

Unit Review

Faculty and Staff

Administrative and faculty structure

Faculty at all three campuses report directly to the Department Head. Faculty ranks include: Assistant, Associate, and Full Professors, Assistant and Associate Research Scientists and Public Service Assistant and Associate. Faculty and students are supported at all three campuses by administrative and technical staff. Administrative staff on the Athens campus report directly to the Department Head. Administrative staff at Griffin and Tifton campuses report to the respective Assistant Dean; however, the Department Head of Crop and Soil Sciences interacts with them on a routine basis. At all three locations, the staff's responsibility is to provide programmatic support. Technical staff report directly to faculty and provide support to specific programs. An organizational chart for CRSS is located in Appendix F.

How faculty contribute to UGA, school/college, unit governance

The overall governance of CRSS is articulated in the By-Laws. To assist in this responsibility, the Executive Committee and 13 standing committees function to facilitate faculty governance as related to policy and procedure issues. The Department Head facilitates Spring and Fall faculty meetings to consider tenure and promotion, post tenure review, three year review and other issues important to CRSS. In addition, the Department Head conducts routine (approximately every 6 weeks) meetings with faculty and staff at all three locations and interacts with faculty via videoconferencing as needed. All faculty have the opportunity to become involved in governance; however, involvement is usually based on interest, time and experience. Many CRSS faculty serve on College and University Committees and Ad Hoc Departmental Committees such as Search and Screen. All aspects of academic programs, professional development and hiring are handled through faculty governance. CRSS also involves faculty in the development of the departmental strategic plan, programmatic and budgetary planning, and other aspects of departmental operations are facilitated through departmental committees. For additional information, please refer "Departmental Structure and Procedures" in the Unit Overview.

EFT Distribution among faculty/staff

Employment type	2003			2004			2005			2006		
	R	T	E	R	T	E	R	T	E	R	T	E
Faculty	29.3	5.21	15.2	27.64	4.8	12.28	26.92	4.69	11.16	24.09	4.81	10.25
Post Doc	5.51	0.00	0.00	6.64	0.00	0.00	6.34	0.00	0.00	5.15	0.00	0.83
Grad. Assist.	7.56	1.62	0.04	6.16	1.48	0.00	8.04	0.99	0.00	7.84	1.23	0.00
Staff	75.32	2.4	5.25	67.23	2.10	2.73	60.67	1.74	2.09	57.75	1.73	1.33
TOTAL	118	9.23	20.5	108	8.38	15	102	7.42	13.3	94.8	7.77	12.4

Data for 2003-2006 were compiled from the university's OIR Employee Facts

How does distribution of EFTs affect either positively or negatively the units ability to fulfill its mission and goals:

Historically, land-grant colleges have had a tripartite mission: research, extension, and teaching. The majority of faculty have split appointments; generally, faculty have an extension/research split or a research/teaching split. However, there are a few faculty that have three-way splits and many extension

faculty have a 100% appointment. The funding that provides salary for the faculty should be allocated in a manner that reflects programmatic responsibilities through appropriate EFT distribution. Due to the complexities of budgeting, appropriate EFT distribution will occasionally be challenging, as each department has responsibility to manage the distribution. As the mission responsibility of CRSS or a faculty member change (i.e., the new teaching programs at Tifton and Griffin) CRSS will re-allocate EFT's to faculty to ensure appropriate distribution.

How have EFT of faculty/staff changed over last 7 years numerically/strategically:

The overall CRSS budget has been reduced by 25% over the last 4 years. This decline has been a combination of state budget cuts and the college assessment. Most of this decline has been from the personal service portion of the departmental budget.

	State and Federal		Grant	
	1999	2006	1999	2006
Faculty-Tenure Track				
<i>Administration</i>	1	1	-0-	-0-
<i>Teaching</i>	6	6	-0-	-0-
<i>Research</i>	25	23	-0-	-0-
<i>Extension</i>	10	11	-0-	-0-
Public Service	-0-	-0-	-0-	1
Research Scientists	1	3	1	2
Post Doctoral Associates	-0-	-0-	4	4
Technicians	50	37	25	25
Administrative Staff	16	5	1	1
Farm/Greenhouse	4	3	-0-	-0-

The CRSS faculty have been committed to a strategy of maintaining faculty positions through resource re-allocation. Even with the budget cuts, CRSS will have 2 more faculty in 2007 than at the time of the department's last review (42 versus 40). However, the overall faculty EFT distribution is only slightly different from 1999. This is possible for several reasons. CRSS has used departmental funding to leverage with college and university funding to attract outstanding faculty. College and/or University salary and support for a Distinguished Research Professor, Eminent Scholar and the Georgia Power Professorship resulted in additional funding for the department. CRSS supports 14 fewer administrative, technical and/or farm staff positions. CRSS has shifted some operational costs that historically were state funded to extramural funding. In addition, faculty continue to increase extramural funding to replace state funds that historically supported programmatic costs. Most of the graduate assistantships are presently funded using a 50% cost-share with faculty (i.e., 50% state and 50% grant funding).

Classified Employee Headcount

2003	2004	2005*	2006
93	91	79	72

*Classified staff were transferred from the department to the Tifton and Griffin campuses in 2005.

Although total faculty EFT's have not changed significantly, there has been redistributed. CRSS has moved teaching EFT to both Tifton and Griffin to support multi-locational teaching programs (both

undergraduate and graduate). All new extension positions have at least a 25% research appointment. This is in recognition of the need to support applied research increasingly conducted by extension faculty.

Changes in faculty and staff needed over next seven years to make unit more effective:

Seven faculty positions are presently being filled in CRSS (See appendix G). CRSS continues to be understaffed, resulting from an approximate 25% reduction in base budget over the past three years. CRSS has developed programmatic priorities that are critical to meeting its strategic vision and disciplinary excellence. Additional administrative staff in the Athens office are needed, specifically in the areas of accounting and IT support. In addition, the State-Wide Variety Testing program and the Plant Science Farm are both understaffed. Additional administrative and operational staffing is needed to support Crop and Soil Sciences faculty at both the Griffin and Tifton campuses to provide adequate programmatic support.

How will these changes support direction of five-year plan and other assessments of unit's programs:

Filling of additional faculty and staff positions at the three campuses will help CRSS succeed in supporting not only the mission of the department, but the five-year plan of the college developed in 2004 (See Appendix E). In addition, CRSS programs are all interdisciplinary and consequently influence programs in other departments. CRSS will continue to focus on several goals of the college. CRSS will work towards increasing undergraduate and graduate enrollment. The CRSS department has devoted several years revitalizing our undergraduate programs. New majors are now offered in Athens (Water and Soil Resources [an interdisciplinary major with the School of Forestry] and Environmental Chemistry [collaborative effort with the Department of Chemistry]), Tifton (Agri-Science and Environmental Systems and Griffin (Environmental Resource Science). Enrollment in all four new majors and the Turfgrass Management major is growing. The department is committed to continuing this enrollment growth. Several initiatives have been implemented. We have developed recruiting and marketing materials. We have established a Teaching Committee (academic, undergraduate and graduate coordinators, and department head) that meets routinely to discuss methods to increase enrollment. CRSS has initiated an annual teaching workshop which helps focus efforts on the teaching program. The role of the department's Degree Program Specialist has expanded to include active recruiting on the Athens campus. We have also developed 3 new courses that will be offered on north campus (student learning center) to recruit students into the department. CRSS has revitalized the curriculum and continues to actively recruit for its majors. Faculty are encouraged to have a more state-wide perspective. CRSS undergraduate curriculum and graduate committees have members from Athens, Tifton and Griffin. CRSS faculty are more engaged with the undergraduate majors at all three campuses. Several faculty are considering distance education as an approach to delivering the same course at multiple locations. One faculty member located at the Griffin campuses travels to Athens to teach and the Georgia Power Professor although located at the Savannah River Ecology Laboratory will become involved with graduate instruction in Athens.

CRSS is committed to expanding graduate student enrollment. The department's greatest capacity for graduate student growth is at Tifton and Griffin. Historically, faculty at these locations have not been active in graduate education, but faculty at both locations are being encouraged to become involved. Each campus now has a representative on the graduate committee, and the graduate coordinator works closely with faculty at all three locations to enhance involvement in graduate education. These efforts have resulted in increased participation by faculty at Tifton and Griffin. Filling key faculty positions will help increase graduate student enrollment. Graduate assistantship funding was not reduced during the recent budget cuts. However, the need to increase assistantships and the added cost of medical insurance will necessitate a reduction state-supported students. CRSS has implemented strategies to keep student

numbers growing. A system of allocating assistantship funds on a competitive basis was established; most assistantships are cost-shared on a 50/50 basis; and the amount paid to students was increased. Several exceptions are made to the cost-share rule: teaching assistantships, faculty with research appointments that do not have a state supported technician, and assistant professors.

CRSS faculty are committed to enriching the undergraduate experience (See Unit Overview – Support of University Goals). CRSS teaching faculty are supported (See Teaching Overview – How does the CRSS reward quality instruction and What Initiatives has CRSS Implemented to Support and Improve Teaching Performance).

Process for oversight of consulting within unit:

Faculty who consult are required to fill out the appropriate university forms that are approved by department, college, and university administrators.

How performance of faculty/professional staff evaluated and rewarded:

All faculty and staff are evaluated annually. Each faculty member is required to complete the “Faculty Activity Planning statement (FAPS report)” (see Appendix H). This report is used by the Department Head to evaluate the productivity of each faculty member. A “Faculty Evaluation” form was developed by the department (see appendix H) to assess all faculty activities in four areas—Instruction, Extension, Research, and Service. An “Importance Factor” is used to “weigh” the impact and quality of the activities. Ultimately a summation of the activities and the importance of these activities result in a score for each faculty. The faculty are then ranked based on the cumulative score. The Department Head meets with each faculty member to discuss all aspects of his/her program. Salary recommendations by the Department Head are based on relative ranking of the faculty. These recommendations are then discussed with college administration. Classified staff are also evaluated each year by their supervisor. The UGA classified staff evaluation form (see appendix H) is completed by the supervisor, and is reviewed at an annual meeting between the classified employee and the supervisor to discuss his or her performance. Both the classified employee and the supervisor sign the evaluation form which is then placed in the employee’s personnel file. Classified staff salaries are based on their relative ranking.

There is a three-year review process (Appendix I) for Assistant Professors, Public Service Assistants and Assistant Research Scientists. A committee of three peers is formed and a review packet prepared for each member. The format of the packets follows that of the P&T packets. At the Spring meeting, the chair of the candidate’s review committee presents a summary of the his/her program activities, followed by an open discussion and then a vote. A written report is forwarded to the Department Head and the Dean is notified whether or not the candidate is making satisfactory progress toward promotion.

Within six years, tenure track faculty, public service assistants and assistant research scientists must be considered for promotion and/or tenure (Appendix I). Each individual being considered has a three member review committee appointed. The committee will review the faculty member’s packet. The chairman of the committee will present a summary of the candidate’s programmatic activities at the Spring faculty meeting. The candidate at that time will also have an opportunity to present a summary of his or her activities. After discussion, the faculty hold an anonymous vote. If the vote is supportive the Department Head will then proceed to request outside letters of support by peers at appropriate institutions. In addition, the Department Head will work with each candidate to prepare supporting documentation. The promotion and tenure packet will be provided to all faculty for their review prior to the Fall meeting. At the Fall Meeting the chair of a candidate’s review committee will again present the

summary of the individual's program activities. He or she will then facilitate an open discussion, followed by an anonymous vote. That vote is then forwarded to a College committee, then forwarded to a University committee. Ultimately, approval for tenure and/or promotion is approved by the Board of Regents.

Once a faculty member has received tenure, he or she is evaluated every five years through the post-tenure review process (Appendix I). A committee is appointed which reviews a faculty member's progress. The faculty member under review presents a summary of his or her program at the Spring meeting. A committee report is submitted to the Department Head and discussed with faculty.

Teaching faculty are also required to undergo a teaching peer review (see appendix I). A review committee is formed to evaluate each faculty's teaching program. The faculty member provides the committee with information relevant to the course that's being reviewed. There are several classroom visits by members of the committee. External reviewers are asked for their assessment of the faculty's teaching program. After reviewing the teaching program the committee submits a report to the Department Head who then meets with the teaching faculty member to discuss the review. Student evaluations are conducted for all classes taught by CRSS. For all faculty who have a teaching appointment, this information is used for all program evaluations (i.e., three year review, annual evaluation, promotion and tenure, and post-tenure review).