

TEAM 5: Productive and Innovative Faculty and Staff. Team Members: Bob Kemerait (co-chair), Steve Gibson (co-chair), Adam Davis, Debbie Gausvik, Patrick McCullough, Octavio Ramirez, Amy Savelle, Marcie Simpson, Dan Suiter, Ron Walcott.

Goal 5: CAES will have the most productive, innovative and respected faculty and staff workforce in the land-grant system

1. Develop mentoring, developmental, and enrichment opportunities for early career faculty and staff

Where we are: – CAES does not have a college wide policy regarding mentoring. While each department has its own mentoring system for assistant professors, none provided formal or informal mentoring for staff or associate professors. Cooperative Extension had an “Agent-In-Training” program in the past for Public Service Faculty; however this system no longer exists. Currently an Agent mentoring program strives to meet this need. The mentoring program includes a formal mentoring training and systematic mentee assignments. The CAES Office of Diversity Relations website has a mentoring PowerPoint available. Related classes are regularly offered by UGA Training & Development. A new online training resource—lynda.com—is now available to all faculty, staff, and students that provides video tutorials on software and business skills (see Goal 2A, Strategy 1). The USG BOR states in section 8.3.14 under Faculty Development:

In keeping with the University System of Georgia’s commitment to excellence, each institution shall have a campus-wide professional growth and development program that supports the continuous improvement of all faculty in their roles as teachers; scholars/researchers; and professionals engaged in service to the institution, the community, and the profession. Each institution’s program must be intentionally aligned with the institution’s mission, key initiatives, and strategic plan. The program must cultivate and sustain a culture in which faculty professional development is valued and pervasive. (BoR Minutes, October 2010).

No-Cost Action Items:

- Currently available resources should be communicated to employees at regular intervals via the Dean’s Office with the support of the Ag Business Office. See also 7A Strategy 3.

- A College-wide informal mentoring program for staff and faculty should be established in keeping with section 8.3.14 in the BOR Manual. Department and Unit Heads will be responsible for facilitating mentoring for employees within their areas. Assistant and Associate Deans will have the responsibility of holding Department Heads accountable for effective mentorship programs. Mentorship should continue to help junior faculty members understand how the “system” works and help them prioritize activities that contribute to promotion and tenure.

Action Items w/ Cost:

- Retiring faculty and staff in critical positions should be retained for a limited period of time to provide mentoring to their replacements. This is to facilitate the transfer of organizational knowledge and practice.
- Cooperative Extension should reinstate the Agent-In-Training program.
- CAES should provide mentoring training for interested employees. This should be the environment and culture of the college.
- An Employee Engagement expert should be contracted to help the College maximize employee productivity.
- For technical staff, CAES should request that training on innovative research-related procedures be made available from UGA Training and Development.
- Supervisors and Department Heads should encourage and reward staff for increased competencies related to their job responsibilities.

2. Increase the rigor of performance evaluation and tenure and promotion procedures to ensure excellence, and establish evaluation and promotion processes that recognize the diversity of employee responsibilities and activities

Where we are: – For staff, UGA Policy can be found at

<http://askuga.uga.edu/default.asp?id=969&Lang=1&SID=> which states: “The Board of Regents of the University System of Georgia policy requires a written performance assessment (formerly referred to as “performance evaluation”) on an annual basis for benefits-eligible staff employees. Performance assessments are not required for non-benefits-eligible positions. The purpose of performance coaching and assessment is to encourage and facilitate an individual’s improvement. It incorporates a review of past performance as well as a discussion of future expectations.” There is a 7 page form that can be utilized by supervisors. It is currently

sporadically and inconsistently utilized across the college. CAES Policy on employee evaluations can be found at: <http://www.caes.uga.edu/intranet/policy/section1/01-03.html#02> It specifically addresses various types of employee roles. There is currently no enforcement of this policy outside of the department/unit level.

According to our research, CAES Departments have widely different methods of annual faculty performance evaluation, some of which appear to be quite subjective. Tenure and Promotion is a multi-level faculty-driven process which makes it very difficult to affect by administrators. CAES Departments/Units should have their own criteria as a result of a University-wide overhaul of the Promotion & Tenure process approximately six years ago.

No-Cost Action Items:

- The Ag Business Office and Extension Organizational Development will field test UGA's iPAWS system online Performance Evaluation for 2012 annual staff evaluations starting 1/13.
- Cooperative Extension should continue its current evaluation practices for District and County faculty and staff.
- All supervisors should use the performance evaluation tools provided by the University on at least an annual basis.
- The Team requests the Deans develop more quantifiable benchmarks for Department Heads to take to their faculty. It is also recommended that the Dean direct CAES Department Heads to develop a more uniform performance evaluation procedure for faculty based on objective, quantifiable criteria. Not all criteria will apply to every department and their relative importance might vary across departments; however, it is important for the Department Heads agree on the general process and main criteria that have to be considered. Within this framework, Departments will develop the specific protocols that are suitable for them and present them to the Dean for approval. This could be based upon the College's historical guidelines still in use by the Food Science & Technology Department or the one used by the Poultry Science Department.

It is also recommended that the Dean work with the Department Heads to make sure that the following are in place:

- Departmental guidelines that clearly define the standards that will be applied to evaluate the candidates, and that those standards ensure that our tenured faculty and full professors will be as qualified as those at our aspirational peer departments (to be determined). Deans should

ensure that this Unit criterion is consistently revisited and updated. See also Team 1, Strategies 4 and 5.

- Emphasis on external review (not reference) letters from prominent professors and Department Heads at aspirational peer departments that unequivocally indicate that the candidate would most likely be tenured and/or promoted in that unit. This is up to Dept. head to enforce.
- Department Heads and Deans will be held accountable for an overall environment and culture of expecting excellence from junior faculty members: Department Heads should actively motivate and lead their faculty into upholding very high standards for tenure and promotion. Deans should regularly and often hold Department Heads accountable for applying high standards.
- Department Heads will be held accountable for promoting a culture of academic excellence in the department. Department heads and senior faculty should demand excellence from junior faculty and objective criteria should be used to evaluate faculty performance.
- Deans and Department Heads should consistently demand excellence from senior faculty by conducting more rigorous post-tenure reviews with more focus on external assessment letters. Departmental policy should be amended to clearly state performance expectations for tenured professors and those should be considered in post-tenure review.

Action Items w/ Cost:

- A pay for performance system should be investigated for use for classified staff positions. This system should work within the University's Compensation and Classification system. The research should not involve a cost, but the implementation most likely will.

3. Develop and implement policies that promote a healthy work-life balance

Where we are: – Neither CAES nor UGA have an organization wide work-life balance related policy.

No-Cost Action Items:

- CAES should recognize and encourage the need for positive a work/life balance for all employees. See also Goal 2A Strategy 4.
- A way to begin this process could be:
 - With the assistance of the Ag Business Office, the Dean's Office should create a CAES web page (prominent location and similar to the Dean's Promise) re: the

Dean's/college's position on work/life balance . . . in the context of CAES as an employer of choice. On this site, there should be a section (that changes monthly, quarterly, etc.) that offers tips for improving your "whole" life. This should be a type of "food for thought" feature.

- Provide links from that site to all of the resources UGA and CAES currently offer that contribute to employee health and well-being.
- Announce this information via email (memo, etc.) from the Dean, expressing CAES' commitment to the College being a great place to work, etc.

Action Items w/ Cost:

- Within 6 months CAES should provide a training program for equipping managers/supervisors to be the best they can be in their roles as leaders in the organization. (A great deal of job satisfaction depends on the quality of leadership/supervision in the organization.)

4. Provide appropriate infrastructure, administrative support, opportunities for collaboration, and the time and freedom necessary to create, apply, and communicate new knowledge

A. Provide appropriate **infrastructure** necessary to create, apply and communicate new knowledge. Advances in the importance and relevance of new knowledge across CAES will be much more significant if shared resources are available to all within the college. See also Goal 2A, Strategy 2 and 3 and Team 3, Goal B, Strategies 1 and 2. Emphasis in infrastructure to be developed, enhanced, and maintained over the life of the Strategic Plan include:

Action Items w/ Cost:

- Continued adoption of emerging computer technology to support the creation and dissemination of new knowledge and to facilitate collaboration.
- Continued investment in and adoption of cost efficient distance diagnostics and web-based videoconferencing systems to reduce travel expenses.
- Development of appropriate Smart Phone Apps for broad dissemination of information.
- Continued efforts to optimize the distribution and maintenance of physical space for research, teaching, and education.
- Foster and enhance CAES-Private Industry Interface to aid development and impact of new knowledge created within CAES.

B. Provide appropriate **administrative support** to create, apply, and communicate new knowledge.

Action Items w/ Cost:

CAES will:

- Continue to hire and train professionals within OCTS to enhance necessary expertise
- Support travel regionally, nationally, and internationally
- Enhance the competitiveness of faculty in grantsmanship. (See Team 4, Strategy 2 , Team 4's Appendix C, and Team 6's recommendations).

C. Provide appropriate **opportunities for collaboration** necessary to create, apply, and communicate new knowledge. Although the potential for collaboration may exist in CAES at many levels, such may not be realized because of limited awareness and recognition of shared interests and related efforts. See also Team 2, Strategy 2.

No-Cost Action Items:

CAES will:

- Actively make use of the Faculty Research Expertise Database (FRED) managed by OVRP. This is related to Strategy 3 under Goal 4.
- Create a catalog of Extension expertise at the University of Georgia. CAES should consider using an existing activity reporting system to house these data and faculty expertise data and to generate user interface.
- Create a catalog of specialized equipment and facilities that are available in research and Extension programs at the University of Georgia using UGA's property control information as a starting point.

Action Items w/ Cost:

- CAES should create a position (or charge the Assistant Dean for Research) to explore and identify collaborative opportunities that might otherwise be overlooked within our college and beyond.

D. Provide the appropriate **time and freedom** necessary to create, apply, and communicate new knowledge.

No-Cost Action Items:

CAES will:

- Review policies for “Educational and Professional Leave with Pay” and clearly outline the factors that increase an applicant’s chance to receive such
- Review and policies for “Educational and Professional Leave without Pay” and outline factors as above
- Work to develop policies and guidelines for opportunities creative periods outside the typical work experience, to include “mini sabbaticals” that increase the opportunity to create, apply, and communicate new knowledge without the need for extended time away from the University.

5. Develop and implement a process to identify and attract faculty with strong disciplinary expertise and demonstrated openness to innovation, increase the recruitment and hiring of high performing midcareer faculty and staff, and increase the number of faculty who combine outstanding teaching with world class research

No-Cost Action Items:

- Deans and Department Heads must make conscious decisions to put quality above quantity as it pertains to faculty hires: It is best for the College to have 200 mostly outstanding faculty members than 300 that are mostly average.
- There should be sufficient flexibility in the appointment responsibilities in order to attract faculty with strong disciplinary expertise.
- The ability to attract substantial amounts of external funding should not be a requirement for top faculty hires.

Action Items w/ Cost:

- Adequate financial resources for the search, recruitment, hire, and retention of high-performing faculty members must be provided by the Dean.
- Hire a substantial number of high-performing mid-career professors even at the cost of reducing our faculty size in the long-run.

6. Increase recruitment, hiring, and retention of diverse faculty and staff

Where we are: The College's Office of Diversity Relations has sponsored robust programs over the past decade. Dean Angle has breakfast with new faculty in the college on a monthly basis and receives regular reports from the AG Business Office on new hires in the college. The College historically used a "Request For Approval To Hire In Underrepresented Group" form at the end of the hiring practice, but stopped several years ago. UGA's Equal Opportunity Office has an "EEO/Affirmative Action Policy for Faculty or Administrative Search/Screen Committees". UGA regularly offers a Faculty search Workshop sponsored by UGA EEO, Human Resources, Office of Institutional Diversity, Office of Faculty Affairs, and the Office of International Education.

No-Cost Action Items:

- The Assistant Dean for Diversity and Multicultural Affairs should lead the college's efforts in this area in conjunction with UGA's Office of Institutional Diversity. Other programs of merit and to be considered are UC-Davis, Texas A&M, University of Florida, Cornell University, University of Illinois, University of Minnesota, University of Illinois, University of Wisconsin, and Penn State University. See also Team 1, Strategy 10.
- A Faculty Recruitment Toolkit should be developed similar to the one used by search committees in UGA's Franklin College and be distributed to all Department Heads to be used in the charging of search committees.
- The Assistant Dean for Diversity Relations and the Dean should equip search committees for their mission by being made aware of the EEO responsibilities and the benefits of having a diverse pool of applicants.
- Department and Unit Heads should encourage employees to attend diversity related training and value the experiences received.

Action Items w/ Cost:

- The identifying, attracting, and retention of outstanding underrepresented faculty and staff is the primary responsibility of units, but adequate financial resources for the search, recruitment, hire, and retention of high-performing underrepresented faculty members must be provided by the Dean. Funds should be set aside for the purpose of targeted hires.

- The administration of the College should actively monitor and encourage the Departments and Units to increase diversity in their faculty, staff, and students.

7. Develop college-level strategies that increase the number of special and named professorships

Where we are: Current requirements at the University of Georgia to establish special professorships

Named Dean's Chair- minimum \$5,000,000

These funds recognize the administrative appointment of a Dean for a School or College and provides an unrestricted endowment for this position. The Chair title and endowment is retained with the dean appointment, and is relinquished when the holder no longer serves as dean.

Named Distinguished University Chair- minimum \$2,500,000

These funds provide additional support for a professor's teaching and research, including but not limited to salary supplements, equipment, academic leaves, research assistants, and travel.

Named Chairs - minimum \$1,000,000

These funds provide additional support for a professor's teaching and research, including but not limited to salary supplements, equipment, academic leaves, research assistants, and travel.

Named Distinguished Professorships- minimum \$500,000

Income is used to support the work of a professor in developing courses, strengthening teaching and research, and other professional activities. Funds may be used for salary supplements, equipment, travel, etc.

Named Professorships - minimum \$250,000

Income is used to support the work of a professor in developing courses, strengthening teaching and research, and other professional activities. Funds may also be used for salary supplements, equipment, travel, etc.

Named Fellow - minimum \$100,000

These funds enable the University to provide temporary support (one (1) year) to a person of professorial rank. These funds will go to support the work of Institution Faculty who have made unique contributions to academic life or to knowledge in their academic discipline or who have been selected for teaching excellence.

Current holders of special and named professorships in CAES

<u>Fund Name</u>	<u>Chairholder</u>
Allan M. Armitage Professorship	Search in Progress
Michael A. Dirr Professorship	Search in Progress
Richard B. Russell Professorship in Agriculture	John Bergstrom
GRA Eminent Scholar Chair in Crop Genomics	Steve Knapp
U.H. Davenport Chair in Agricultural Engineering Fund	Sidney Alan Thompson
Distinguished Professorship in Agricultural Marketing	Search in Progress
D. W. Brooks Agricultural Distinguished Professorship Fund	Clifton Baile
Vincent J. Dooley Professorship in Horticulture	Henry Dayton Wilde
GA Power Professorship in Environmental Remediation and Soil Chemistry	Miguel L. Cabrera
Bekkers Professorship in Poultry Science	Search in Progress
Lund Professorship in Urban Entomology and Structural Pest Management, Horace O.	Funding not reached
Athletic Assoc Prof. in Environmental Turfgrass	Search in Progress
GRA Eminent Scholar Chair in Animal Reproductive Physiology	Steven L. Stice
Georgia Power Company Professorship in Water Resources Policy	Mark Risse

2. How does the College of Agricultural and Environmental Sciences Compare:

At the University of Georgia:

College or School	Number of named professorships
--------------------------	---------------------------------------

Franklin College of Arts and Sciences	44
Terry College of Business	30
School of Law	25
<i>College of Agricultural and Environmental Sciences</i>	14
College of Veterinary Medicine	11
College of Education	9
College of Family and Consumer Sciences	9
Grady College of Journalism and Mass Communication	8
School of Public and International Affairs	7
College of Pharmacy	5
College of Public Health	5
College of Environment and Design	4
School of Social Work	4
Warnell School of Forestry and Natural Resources	4
Odum School of Ecology	1

To other land grant agricultural colleges:

This comparison is difficult as the numbers can be misleading due to individual college structures. For example, The College of Agriculture and Life Sciences at Cornell has 26 endowed special professorships/chairs, but the majority (22) of these are in the departments of ecology, neurobiology and behavior, molecular biology and genetics, and the division of nutritional sciences which are part/associated with the College of Agriculture and Life Sciences. In the departments more similar to ones found here in CAES, there are only 4 special professorships. The College of Agriculture and Life Sciences at Cornell like our other sister colleges have initiated programs to increase the number of special professorships. The College of Agriculture and Life Sciences at Cornell has an active campaign to solicit funds for “Faculty Renewal” described as follows:

From an emerging ‘star’ to distinguished senior faculty at other universities, CALS is attracting faculty dedicated to serving the public good. The College of Agriculture and Life Sciences faces an unprecedented number of faculty retirements over the next five years and is proactively hiring to ensure continued excellence in teaching, research, and extension. Faculty Renewal gifts are used to recruit, compensate, and recognize excellent faculty and have a significant impact on the college’s ability to recruit and retain the best faculty in any given discipline.

3. Strategies to increase the number of special professorships and timeline

This really comes down to fundraising. Although the University offers several different layers of special professorships when looking across the entire University the most common category is the named professorship that requires a minimum of \$250,000. The description for this professorship is the same as the other more expensive ones meaning that it can be used for support, salary supplements, travel, equipment, etc. Using the money for a permanent salary supplement would be the most attractive recruitment tool (given the University provided an attractive research start-up package) as emerging innovative faculty and established outstanding faculty are very successful in obtaining support money for their programs through grants and gifts.

No-Cost Action Items:

- While the entire burden could be placed on the college, it would be better to have a collaborative approach between the College and all of the College's Departments as it would allow each department to reap the benefits of its fundraising efforts. This would also help strengthen all of the departments and not exclude any department. Each department could also decide how best to utilize the named professorships to enhance their teaching, research and outreach missions.
- The CAES Office of Advancement and External Affairs should take a leading role in these efforts and Departments should be responsive and supportive to the Office as well. Both groups should be held accountable for their efforts with final oversight by the Dean.

Action items with cost:

- The Office of Advancement and External Affairs will collaborate with each Department to raise the money to support two named professorships within a 5 year period. While individual named professorships are great, finding individual donors to provide support at this effort is extremely difficult. Therefore, the focus needs to be on smaller donations that are combined to create the professorships that would then be given general titles such as the "Alumni Professorship in Animal Science" or Teaching Professorship in Food Science, etc.
- The College should double the number of internally awarded prestigious professorship titles (such as CAES Distinguished Professor of Forensic Entomology) to select mid-career hires even if their salaries are not funded through an external endowment. This would be an important recruitment tool since, for many, there is a substantial intrinsic value in holding such a

title. This is related to the recommendations from Team 3 regarding Focus Areas and Team 4 regarding Basic and Applied Research Programs.

8. Create a college-level system that coordinates faculty nominations for college, university, and national awards and better publicizes faculty achievements

Where we are: – there are both software and business practice systems supporting award nominations and tracking.

1. UGA Level Software System – there is currently an online data storehouse called UGA Faculty Activity Repository. The intent of this system is to collect and store all faculty activity data and generate annual faculty activity reports, tenure promotion documents and other documents to be used as award applications or supporting material for award submission.
2. College Business Practice System - The current business process to encourage award nominations is left to the associate deans, department heads, and general email correspondence from various awarding entities.

No-Cost Action Items:

- This college level reporting system would allow record keeping for faculty and staff awards and accomplishments. Online faculty profiles generated from the system is one way to publicize faculty accomplishments, awards and recognition. In addition, Office of Communications should be able to pull reports/data to generate publication materials.
- The use of the existing submission form titled: “Awards & Honors News Release Form” should be discontinued.
- The Dean’s Office should send a monthly email to Department/Unit Heads asking for details regarding faculty and staff awards and accomplishments.
- Department/Unit Heads should make sure faculty apply for awards.
- Departments/Units should provide administrative support to faculty for award submissions.

2013 WINTER - SUMMER:

- Figure out the best practices for sharing, motivating, and ensuring award application submissions by faculty and staff.
- Identify the award applications to be supported by a college level system

- Identify the elements necessary for a system to generate award application text for faculty
- Decide how data will be entered in the system to fill in the blanks for years past. May need a data entry person or persons to fill the back data that is missing.
- Investigate the utility of the UGA personnel profile system to meet the needs of the college. As of December 2012, the UGA system is under development and the existing UGA FAR will be replaced in the next year or so.

Action Items w/ Cost:

- Based on the information available, we suggest developing a college level system to replace the existing UGA FAR and Extension GaCounts systems.

No-Cost Action Items:

Publicity

- Identify the avenues available and those needed for publicizing faculty and staff award recipients and special accomplishments.

2013 SUMMER – FALL:

- Identify a working team to begin planning for the replacement of UGA FAR and Extension GaCounts with a college level faculty and staff reporting system.
- Award Templates - Identify how award templates will be created, saved, and used that allow faculty to generate applications from the stored data. For instance, are the templates generated at the system administrative level and then made available for all faculty and staff to use. Is this template in a format that will allow faculty to change the format and then save their individual version of the template to use with live data at a later date? How can the generated award application be saved by the user?
- Awards Received – faculty will need to report awards received.
- Awards Received – the data related to awards and accomplishments will need to be accessible by individuals such as the Office of Communications and the Public Affairs Team Leader. What should this process or report from the system look like?

2014 WINTER

- Create instructional materials for the new system.

- Import data from external sources such as GaCounts & UGA FAR

2014 SPRING

- Pilot test system with instruction, research, and extension

2014 FALL

- Roll-out system to entire college
- Generate, from the system, faculty dossier and condensed dossiers to use for award applications

9. Ensure competitive salaries comparable to aspirational universities

No-Cost Action Items:

The CAES Business Office should be tasked to perform an annual salary survey for all employees with the assistance of UGA Human Resources.

The Survey data presented below have been teased out of December 2011 AHA Salary Survey among 13 Ag Schools at State Land Grant Universities. Several of these schools could be considered aspirational to UGA.

School	Number of Ag TT Faculty	School	Mean Salary of Assistant Professor
TAMU	459	VA Tech	\$90,582
Florida	439	N.C. St	\$80,562
N.C. St	406	TAMU	\$80,505
VA Tech	324	Florida	\$79,732
Kentucky	243	Auburn	\$75,953
Miss St	232	Kentucky	\$74,818
Arkansas	203	Tennessee	\$74,803
Georgia	198	Miss St	\$74,655
LSU	191	Georgia	\$74,138
Auburn	187	LSU	\$74,094
Oklahoma St	176	Arkansas	\$73,998
Tennessee	167	Oklahoma St	\$72,818
Clemson	149	Clemson	\$70,186
Min	149	Min	\$70,186
Max	459	Max	\$90,582
Avg	260	Avg	\$76,680
UGA Rank: 8 th of 13 UGA: 62 faculty below avg. UGA: 261 below the largest TAMU		UGA Rank: 9 th of 13 UGA: \$2,542 below the avg. UGA: \$16,444 less than #1 VA Tech	
School	Mean Salary of Associate	School	Mean Salary of Full

	Professor		Professor
VA Tech	\$101,747	VA Tech	\$127,427
N.C. St	\$95,792	N.C. St	\$125,861
TAMU	\$91,827	TAMU	\$122,522
Auburn	\$91,005	Florida	\$121,984
Florida	\$89,333	Auburn	\$116,881
Tennessee	\$88,616	Arkansas	\$111,366
Georgia	\$86,933	Tennessee	\$110,151
Kentucky	\$85,375	Kentucky	\$109,859
Arkansas	\$82,847	Georgia	\$107,007
Oklahoma St	\$82,078	Oklahoma St	\$106,483
LSU	\$81,998	Clemson	\$101,887
Miss St	\$81,900	LSU	\$98,107
Clemson	\$76,905	Miss St	\$93,035
Min	\$76,905	Min	\$93,035
Max	\$101,747	Max	\$127,427
Avg	\$87,412	Avg	\$111,736
UGA Rank: 7 th of 13 UGA: \$479 below the avg. UGA: \$14,814 less than #1 VA Tech		UGA Rank: 9 th of 13 UGA: \$4,729 below the avg. UGA: \$20,420 less than #1 VA Tech	

School	Median Salary-All TT Ranks	School	Mean Salary for County Agents- Bachelors	School	Mean Salary for County Agents- Masters
VA Tech	\$102,957				
Arkansas	\$96,159				
Auburn	\$96,046				
TAMU	\$95,000				
Tennessee	\$92,749				
N.C. St	\$91,447				
Kentucky	\$91,428				
Georgia	\$91,224				
Oklahoma St	\$88,594				
Florida	\$88,577				
LSU	\$85,488				
Miss St	\$82,889				
Clemson	\$81,772				
Min	\$81,772				
Max	\$102,957				
Avg	\$91,102				
UGA Rank: 8 th of 13 UGA: \$122 above the avg. UGA: \$11,733 less than #1 VA Tech					

Georgia	\$36,000	Florida	\$42,000
Florida	\$35,000	Georgia	\$40,000
LSU	\$34,000	N.C. St	\$38,124
Miss St	\$33,000	Arkansas	\$38,000
VA Tech	\$33,000	LSU	\$38,000
N.C. St	\$32,807	Miss St	\$38,000
Clemson	\$32,500	Auburn	\$36,000
Oklahoma St	\$32,500	Kentucky	\$36,000
Auburn	\$32,000	VA Tech	\$36,000
Kentucky	\$32,000	Oklahoma St	\$35,500
TAMU	\$31,000	Clemson	\$35,000
Arkansas	\$30,000	TAMU	\$35,000
Tennessee	\$28,561	Tennessee	\$32,500
Min	\$28,561	Min	\$32,500
Max	\$36,000	Max	\$42,000
Avg	\$32,490	Avg	\$36,933
UGA Rank: 1 st of 13 UGA: \$3,510 above the avg.		UGA Rank: 2 nd of 13 UGA: \$3,067 above the avg UGA: \$2,000 less than #1 Florida	

Action Items w/ Cost:

- CAES should strive to have competitive salaries for staff and tenure track faculty.

Accomplishments or completion of goals to date:

The Ag Business Office field tested UGA's iPAWS system online Performance Evaluation for 2012 annual staff evaluations. It was viewed to be no more effective or helpful than the University's existing forms and procedures.