leadership roles in professional associations and learned societies, including editorial work and peer review as related to research.

3. Service

Service to society refers to the function of applying academic expertise to the direct benefit of external audiences in support of Departmental and University missions. It can include applied research, service-based instruction, program and program management and technical assistance. A faculty endeavor may be regarded as service to society for purposes of promotion and tenure if the conditions outlined in the University's Guidelines (2004, page 19) are met. All tenure-track faculty in the Department are expected to contribute some service to society. Documentation of service to the University and profession includes, but is not limited to, evidence regarding appropriate program and project development; committee work at departmental, school, and/or university levels; service on university governance bodies and related activities; activities in support of the work of

professional and learned societies, including service in a leadership capacity, committee activities, peer review activities, and other important work; development and organization of professional conferences; review activities regarding grant applications; and editing and reviewing manuscripts for professional associations and learned societies' publications.

Guidelines on International Visiting Scholars and Affiliations between the Department of Public Administration and Policy and Organizations in Other Countries

(Adopted August 2007)

International Visitors

Visiting scholars from other countries will be welcomed by the Department of Public Administration and Policy provided:

1. There is agreement by potential international visitors that they must ordinarily pay all expenses associated with their visits, including not only transportation and lodging but also office incidentals such as telephone toll charges and photocopying.
2. That any proposed international visitors have active research agendas and academic interests complementing those of departmental faculty members.
3. There is agreement by at least one current tenured or tenure-track member of the departmental faculty that he/she will take the lead in facilitating research-related aspects of the visit, including, for example, scheduling discussion groups or informal seminars and perhaps collaborating with the individual. Neither the faculty nor the staff will be available for assistance with housing, travel, or relocation issues, and, given space limitations, the department will not be able to provide an office or other work area.
4. There is agreement by potential international visitors that the length of their visits will exceed one calendar year only with the written concurrence of the department chair.
5. There is agreement by potential international visitors that, upon request, they will make at least one formal research presentation to departmental faculty and graduate students during each full semester in residence.

International Affiliations

The Department of Public Administration and Policy, Faculty Executive Committee (FEC) will carefully review all requests from universities and other organizations wishing to have professional affiliations with the department and UGA. The FEC will make recommendations to the faculty regarding approval of such requests and will outline the details of such affiliations. Approval by a majority of the tenured and tenure-track faculty members will be necessary for international affiliations to be established.