Changes of Note

Public Service and Outreach Academic Rank
Guidelines for Appointments and Promotions
Revision March 2015

PART I: Career Ladder Philosophy for Public Service and Outreach Faculty

Page 2 – Career Tracks – Paragraph 3
Since there are many functions common to both academic faculty and public service and outreach faculty, the traditional academic rank career ladder, with some adaptations of criteria, may be appropriate to meet the needs of some public service and outreach faculty. This is particularly true when appointments are in departments of degree-granting schools and colleges. (See The University of Georgia—Guidelines for Appointment, Promotion and Tenure, Second Edition: 1981; Revised: 1988, 1995, 2004, 2006, 2007, 2010, 2011, 2014.)

Pages 3-6 – Definitions and Requirements of Public Service and Outreach Rank
The public service and outreach career ladder is composed of a provisional faculty position, Public Service Professional, and four categories of public service faculty rank: Public Service Representative, Public Service Assistant, Public Service Associate, and Senior Public Service Associate.

The following guidelines are for the provisional faculty position, Public Service Professional, and explain the requirements. This position was created on July 1, 2015.

A. Public Service Professional
   1. This position is reserved for individuals who demonstrate promise for excellence in their geographic work assignment, but lack sufficient professional body of work and/or an advanced degree in an appropriate disciplinary field for appointment to public service assistant faculty rank.
   2. Once an advanced degree is earned, the candidate may apply for a public service assistant faculty position through the current appointment process (see “Appointment and Promotion upon Receiving an Advanced Degree” on page 12).
   3. If lacking an advanced degree, a minimum of three years (counted from the date of hire) as a public service professional is required before appointment consideration to public service assistant. Significant progress of accomplishments must be documented showing clear and convincing evidence of moving toward excellence in the criteria appropriate to the work assignments. (See Note 1 on page 5.)
   4. A review must occur in the employee’s sixth year as a public service professional (counted from the date of hire) to determine status for possible faculty appointment or for counted employment as a public service professional. (See Note 1 on page 5.)

The following guidelines are for each public service faculty rank and explain the requirements.

A. Public Service Representative
   1. This title is reserved for those individuals who already hold this rank. (As of July 1, 2015, no new appointments are made at the public service representative rank.)
   2. Competency should be supported through academic preparation and/or experience appropriate to the duties and requirements of the position.
   3. Faculty members who rank as public service representatives usually do not have advanced degrees in their fields. (Once an appropriate advanced degree is earned, the candidate may apply for a public service assistant promotion.) (See “Appointment and Promotion upon Receiving an Advanced Degree” on page 12.)
   4. If lacking an advanced degree, a minimum of three years as a public service representative is required before promotion consideration to public service assistant. Significant progress of accomplishments must be documented showing clear and convincing evidence of moving toward excellence in the criteria appropriate to the work assignments.

B. Public Service Assistant
   1. As of July 1, 2015, the rank of public service assistant will be the sole entry level public service faculty rank. This rank is comparable to that of assistant professor.
2. Competency should be supported through academic preparation and/or experience appropriate to the duties and requirements of the position.
3. An advanced degree is expected. (See Note 2 on page 5.)
4. For those persons seeking promotion to public service assistant, a documented record of consistent productivity of superior quality and demonstrated impact is required.

C. **Public Service Associate**
1. This rank is comparable to that of associate professor.
2. Competency should be demonstrated by academic preparation and/or experience in a field appropriate to the duties of the position.
3. A terminal degree is expected. (See Note 3 on pages 5-6.)
4. A documented record of consistent productivity of superior quality and demonstrated impact is required.
5. Tangible evidence of contributions to the body of knowledge or practice in his/her chosen field is required. (See Note 4 on page 6.)
6. A documented record of collaboration with another public service and outreach unit and/or academic department at an accredited institution of higher education is required, clearly specifying the level of the candidate’s contribution.
7. 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.)
8. A documented record of professional growth and development is required.
9. 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).

D. **Senior Public Service Associate**
1. This rank is comparable to that of professor.
2. Competency should be supported by academic preparation and/or experience in a field appropriate to the duties of the position.
3. A terminal degree is expected. (See Note 3 on page 5.)
4. A documented record of consistent productivity of superior quality and demonstrated impact is required.
5. Tangible evidence of contributions to the body of knowledge or practice in his/her chosen field is required. (See Note 4 on page 6.)
6. A documented record of collaboration with another public service and outreach unit and another academic department at an accredited institution of higher education is required, clearly specifying the level of the candidate’s contribution.
7. Distinguished reputation as a national and/or international leader in his/her chosen field is required.
8. A documented record of professional growth and development is required.
9. 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).

**Note 1:** Public Service Professional is a public service provisional faculty position for highly qualified individuals who are expected to move into a public service faculty role after completion of the appropriate degree and/or showing clear and convincing evidence of moving toward excellence in the criteria appropriate to the work assignments. If lacking an advanced degree, a minimum of three years (counted from the date of hire) as a public service professional is required before appointment consideration to public service assistant.

To assure appropriate progress in this position, a review must occur in the employee’s sixth year (counted from the date of hire) to determine status for possible faculty appointment or for continued employment as a public service professional.

The review process for all public service professionals is the same as the public service promotion process outlined on pages 11-18 and will determine eligibility for appointment to public service assistant. This process requires a full, professional dossier and approved reviews at the college/unit level and university level. Once final approvals are obtained for faculty eligibility, a faculty appointment packet must be completed and sent to Faculty Affairs by the first day of April for processing and President’s approval to take effect July 1. If the decision for appointment to public service assistant is not rendered, the Director/Dean may decide to continue the position as a public service professional for a total of 10 years from the date of hire.

**Note 2:** Based on Southern Association of Colleges and Schools Commission on Colleges (SACS) standards, faculty appointments require the master’s degree or higher as a minimum expectation, unless there is strong justification with documentation of an extensive professional background.
Note 3: The terminal degree is the highest degree offered within a discipline. Some individuals, by virtue of their independent study, experience, and level of performance, have accomplished far more than their level of formal education would lead one to expect. In these exceptional cases, provisions may be made to allow them to be hired and promoted to levels of rank and authority commensurate with their talents. It is for these reasons that the requirement for a terminal degree is not an absolute “must.”

However, for public service and outreach rank to be meaningful and worthy of recognition, consistently high standards for promotion must be maintained. When a candidate lacks a terminal degree, the primary basis of the decision must be the performance of the candidate and the particular skills that he/she brings to the institution. Consequently, the skill levels and the quality of past performance must be of such merit that the candidate has earned at least regional recognition among professional colleagues for the rank of public service associate and national recognition in the case of senior public service associate. The Dean/Director’s letter should **must** state the appropriate terminal degree for the discipline and that the candidate is asking for promotion without the terminal degree and provide the rationale for making this exception.

Note 4: Academic-based public service work requires the creation of new processes and programs that are grounded in the concepts and methods of recognized disciplines, professions, and interdisciplinary fields. As such, this work is expected to be shared with colleagues and constituents for discussion, critique, and use. Knowledge dissemination ultimately assures that new information is communicated to broader audiences and updated approaches are added to fields of study and practice.

A level of tangible evidence of contributions to the body of knowledge or practice is expected for public service associates and senior public service associates commensurate with rank. For public service associates, evidence should help define the candidate’s emerging stature as a regional or national authority; and, for senior public service associates, outcomes should indicate national or international recognition in their fields.

Examples include, but are not limited to, jointly or individually published abstracts, papers, books, technical manuals, policy notes, monographs, or case-reports; invited presentations at regional or national meetings; poster presentations; association honors, awards, fellowships; evidence of candidate’s work that has been referenced in the published literature or adopted outside his/her geographic work area; serving as a reviewer or guest editor for peer-reviewed journal; authoring or co-authoring conference proceedings or white-papers; serving as a regional or national consultant or on a review panel; participating as a discussant or expert authority for regional and national forums; developing electronic programs or websites that have been routinely accessed; evidence of candidate’s work picked up by regional or national press.

PART II

Page 7 – General Categories of Public Service and Outreach Faculty Functions – Paragraph 1
All faculty positions in public service and outreach require significant contribution and demonstrated impact in one or more of the three general functions described below:

PART IV: The Promotion Process

Page 11 – Introduction – Paragraph 1
Each candidate for promotion will be judged on the basis of his/her superior accomplishment of assigned and budgeted duties that go beyond what would normally be acceptable performance and contribution to the reputation of the University and public service and outreach. Thus, each nomination must be accompanied by a complete job description that outlines the general duties involved in the budgeted position. It may prove helpful in establishing the position’s public service and outreach function to refer to the general categories of public service and outreach faculty functions on page 7.

Pages 11-12 – Minimum Years in Rank
Under normal circumstances, the minimum time in rank for 12-month, full time public service candidates to advance in rank is listed in the chart below. Minimum time in rank is counted from the date of the candidate’s appointment or last promotion and includes the current year. Although appointments may occur throughout the year, all promotions take effect on the first day of July following all deliberations and approvals. This guideline does not prohibit the earlier promotion of a candidate of outstanding merit, but it does indicate that only especially meritorious candidates should be recommended for promotion within shorter periods.

If the candidate is asking for an early promotion, the dossier should clearly reflect that point. The Dean/Director’s letter must clearly state that the candidate is asking for early promotion and provide the rationale for supporting early promotion.
Page 12 – Advancement in Rank and Minimum Years in Current Rank

<table>
<thead>
<tr>
<th>Promotion/Transition</th>
<th>Term</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public Service Professional to Public Service Assistant</td>
<td>Appointment</td>
</tr>
<tr>
<td>Public Service Representative to Public Service Assistant</td>
<td>Promotion</td>
</tr>
<tr>
<td>Public Service Assistant to Public Service Associate</td>
<td>Promotion</td>
</tr>
<tr>
<td>Public Service Associate to Senior Public Service Associate</td>
<td>Promotion</td>
</tr>
</tbody>
</table>

Page 12 – Public Service and Outreach Academic Rank

The requirements for the academic ranks of public service representative, public service assistant, public service associate, and senior public service associate are outlined on pages 3–5.

Page 12 – Limited-Term Public Service Faculty

Upon appointment to the public service faculty rank, a candidate may count time and accomplishments while serving in a limited-term faculty position provided that the duties performed in the limited-term capacity were equivalent. The Dean/Director's letter must clearly state that the candidate served as a limited-term public service faculty member for a certain period of time during which the duties performed were equivalent to those duties performed by a public service faculty member.

Pages 12-13 – Appointment and Promotion upon Receiving an Advanced Degree

An advanced degree is expected for public service assistants and a terminal degree is expected for public service associates and senior public service associates. When public service professionals, who lacked an advanced degree, receive an advanced degree from an accredited institution, the candidate may apply for a public service faculty position through the faculty appointment process. When public service representatives, who lacked an advanced degree, receive an advanced degree (but not a terminal degree) from an accredited institution, the candidate may apply for public service assistant faculty promotion during the next promotion cycle, requiring a full promotion dossier.

Once a public service representative who lacked a terminal degree receives a terminal degree from an accredited institution, the dean/director will make a recommendation for promotion to the rank of public service assistant. This recommendation must be accompanied by the “Recommendation for Promotion Form” and “Summary Narrative” forms and forwarded to the Vice President for Public Service and Outreach within the normal time frame for consideration during the normal public service and outreach faculty promotion process. (See pages 20–21.) No dossier is required in this instance. After the customary administrative review within the university, the recommendation will be forwarded to the President for consideration of approval.

Pages 13-14 – Promotion Procedures for Public Service and Outreach Faculty

Promotion recommendations originate in the public service and outreach administrative unit to which the candidate is assigned. It is expected that each unit or college establish its own procedures for providing guidance on dossier preparation and assuring equitable promotion deliberations and voting processes, while adhering to the guidelines set forth in Guidelines for Appointments and Promotion (Revised January 2015). Promotion dossiers are subject to two or three levels of review. A first review and vote may take place at a department or district level and forwarded to a college or unit committee for deliberation and vote. Alternatively, the process may begin at the college/unit level as the first level of deliberation and vote. After college/unit vote, the dossier is reviewed at the university level for recommendation to the Vice President for Public Service and Outreach.

The dean/director/department head shall meet with and charge the unit’s public service faculty members who are at or above each candidate’s proposed rank to thoroughly discuss candidates for promotion and appoint a chair who will oversee the appointment process. Public service and outreach faculty who participate in the promotion process (i.e., voting, deliberation, etc.) shall be familiar with the Guidelines for Appointments and Promotion (Revised January 2015). These public service members shall make a recommendation by written ballot on each candidate, and the record of the vote on each candidate shall be made part of his/her promotion dossier. Votes require a simple majority. Tie votes are interpreted as negative. After the vote is taken, one or more committee members may file a minority report within 48 hours of committee decision for inclusion in the dossier’s succeeding reviews. In cases when the dean/director/department head’s recommendation is contrary to the vote of the college/unit committee, a full explanation of this recommendation should be included in the transmittal letter.
In those instances where there are less than three public service faculty members at or above the candidate’s proposed rank available in a unit, the dean/director/department head will ask the Vice President for Public Service and Outreach to appoint a committee of public service faculty from outside the unit. In cases where there are no eligible public service faculty available in the unit, the dean/director/department head can appoint an ad hoc non-voting member to serve during the committee’s deliberations to clarify the candidate’s role and contributions to the department/college/unit in relationship to the promotion expectations.

For candidates who were nominated but not promoted the previous year, appropriate documentation may be reused, but new material, including additional letters, is expected.

**Pages 14-16 – Dossier for Promotion**

The dean/director/department head of the University unit shall forward to the Vice President for Public Service and Outreach one (1) original hardcopy and an electronic copy of the dossier on a USB flash drive in PDF format (separated into six sections: Sections A through D as a searchable PDF; and Sections E and F as non-searchable PDFs). The dossier shall contain the following information:

**Section A (searchable PDF).** A cover letter from the dean/director/department head that contains the following information, referring to dossier documentation as applicable:

1. The scope and quality of the candidate’s job performance for the budgeted position (as detailed in the job description) held during the evaluative period under consideration for this promotion. The letter must indicate an outstanding performance in the assigned position by evaluating the quality, quantity, and creativity of the candidate’s performance. (See pages 10-11.)
2. The candidate’s contributions to his/her profession. In particular, as the individual advances to the senior levels, the unit dean/director/department head must evaluate critically these contributions compared with those of distinguished colleagues in the field, both at other comparable institutions and locally. Solicited letters may be used in this latter evaluation and should be referenced in the cover letter.
3. The candidate’s involvement with university service and/or public service and outreach within the community where he/she resides.
4. An assessment of the candidate’s future potential, both in performance and in potential for the next step in rank, if applicable.
5. If the candidate lacks a terminal degree, is applying for early promotion, or has served as limited-term public service faculty, please refer to pages 5-7 and 12, respectively.

This cover letter is the capstone document and a major element of the promotion package. Its contents are very carefully assessed by the reviewers and evaluating authorities.

In the case in which the candidate has served a significant amount of time under two deans/directors/department heads or reports to two units, it is appropriate to send two cover letters or one letter that is co-signed.

**Section B (searchable PDF).** A curriculum vitae summarizing biographical, personal, and professional data for the candidate’s entire career in reverse chronological order. This document should include a complete list of the publications of the candidate, including journal articles, books, monographs, bulletins, and others. In addition, the vitae may include (as appropriate) a list of honors, awards, conference presentations, invited lectures and papers, exhibitions, displays, prizes, grants and contracts, consultancies, and any other information that reflects the candidate’s professional achievements.

**Section C (searchable PDF).** A complete job description stating the full scope of the candidate’s responsibilities. The job description should include, at a minimum, the following three sections: Academic Preparation and Experience, Responsibilities and Assigned Geographic Work Area, and Required Skills and Attributes. The more realistic—and the less idealistic—the components of the job description, the easier it will be for the review committees to determine the degree to which the candidate meets or exceeds these expectations. **The job description should be no more than three pages.**

**Section D (searchable PDF narrative/non-searchable supporting materials).** A thorough documentation of the superior achievements of the candidate in his/her job assignment, not to exceed 30 pages including supporting materials. Emphasis in this section should be on the candidate’s achievements since appointed/promoted to present rank. References to supporting evidence should be made when appropriate. This documentation must clearly demonstrate outstanding contribution to the unit/organization and impact of the outreach work.
The documentation should emphasize the impact, results, and outcomes of the work rather than the quantity of products, the number of repetitions of a specific program, the number of participants, or the number of booklets distributed as examples. If problem complexity was an issue, it should be identified, as should the importance of the work to society in general or the client group in particular. Where possible, the evidence should include evaluations of the candidate’s work by peers, participants, clients, supervisors, and other reliable evaluators. Where collaborative professional efforts are involved, the nature and level of the candidate’s contribution must be specified. The absence of such an assessment is often interpreted as an indication that the candidate’s contribution was a minor one.

Section E (non-searchable PDF). Letters of Evaluation. The nomination of a candidate should be supported by letters from no more than five authorities who can provide a critical and detailed evaluation of the candidate. Candidates for public service associate and senior public service associate should strongly consider including letters from regional, national, and/or international authorities. The unit dean/director/department head should make the request for such letters. A suggested form may be found on page 19.

These letters are extremely important. They often make the difference between success and failure of a promotion recommendation. Each letter should not merely be supportive; it must be critically evaluative and analytical, discussing the impacts of the candidate’s contributions and/or work. One sample letter sent by the director to the evaluators should be included in the same section of the dossier as the letters of evaluation. A short paragraph about each authority and his/her reputation in his/her respective field should also be included. Letters of Evaluation should be written on letterhead with an original signature, and may be mailed or sent by e-mail as a scanned attachment.

Section F (non-searchable PDF). The completed “Recommendation for Promotion Form” and “Summary Narrative” forms are required by the UGA Office of Faculty Affairs. These forms should be downloaded from the UGA Public Service and Outreach website at:


The years of rank and years at the institution should include the current academic year. Pages 22–23 specify the documentation to be summarized and a format to be used. These forms should not exceed two pages in total length.

Page 16 – Advisory Committee – Paragraph 1
The Vice President for Public Service and Outreach may appoint one or more public service and outreach advisory committees, made up of a diverse group of public service faculty to review promotion nominations and to provide recommendations. Deans/directors/department heads may be requested by the Vice President for Public Service and Outreach to furnish lists of highly competent individuals of equal or higher rank who are appropriate for such service. Committees should reflect diversity of public service activities and programs. Committee members may elect their own chair, or the Vice President may appoint the chair. The advisory committee may appoint ad hoc subcommittees to evaluate individual nominations. It is not the primary purpose of the members of an advisory committee to serve as experts in all of the functions exercised by candidates under consideration.

Page 17 – Guidelines for Deliberations – Section B
B. Lack of a terminal degree. See Note3 on pages 5-6.

Page 18 – Appeal Procedure
Negative recommendations for promotion at the university level may be appealed. Appeal requests must be in writing in the form of a letter submitted by the dean/director/department head of the nominating unit and addressed to the Vice President for Public Service and Outreach within seven days after notification of the negative recommendation.

The dean/director/department head’s appeal request should include a detailed explanation of the relevant circumstances and/or reasons justifying the reconsideration. Reasons for appeal must be based on the original dossier materials and may reference evidence or content within the dossier packet that the dean/director/department head believes may have been overlooked or undervalued by the committee and/or perceived procedural irregularities that may have affected the dossier’s review. This letter of request is the only new information allowed in the appeals process. It is not the purpose of the letter to introduce new information.

The appeal will be submitted to a separate committee composed of senior public service associates, who will critically analyze the promotion materials relative to the university committee’s vote to determine if there are stark and substantial grounds for disagreement with the original decision. The reappraisal will be submitted to the Vice President for Public Service and Outreach for final approval.
Unit/department reviews and appeals are to be handled at the unit/department level.

**Part V: Forms and Guidelines**

**Page 21 – Summary Narrative**

*Since Last Promotion or Appointment*

*(This form cannot exceed one page).*

1. Budgeted and assigned duties *(including geographic work area)*:
2. Professional achievements:
3. Publications, awards, honors, contracts and grants:
4. Other *(including university service, formal instruction, research, and/or significant community service)*:

**Page 22 – Dossier Preparation Guidelines**

While each nominee and his/her dean/director/department head are free to handle the form of documentation in the most suitable way, proper packaging of the dossier is expected.

**Pages 22-23 – Submitting the Dossier**

All written materials and summaries should be loose-leaf bound, including the cover letter from the official initiating the nomination. Please see page limits for Sections C, D, and F on pages 15 and 16.

Use “clear view” binder—loose-leaf, 3-ring, 11” by 8½” with 1½” capacity—NO D-Rings. Inside the clear front cover of the binder, there should be a white sheet with the following information:

<table>
<thead>
<tr>
<th>Full Official Name of Candidate</th>
</tr>
</thead>
<tbody>
<tr>
<td>College &amp; Administrative Unit</td>
</tr>
<tr>
<td>Recommended for Promotion Rank of:</td>
</tr>
<tr>
<td>Current Rank:</td>
</tr>
<tr>
<td>Official Date of Last Promotion:</td>
</tr>
</tbody>
</table>

This same information should be placed on the spine of the binder.

The dossier, including support material, should be confined to the one 1½” dossier notebook. If the committee desires to review additional support material, the candidate will be notified. It is a good idea to prepare all support material just in case the committee makes such a request.

A. The first page of the dossier should indicate the full name of the candidate, followed by a detailed Table of Contents with page numbers so that readers can locate items easily.

B. The materials should be organized and clearly labeled according to the categories used for documentation. Unit deans/directors/department heads are reminded again that the emphasis throughout the dossier is on quality over quantity. Those who review promotion materials at the unit level should be especially careful that the dossier is not packed with unnecessary materials.

C. Identification tabs should be attached to a separate sheet at the beginning of each category (Example: A., B., etc.).

D. Plastic sleeves should be reserved for sensitive/delicate materials.

E. Format for the electronic copy of the dossier will be submitted on a USB flash drive in six PDF files:
   - Section A (searchable PDF) should consist of Cover, Table of Contents, and Cover Letter
   - Section B (searchable PDF) should consist of Curriculum Vitae
   - Section C (searchable PDF) should consist of Job Description
   - Section D (searchable PDF narrative/non-searchable supporting materials) should consist of Documentation of Achievements
   - Section E (non-searchable PDF) should consist of Letters of Evaluation
   - Section F (non-searchable PDF) should consist of Recommendation for Promotion Form and Summary Narrative

**Page 23 – Dossier Contents:**

COVER (see page 22)

TABLE OF CONTENTS (see page 14)
SECTION A: COVER LETTER (see page 14)
SECTION B: CURRICULUM VITAE (see pages 14-15)
SECTION C: JOB DESCRIPTION (3-page maximum—see page 15)
SECTION D: DOCUMENTATION OF ACHIEVEMENTS (30-page maximum—see page 15)
   D-1 Documentation of Achievements
   D-2 Supporting Evidence
SECTION E: LETTERS OF EVALUATION (see pages 15-16)
   E-1 References of Letters of Evaluation
   E-2 Sample Letter for Use in Requesting Evaluation of Candidate (see page 19)
E-3 Letters of Evaluation
SECTION F: RECOMMENDATION FOR PROMOTION FORM and SUMMARY NARRATIVE (one-page maximum for each document—see pages 20 and 21)

Page 24 – AD HOC COMMITTEE
The Ad Hoc Committee to advise the Vice President for Public Service and Outreach on the revisions of the Public Service and Outreach Academic Rank Guidelines for Appointments and Promotion consisted of the following UGA public service and outreach faculty:

SUSAN ALLEN, Public Service Associate, Georgia Center for Continuing Education

ERIC BONAPARTE, Senior Public Service Associate, Small Business Development Center

PAUL BROOKS, Senior Public Service Associate, Associate Vice President, Office of the Vice President for Public Service and Outreach

SUE CHAPMAN, Senior Public Service Associate, Coordinator of Operations, Archway Partnership

WES CLARKE, Public Service Associate, Carl Vinson Institute of Government

L. STEVEN DEMPSEY, Senior Public Service Associate, Associate Vice President, Office of the Vice President for Public Service and Outreach

MARITZA SOTO KEEN, Public Service Associate, J. W. Fanning Institute for Leadership Development

LISA LIGUORI, Public Service Associate, Marine Extension Service

GREG PRICE, Senior Public Service Associate, College of Agricultural and Environmental Sciences, Cooperative Extension

JANET VALENTE, Public Service Associate, College of Family and Consumer Sciences

Page 25 – PUBLIC SERVICE FACULTY LINE WORKING GROUP
The Public Service Faculty Line Working Group consisted of the following UGA Public Service and Outreach faculty:

LORI BLEDSOE, Senior Public Service Associate, Program Development Coordinator, College of Agricultural and Environmental Sciences, Cooperative Extension

PAUL BROOKS, Senior Public Service Associate, Associate Vice President, Office of the Vice President for Public Service and Outreach

WILLIAM CHEESBOROUGH, Director of Finance and Administration, College of Agricultural and Environmental Sciences

L. STEVEN DEMPSEY, Senior Public Service Associate, Associate Vice President, Office of the Vice President for Public Service and Outreach

DEBORAH GAUSVIK, Employee Relations and Benefits Coordinator, College of Agricultural and Environmental Sciences, Cooperative Extension
JUDY HIBBS, Senior Public Service Associate, Nutrition Education Coordinator, College of Family and Consumer Sciences

GWEN MOSS, Assistant Vice President for Fiscal Affairs, Office of the Vice President for Public Service and Outreach

DEBORAH MURRAY, Senior Public Service Associate, Associate Dean for Extension and Outreach, College of Family and Consumer Sciences

GREG PRICE, Senior Public Service Associate, Director of Extension County Operations, College of Agricultural and Environmental Sciences

JAYNE SMITH, Director of Faculty Affairs, Office of the Provost

ROBERT SMITH, Senior Public Service Associate, Program District Coordinator, College of Agricultural and Environmental Sciences