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Faculty Handbook

Georgia Southern University

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Georgia Southern

Faculty
Handbook
2007-2008

Published by
The Office of the Provost and Vice President for Academic Affairs
P.O. Box 8022
Statesboro, Georgia 30460-8022
(912) 681-5258
University web address: <http://www.georgiasouthern.edu>
Academic Affairs web address:
<http://academics.georgiasouthern.edu/provost/>

How to Use This *Handbook*

The *2007-2008 Faculty Handbook* describes some of the distinguishing aspects of Georgia Southern University and has been revised for your convenience and reference. Throughout this book, the term "department chair" may generally be read to include school directors and school chairs. For the most current information about policies and issues pertaining to Georgia Southern faculty, please visit the University's web site at <http://www.georgiasouthern.edu> or the Academic Affairs web site at <http://academics.georgiasouthern.edu/provost/>.

While the *Handbook* conveys information about policies and procedures under which we operate at Georgia Southern, the *Handbook* should not be considered an official publication of the Board of Regents of the University System of Georgia, nor should it be construed as the basis of a contract between the faculty member and the institution. In case, of any divergence from or conflict with the *Bylaws* or policies of the Board of Regents, the official *Bylaws* and policies of the Board of Regents shall prevail. Changes or corrections should be sent to Dr. Amy Heaston, Associate Provost, P.O. Box 8022, or via electronic mail, aheaston@georgiasouthern.edu.



**GEORGIA
SOUTHERN
UNIVERSITY**

**OFFICE OF THE PROVOST AND
VICE PRESIDENT FOR ACADEMIC AFFAIRS**

POST OFFICE BOX 8022
STATESBORO, GA 30460-8022
PHONE (912) 681-5258 • FAX (912) 681-5279

August 1, 2007

Dear Faculty:

Welcome to our 2007–2008 academic year! During the forthcoming academic year, Georgia Southern continues to celebrate its history, marking 100 years of academic excellence in educating our students. For those who are not familiar with our history, Emeritus Professor Del Presley has written a wonderful book to commemorate our centennial celebration—*The Southern Century: Georgia Southern University 1906-2006*. I encourage you to pick up a copy.

This fall we welcome 88 outstanding, tenure-track faculty and administrators who are beginning academic appointments at Georgia Southern. It is largely through your recruitment efforts that these new faculty join our ranks. Thank you. Please help us welcome this new group to campus and help them transition to life at Georgia Southern and continue to develop professionally.

This year, we continue to build on progress made during the past year. For example, we will be implementing the First Year Experience Task Force recommendations to enhance students' overall First Year Experience. These recommendations include *Conversations with Professors*—in which many of you may be involved. Again, thank you for your willingness to participate in such important activities. Perhaps most notably, beginning in Fall 2007, we will offer two new doctoral programs—the Doctor of Psychology in Clinical Psychology (PsyD) and the Doctor of Public Health (DrPH). In addition, we will continue to explore what the Carnegie Foundation for the Advancement of Teaching designation as a Doctoral/Research institution means for Georgia Southern. Finally, we continue to implement our Quality Enhancement Plan in preparation for our five year report to the Southern Association for Colleges and Schools next year. Pursuing each of these traditions helps us to achieve our central, strategic goal of academic distinction.

I look forward to another exciting and eventful year. Thank you for providing me the opportunity to work with you.

Sincerely,

Linda M. Bleicken
Provost and Vice President for Academic Affairs

101 Mission

Georgia Southern University is a public comprehensive university devoted to academic distinction in teaching, scholarship, and service. The University's hallmark is a culture of engagement that bridges theory with practice, extends the learning environment beyond the classroom, and promotes student growth and life success. Georgia Southern's nationally accredited academic programs in the liberal arts, sciences, and professional studies prepare a diverse and select undergraduate and graduate student population for leadership and service as world citizens. Faculty, staff, and students embrace core values expressed through integrity, civility, kindness, collaboration, and a commitment to lifelong learning, wellness, and social responsibility.

Central to the University's mission is the faculty's dedication to excellence in teaching and the development of a fertile learning environment exemplified by a free exchange of ideas, high academic expectations, and individual responsibility for academic achievement. Georgia Southern faculty are teacher-scholars whose primary responsibility is the creation of learning experiences of the highest quality, informed by scholarly practice, research, and creative activities. The University offers a student-centered environment enhanced by technology, transcultural experiences, private and public partnerships, and stewardship of a safe residential campus recognized for its natural beauty.

Georgia Southern University is committed to advancing the State of Georgia and the region through the benefits of higher education, offering baccalaureate through doctoral degrees and a variety of outreach programs. The University fosters access to its educational programs, provides a comprehensive and fulfilling university experience, and enhances quality of life in the region through collaborative relationships supporting education, health care and human services, cultural experiences, scientific and technological advancement, athletics, and regional development.

Approved by the Board of Regents, June 2004.

102 Protected Rights Issues/Institutional Compliance

102.01 Reaffirmation of the University's Affirmative Action and Equal Opportunity Policy

It continues to be the policy of Georgia Southern University to implement affirmative equal opportunity to all employees, students, applicants for employment or admission, and participants in any of the University's programs without regard to race, color, sex, sexual orientation, national origin, religion, age, veteran status, political affiliation, or disability. Georgia Southern University is committed to the fulfillment of this policy which prohibits any employee, student, or patron from unlawfully harassing, threatening, or physically or verbally abusing another individual with the intent of unreasonably interfering with that person's work or academic performance or of creating an intimidating, hostile, or offensive work or academic environment.

As an equal opportunity institution, Georgia Southern University is committed to nondiscriminatory practices consistent with federal and state requirements and objectives, including *Executive Order 11246*, as amended, *Titles VI and VII of the Civil Rights Act of 1964*, *Title IX of the Education Amendments of 1972*, *The Age Discrimination in Employment Act of 1974*, *Vietnam Era Veterans' Readjustment Act of 1974*, as amended, *Sections 503 and 504 of the Rehabilitation Act of 1973*, and the *Americans with Disabilities Act of 1990*, and their implementing regulations.

Responsibility for ensuring continued implementation of this policy has been assigned to the Office of Diversity Services. Any questions regarding the University's policy of equal opportunity should be addressed to the Director at 681-5136 or TDD: 681-0273.

In compliance with the regulations listed above, Georgia Southern University does not discriminate against any employee, student, applicant for employment, or applicant for admission in regard to any position for which the individual is qualified.

Georgia Southern University will provide reasonable accommodation to all employees, applicants for employment, students, and patrons who have physical and mental disabilities. Georgia Southern University will take affirmative action to employ and advance in employment persons who are qualified disabled veterans, veterans of the Vietnam Era, or other covered veterans.

All university employees are expected to comply with the institution's affirmative equal opportunity policy and practices and to demonstrate commitment to the University's affirmative equal opportunity objectives. All members of the staff, faculty, and student body are expected to embrace this policy and ensure that the institution's commitment to nondiscrimination is followed and upheld. A copy of the University's *Affirmative Action Program* is available for inspection in the Office of Diversity Services (Room 1066 of the Rosenwald Building) and at the reference desk of the Henderson Library.

For more information about the procedures for reporting discrimination, contact the Office of Diversity Services at 681-5136 or TDD: 681-0273.

102.02 Georgia Southern University Policy Prohibiting Sexual Harassment

Sexual harassment is a form of unlawful discrimination. It violates federal and state laws, and Board of Regents' policies, which provide that it shall be an unlawful discriminatory practice for any employer to fail or refuse to hire, or discharge, or otherwise discriminate against any person with respect to any matter directly or indirectly related to employment (or academic standing) because of the individual's sex (*Board of Regents Policy Manual, § 802.17* and *US Code: Title 42, § 2000e-2*).

It is the policy of Georgia Southern University to prohibit sexual harassment and to respond promptly to all complaints of sexual harassment. This policy extends to all members of the University's student body, faculty and staff, and participants in the University's programs, and applies whether the harasser is a member of the University's student body, faculty, staff, or a provider of service to the University.

Sexual harassment is defined as unwelcome sexual advances, requests for sexual favors, or other verbal or physical conduct of a sexual nature when:

- submission to such conduct is made explicitly or inexplicitly a term or condition of an individual's employment or academic standing; or
- submission to or rejection of such conduct by an individual is used as a basis for an employment or academic decision affecting such individual; or
- such conduct unreasonably interferes with an individual's work or academic performance, or creates an intimidating, hostile, or offensive working or academic environment.

Georgia Southern University will conduct a thorough and confidential investigation of all complaints of sexual harassment. Any act of sexual harassment will subject the offender to dismissal or other sanctions after compliance with due process requirements.

In order that the University can take corrective measures to end the harassment, persons who feel that they have been subjected to sexual harassment, and persons who may have knowledge of sexual harassment should file a report with the Director of Diversity Services or any member of the University's administrative staff, such as a vice president, dean, department chair, supervisor, or director.

Retaliation against a person who participates in a good faith investigation of a sexual harassment complaint is a violation of state and federal laws for which the offender shall be subject to disciplinary action.

For more information about the procedures for reporting sexual harassment, contact the Office of Diversity Services at 681-5136 or TDD: 681-0273.

102.03 Affirmative Action Program

An Affirmative Action Program is prepared annually in accordance with Georgia Southern University's obligations arising from *Executive Order 11246*, as amended, and its implementing regulations *41 C.F.R. Part 60-1 et seq.* The Affirmative Action Program

also complies with the legal requirements of other federal and state civil rights laws and regulations as they pertain to affirmative action and equal employment opportunity to include: *Title VI of the Civil Rights Act of 1964*; *Title VII of the Civil Rights Act of 1964*, as amended by the *Equal Employment Opportunity Act of 1972*, and as amended by the *Civil Rights Act of 1991*; *Title IX of the Education Amendments of 1972 of the Higher Education Act*; *Equal Pay Act of 1963*, as amended; *Title VII (§ 799A) and Title VIII (§ 845) of the Public Health Service Act*, as amended; *Sections 503 and 504 of the Rehabilitation Act of 1973*; and *The Age Discrimination Act of 1975* as amended in 1978. This program also includes the affirmative action policies and programs for disabled veterans and veterans of the Vietnam Era as set forth in the *Vietnam Era Veterans' Readjustment Assistance Act of 1974*, and individuals with disabilities under the *Americans with Disabilities Act of 1990*.

Georgia Southern University is committed to ensuring that all employment-related decisions are made in accordance with the intent and principles of all affirmative action and equal employment opportunity (AA/EEO) legislation.

The Affirmative Action Program is available for inspection by any employee, student, or applicant for employment. The program may be viewed in the academic department offices, the President's Office (Administration Building, Room 1007), the Office of Diversity Services (Rosenwald Building, Room 1066), the Division of Human Resources (Rosenwald Building, Room 1100), or at the reference desk of the Henderson Library during normal business hours.

Recognizing that equal opportunity can only be achieved through demonstrated leadership and aggressive implementation of a viable program, Georgia Southern University's Affirmative Action Program sets forth specific affirmative action and equal opportunity responsibilities for deans, department heads/chairs, directors, supervisors, and all other Georgia Southern employees to create a climate that is conducive to implementing the University's AA/EEO goals. All employees are expected to make every reasonable effort to carry out their affirmative action responsibilities, to demonstrate sensitivity to, and respect for, all other employees, and to demonstrate commitment to the University's affirmative action and equal opportunity objectives. The University's goal continues to be an Affirmative Action/Equal Employment Opportunity Policy which addresses the imbalances in its female and minority workforce relative to the demographics of regional and national labor markets. It is in this context that the University has established both long- and short-term goals to educate its hiring personnel on the nature of AA/EEO, to conduct sensitivity training for the university community, to develop training which facilitates access for females and minorities, and to monitor and evaluate these programs periodically. In the spirit of its commitment to affirmative action, Georgia Southern University will continue to implement the goals and objectives outlined in its Affirmative Action Program.

102.04 Policy on Employment of Disabled Veterans and Veterans of the Vietnam Era

Georgia Southern University reaffirms its commitment to the principles of equal employment opportunity for qualified disabled veterans, veterans of the Vietnam era, and Other Covered Veterans. In accordance with the *Vietnam Era Veterans' Readjustment Assistance Act of 1974*, as amended; the *Veterans Employment Opportunities Act of 1998*; and the *Veterans Benefits and Health Care Improvement Act of 2000*, the University will ensure that all such persons are treated without bias in all employment practices including, but not limited to, employment, promotion, demotion, transfer, recruitment, termination, compensation, and training and development programs. All employment practices and activities, whether provided or conducted by Georgia Southern or by another entity on behalf of Georgia Southern, are conducted on a nondiscriminatory basis. To achieve this, Georgia Southern University will take affirmative action to employ and advance in employment qualified Special Disabled Veterans, Veterans of the Vietnam Era, and Other Covered Veterans, and will administer all personnel actions without regard to status as a veteran, and will base all such decisions on valid, job-related requirements.

Georgia Southern University will ensure that all Special Disabled Veterans, Veterans of the Vietnam Era, and Other Covered Veteran employees and applicants are informed of the contents of its policy statement, and that employees and applicants will not be subject to unlawful discrimination for invoking their rights under this policy.

102.05 Americans With Disabilities Act (ADA) Employment Policy

It is the policy and practice of Georgia Southern University to comply fully with the *Americans with Disabilities Act* and to ensure equal opportunity in employment for all qualified persons with disabilities. Georgia Southern University is committed to ensuring nondiscrimination in all terms, conditions, and privileges of employment. All employment practices and activities, whether provided or conducted by Georgia Southern University or by another entity on behalf of Georgia Southern University, are conducted on a nondiscriminatory basis.

Recruiting, advertising, and job application procedures have been reviewed to provide persons with disabilities meaningful employment opportunities. Applicants needing assistance in completing the search process should contact the Associate Provost at 681-5258, TTY: 871-1654, for open faculty positions or the Director of Human Resources at 486-7765, TTY: 681-0791, for professional/administrative, staff, or student positions.

Pre-employment physical examinations are required only for those positions for which a bona fide job-related physical requirement exists and are given to all persons entering the position only after conditional job offers have been extended. Medical records are kept separate and confidential.

Reasonable accommodation is available to all employees and applicants and work sites are accessible to the disabled. All employment decisions are based on the merits of the situation in accordance with defined criteria, not the disability of the individual.

Qualified individuals with disabilities are entitled to equal pay and other forms of compensation (or changes in compensation) as well as fairness in job assignments, classifications, organizational structures, position descriptions, lines of progression, and seniority lists. All benefits of employment, whether provided or administered directly by Georgia Southern University or another entity on behalf of Georgia Southern University, are accessible to all employees without regard to disability. Training, apprenticeship programs, conferences, professional meetings, as well as financial support and leave for such activities are available to all employees without regard to disability. Recreational and social activities sponsored by Georgia Southern University are accessible to all employees without regard to disability.

Georgia Southern University is also committed to not discriminating against any person who is related to or associated with a person with a disability. Georgia Southern University will follow any state law that provides individuals with disabilities greater protection than the *Americans with Disabilities Act*.

This policy is neither exhaustive nor exclusive. Georgia Southern University will take all other actions necessary to ensure equal opportunity for persons with disabilities in accordance with the ADA and applicable federal, state, and local laws.

102.06 Americans with Disabilities Act (ADA) Public Accommodation Policy

It is the policy of Georgia Southern University to ensure reasonable accessibility to qualified persons with disabilities in accordance with the *Americans with Disabilities Act* to all goods, services, facilities, privileges, advantages, and accommodations provided by the institution either directly or through contractual, licensing, or other arrangements.

Georgia Southern University will provide persons with disabilities an equal opportunity to participate in, and benefit from, all of its services without regard to disability. Such accommodation will be provided in the most integrated setting appropriate to the needs of the individual with a qualified disability. Standards, criteria, or methods of administration in the University's operations that screen out, exclude, or discriminate

based on disability will not be used by the institution.

Georgia Southern University is committed to making reasonable modifications in its policies, practices, and procedures to afford equal opportunity to the goods, facilities, and services which it offers. Where it is reasonably achievable, architectural and communication barriers will be removed. New structures and alterations will comply fully with all accessibility requirements. Auxiliary aids and services, as appropriate to the individual, and required by the ADA, will be provided at no cost.

This policy is neither exhaustive nor exclusive. Georgia Southern University will take all other actions necessary to ensure equal opportunity for persons with disabilities in accordance with the ADA and all other applicable federal, state, and local laws.

102.07 Internal Administrative Procedures for Responding to Requests from Employees for Disability-Related Accommodations

Overview

As a federal contractor, Georgia Southern is obligated to make reasonable accommodations for persons with known, qualified disabling conditions unless doing so would impose undue hardship on the University or create a direct threat to the safety of its employees, students, or patrons. Georgia Southern will provide reasonable accommodations tailored to specifically address the requestor's functional limitations to enable the individual to perform the essential functions of his or her job and/or to participate in university-sponsored programs and activities.

Georgia Southern University is an Affirmative Action and Equal Opportunity institution committed to providing reasonable accommodations for any person with a disability who meets the definition of disabled as described in the *Americans with Disabilities Act*. In order for the University to provide a disability-related accommodation to an employee, the employee must complete the Georgia Southern University Employee Reasonable Accommodation Request Form. This form is available from the supervisor or at <http://services.georgiasouthern.edu/affirmativeaction/pdf/adarequest.pdf>.

The following procedures are intended to outline the internal institutional process that must be followed by deans, directors, department chairs, managers, and supervisors prior to providing disability-related accommodations to an employee requesting such accommodations.

The employee will be required to self-identify himself or herself as having a disabling condition and must discuss the particulars of the accommodation request with his or her immediate supervisor. It is the responsibility of the supervisor to forward his or her assessment of the request and all documentation related to the request to the appropriate dean or division chair/director for his or her review and discussion of the assessment. Following that process, the dean or division chair/director must forward the documents to the Director of Human Resources (for requests from classified employees) or to the Associate Provost (for requests from faculty employees) for review in consultation with the Associate Vice President for Legal Affairs and the Director of the Student Disabilities Resource Center. Once the University receives a disability-related accommodation request or becomes aware that a qualified employee may need a disability-related accommodation, the University will, to meet its obligations under the ADA, engage in an interactive process with the employee to determine the appropriate course of action and to reach a decision on what, if any, reasonable accommodation(s) will be provided. The University is not required to provide accommodation that will have the effect of eliminating any essential functions of the individual's job; to provide services that are personal in nature, such as a hearing aid or mobility aid; or to lower performance or conduct standards expected of all employees in similar positions.

Procedures

To meet the University's obligation and to ensure that a qualified worker with a disabling condition can perform the essential functions of his or her job, the following

procedures must be followed after an immediate supervisor is made aware of the need for a disability-related accommodation.

1. The immediate supervisor will request that the employee complete a Georgia Southern University Employee Reasonable Accommodation Request Form. The employee should also submit sufficient documentation to allow for an assessment of the disabling condition under the terms of the *Americans with Disabilities Act*. The submitted information should describe the limitations imposed by the disabling condition, the impact of the limitations on the individual's ability to perform the essential functions of the job, the accommodation being requested, and how the accommodation will assist the individual in performing the essential functions of the job. Documentation of the disability should be provided by an appropriate health care professional. Copies of the forms can be obtained from the immediate supervisor or at <http://services.georgiasouthern.edu/affirmativeaction/pdf/adarequest.pdf>. The completed form and supporting documentation should be returned to the immediate supervisor who is responsible for forwarding the request to the dean or division chair/director.

Note: The employee should not be asked to disclose the medical basis for the requested accommodation, personal medical information, or specifics about the disabling condition. Information sought should be limited to the specific limitations of the disabling condition and the impact of that condition on the employee's ability to perform the essential functions of the job.

2. The immediate supervisor must complete a written assessment of the request and expediently forward the completed form, other submitted documentation, and his or her written assessment of the accommodation request to his or her dean or division chair/director. The supervisor's assessment should include comments of the impact of the request on the following areas:
 - a) Operations—the impact of the requested accommodation on the department or the University's ability to conduct business;
 - b) Staffing—the impact of the requested accommodation on the department's ability to assign workloads for other employees in an equitable manner; and
 - c) Budget—the impact of the requested accommodation on the department's budget and on the University's financial resources.

Note: Immediate supervisors, deans, department chairs, and other division heads should not deny a request for accommodation.

3. The dean or division chair/director should review the submitted documentation, in consultation with the immediate supervisor, and discuss the assessment completed by the immediate supervisor. The dean or division chair/director must forward the written assessment of the request and the information submitted by the requestor to either the Director of Human Resources (for classified employees) or the Associate Provost (for faculty employees).

Note: Disability-related accommodations and/or commitments of University resources are not authorized until approved by the Director of Human Resources or the Associate Provost following the procedures outlined below.

4. The Director of Human Resources or the Associate Provost is responsible for reviewing and considering, on a case-by-case basis and in light of the essential functions of the employee's job, the merits of the request for disability-related accommodation. The Office of Legal Affairs (OLA) and the Student Disabilities Resource Center (SRDC) will work collaboratively with the Director of Human Resources or the Associate Provost to complete the review process, including the evaluation of the submitted documentation, a determination of the requestor's satisfaction of the definition of "a qualified individual with a disability" under the ADA guidelines, and an exploration, if necessary, of funding sources for

reasonable accommodations. The employee may be required at this time to provide further documentation demonstrating the need for the specific requested accommodation or information about alternative accommodations.

5. If the requestor is deemed to have satisfied the ADA's definition of "a qualified individual with a disability," the Associate Vice President for Legal Affairs and the Director of the Student Disability Resource Center will consider the submitted documentation to determine whether or not the request is reasonable, has the potential to be effective in assisting the employee in completing the essential functions of the job, and whether the request imposes undue hardship on the University. If, after review, the accommodation request is deemed to be reasonable, written approval of the accommodation will be granted and forwarded to the dean or division chair/director with copies to the appropriate vice president, the immediate supervisor, and the employee. If the reviewers feel that the accommodation may present undue hardship to the University, is not likely to be effective, or is otherwise unreasonable, the dean or division chair/director will be advised to consult with the employee and the immediate supervisor to begin an interactive discussion with the employee to identify alternative reasonable accommodations that would be adequate for the employee to perform the essential functions of the job. The Director of Human Resources or the Associate Provost, in consultation with the immediate supervisor, will, if necessary, direct the interactive process with the employee. If no alternatives are identified, or the request will present an undue hardship to the University, or the accommodation may impact the health and safety of the University's employees, students, and patrons, the request will be denied.
6. The Director of Human Resources or the Associate Provost will, after consulting with OLA and SDRC, formulate a final decision on what, if any, accommodations will be provided and will send a written memorandum to the immediate supervisor of that decision. After a decision is reached on the request, the immediate supervisor will provide the employee with written notice of the determination within 10 business days. If the determination includes the provision of an accommodation, the memorandum will also specify the expected implementation date and the specifics of the accommodation to be provided. If a situation should arise whereby additional time is needed to assess a request or to provide an accommodation, the employee will be notified in writing of the status of the request and the proposed date of determination.
7. If a reasonable accommodation is to be provided, the immediate supervisor will be responsible for implementing that accommodation. If the accommodation request is approved, the department will bear the initial responsibility for funding the accommodation. Requests for assistance with funding should be made to the appropriate vice president who must also approve the recommended accommodations and the funding source(s).
8. Following that review process, supervisors are responsible for ensuring that all documentation related to the request for accommodation is forwarded to the Director of Human Resources or the Associate Provost for retention of the records for a period of five years.
9. Employees who disagree with the accommodations or are dissatisfied with the interactive process can file a complaint with the Office of Diversity Services. Procedures for filing a complaint are available at http://services.georgiasouthern.edu/affirmativeaction/Complaint_Procedures.htm.

University Contact Persons Regarding Requests for Accommodation from Faculty

- Mr. Wayne Akins, Director, Student Disability Resource Center, Tel. 871-1566, TDD: 681-0666
- Dr. Amy Heaston, Associate Provost, Academic Affairs, Tel. 681-5258, TDD: 871-

- Vacant, Director, Office of Diversity Services, Tel. 681-5136, TDD: 681-0273

102.08 Georgia Southern University Statement of Commitment and Complaint Procedures on Protected Rights Issues

Statement of Commitment

As an equal opportunity institution, Georgia Southern University is committed to nondiscriminatory practices consistent with federal and state requirements and objectives. Georgia Southern University affirms its commitment to keeping its workplace free of discrimination and harassment and maintaining an environment that recognizes the inherent worth and dignity of every person. University policy prohibits any employee, student, or patron from harassing, threatening, or physically or verbally abusing another individual with the intent of unreasonably interfering with that person's work or academic performance or of creating an intimidating, hostile, or offensive work or academic environment.

Consistent with the University's commitment to equal opportunity, affirmative action, and academic freedom, unlawful discrimination, harassment, and threatening conduct based on race, color, sex, sexual orientation, national origin, religion, age, veteran status, political affiliation, or disability are prohibited.

This Statement of Commitment is intended to complement the University's Affirmative Action and Equal Opportunity Policy, the Policy Prohibiting Sexual Harassment, the ADA Employment Policy, the ADA Public Accommodation Policy, and the University's Statement on Academic Freedom.

Honoring the Commitment

Any employee, student, or patron who believes he or she has experienced or witnessed discriminatory, harassing, or threatening behavior should report the incident(s) promptly by notifying his or her supervisor, the Office of Diversity Services, or any member of the University's administration such as a vice president, dean, department chair, supervisor, or director. Students may also notify a faculty member. In the case of violence or the threat of violence, Public Safety (681-5234) or other appropriate local law enforcement agency should be notified immediately.

Supervisors, administrative staff, and members of the faculty must respond immediately to complaints of discrimination and harassment by notifying the Office of Diversity Services when they receive or otherwise become aware of such complaints. Prompt reporting of complaints is vital to the University's ability to resolve the matter.

The contact information for the Office of Diversity Services is as follows:

Physical Address: Rosenwald Building, Room 1066

Mailing Address: P. O. Box 8035, Statesboro, GA 30460-8035

Telephone: 912-681-5136 (Voice); 912-681-0273 (TDD)

Telefax: 912-681-0197

URL: <http://services.georgiasouthern.edu/affirmativeaction/>

Complaint Procedures on Protected Rights Issues

Who Can File a Complaint?

Georgia Southern University employees and students, applicants for employment or admission, and participants in any of the University's programs may file a complaint on the basis of allegations of unlawfully discriminatory, retaliatory, threatening or harassing behavior, or noncompliance with state or federal antidiscrimination laws, or Board of Regents and university antidiscrimination policies. Such complaints may be filed by either a person who alleges that he or she personally suffered as a result of such behavior, or any person who has knowledge that an individual or any specific class of individuals has been subjected to such behavior. Supervisors, administrators, or members of the faculty to whom a report was made are required to forward complaints to the Office of Diversity Services.

The complaint should be initiated as soon as possible from the date when the alleged behavior/action occurred or when the complainant first obtained knowledge of the facts of the allegation.

How Will the Complaint be Handled?

The Office of Diversity Services is responsible for ensuring compliance with the University's Affirmative Action and Equal Opportunity Policy and will, as appropriate, receive and investigate complaints alleging unlawful discrimination, retaliation or harassment, or failure to comply with state or federal antidiscrimination laws, or Board of Regents and university antidiscrimination policies.

Complaints will be investigated in a manner that protects the confidentiality of the parties and the facts of the case to the extent allowed by applicable law, including the *Georgia Open Records Act* and the *Family Educational Rights and Privacy Act (FERPA)*. A record of each complaint and subsequent related actions, including all information required for compliance, will be maintained in the Office of Diversity Services. The due process rights of all parties to an investigation will be honored to the fullest extent possible.

When authorized by the President or the appropriate vice president, the Director will initiate a fact-finding process and will explore whether Alternative Dispute Resolution (ADR) could be used to resolve the complaint. Attempts will be made to resolve the complaint at the lowest level possible and to engage in ADR before initiating the investigative procedures. At the determination of the Director, ADR may also be introduced at other stages in an investigation if agreed to by both parties to the complaint.

The Office of Diversity Services may, at its discretion, and on the basis of the circumstances of the particular allegation, appoint a panel of employees to investigate complaints. When constituted, such panels will be provided with information about the applicable laws and policies and training on the investigative procedures. The Director, or his or her designee, will serve as the chair of all investigative panels.

The University reserves the right to charge the Office of Diversity Services with conducting an investigation of a complaint even when no formal complaint has been filed or when a filed complaint is subsequently withdrawn by the complainant.

What is Alternative Dispute Resolution?

Georgia Southern University offers mediation, a form of ADR, as a means of resolving conflicts that are within the power of the parties to resolve, such as when the facts of the allegation are not in dispute. In mediation, the two parties negotiate their differences in the presence of a neutral third party who acts as a facilitator. Mediation is voluntary and agreements reached are binding only by choice of the two parties. Disputing parties are encouraged to resolve their differences at the level nearest their origin and in a timely manner. Additional information about ADR can be obtained from the Division of Human Resources.

In those cases appropriate for mediation, the Director, or his or her designee, will discuss the possibility of using mediation with the complainant and the respondent. If both parties agree to mediation and to share confidential information with the mediator, the Director of Diversity Services will contact the Director of Human Resources so that arrangements can be made to initiate the process as per established procedures.

What Happens If ADR is Not Appropriate?

If the mediation process is not appropriate or does not generate a satisfactory resolution, the Director will notify the President or the appropriate vice president of the allegations raised in the complaint within seven business days of the receipt of the complaint or of the notification of an unsuccessful mediation attempt. The President or vice president will then choose one of the following courses of action:

- a. authorize the Director of Diversity Services to initiate the investigative procedures;
- b. with authorization from the President, conduct his or her own investigation

- independently of the Office of Diversity Services; or
- c. discuss and resolve the allegation without a formal investigation.

If the President or the vice president elects the first option, the Director will begin an investigation within seven business days of that election. In all cases, the Director, or his or her designee, will serve only as a fact finder and will have no authority to recommend, initiate, or implement disciplinary action.

What are the Investigative Procedures?

Upon initiation of the investigative procedures, the complainant will be asked to complete the complaint form to be signed by the complainant and the Director, or his or her designee. A copy of the completed form will be provided to the complainant. A complainant who is unable to put a complaint in writing will be assisted in the process by the Director of Diversity Services.

The respondent will be notified of the specific nature of the charges, and the applicable state and federal laws, Board of Regents policies, or university policies, he or she is alleged to have violated.

The complainant and the respondent(s) will be interviewed separately by the Director, or his or her designee, during which time they should present any information that supports their respective positions. The Director, or his or her designee, may interview other individuals to provide additional information. Witnesses named by either the respondent or the complainant, and others deemed to have information relevant to the charges, may be interviewed in the attempt to discover the facts related to the charge.

Following the conclusion of a formal investigation, the Director will prepare a written report to be forwarded to the President or the appropriate vice president within 30 business days of the conclusion of the fact finding. The Director will meet with the President or the appropriate vice president within five business days of the completion of the report to discuss the contents of the report and to respond to any questions he or she may have. The President or vice president will consider the report and the subsequent discussion in making a determination about the complaint. All correspondence to the complainant and the respondent related to the complaint will originate from the President or vice president.

Note: Every effort will be made to adhere to the above time frame unless precluded by such circumstances as the unavailability of one or more of the participants in the investigation process. The complainant will be notified if such delays arise.

What is the Role of the President or the Vice President?

The President or vice president will make a determination of the action to be taken on the basis of the investigative report. He or she may elect to do one of the following:

- a. accept the report as presented;
- b. accept the report in part as incomplete and request that the Director of Diversity Services conduct further fact finding; or
- c. with the approval of the President, reject the report as incomplete and/or inaccurate and conduct an independent investigation.

Within five business days of the discussion with the Director about the report, the vice president will notify the complainant, with a copy to the respondent, of the conclusion(s) reached and, if appropriate, any future course of action. If disciplinary action is to be taken, notification of such should be sent to the respondent with no copy to the complainant.

What is the Appeal Procedure?

The decision of the President or vice president will be the final institutional decision. Appeals of the institutional decision may be made to the Board of Regents as per Article VIII of the *Bylaws* of the Board of Regents of the University System of Georgia.

103 Drug Free Schools and Communities Act/Drug Free Workplace Act

As a recipient of federal funds, Georgia Southern University supports and complies with the provisions of the *Drug Free Schools and Communities Act Amendments of 1989* and the *Drug Free Workplace Act of 1988*.

To receive federal financial assistance of any kind, these acts require an institution of higher education to certify that it has adopted and implemented a program to prevent the unlawful possession, use, or distribution of illicit drugs and alcohol by students and employees. To comply with this legislation, Georgia Southern University hereby notifies all students and employees that the unlawful possession, manufacture, distribution, dispensation, or use of illicit drugs and alcohol on the university campus is prohibited.

Violations of these prohibitions by either employees or students will result in appropriate disciplinary penalties being imposed by the University. Appropriate disciplinary action will be consistent with university and Board of Regents policies and local, state, and federal laws. Appropriate disciplinary penalties may include a range of actions up to and including termination of employment, suspension, expulsion, and referral for prosecution.

In addition, the *Drug Free Workplace Act of 1988* ensures that work done under federal contracts or federal grants is performed in a drug free work environment. In the discharge of its responsibilities as an employer, Georgia Southern aggressively promotes and requires a drug free workplace among its faculty and staff. Georgia Southern University actively encourages employees who feel they have a potential substance abuse problem to seek counseling and treatment. The Division of Human Resources maintains a listing of referral agencies and has resources for drug education materials available upon request.

The unlawful manufacture, distribution, dispensation, possession or use of illegal drugs by Georgia Southern employees in the workplace is prohibited. If an employee is arrested or convicted (including a plea of *nolo contendere*) for a violation occurring in the workplace, the employee must notify the Director of Human Resources in writing of each arrest or conviction within five calendar days of the arrest or conviction. Within 30 days of receiving such notification, the University will take appropriate personnel action against such an employee, up to and including termination, or requiring such employee to participate satisfactorily in a drug abuse assistance or rehabilitation program approved for such purpose by a federal, state, or local health, law enforcement, or other appropriate agency.

Any employee supported by a federal grant or contract convicted of any violation of any criminal drug statute must report that conviction in writing to the Director of Human Resources within five days of the conviction. Each employee engaged in the performance of a federal contract or grant will be provided with a copy of this Notification of Compliance. The University's personnel policies pertaining to faculty and staff personnel incorporate this policy. The policy is communicated to new faculty and new classified staff by the Division of Human Resources.

As a supplement to the above two personnel policies, Georgia Southern University is committed to the elimination of alcohol and drug abuse within the university community. To achieve this objective, the Policy on Parental/Guardian Notification was adopted and implemented Spring semester 2001, by which Georgia Southern University will notify parents or legal guardians of the final outcome of an alcohol or drug violation of the *Student Conduct Code* by students under the age of 21. After the second alcohol violation or after the first drug violation, the Office of Judicial Affairs will notify parents or legal guardians of students under 21 years of age that their son or daughter has been found responsible for violating the alcohol or drug regulation of the Georgia Southern University *Student Conduct Code*. The complete text of the Policy on Parental/Guardian Notification can be found in the *Student Conduct Code* or online at <http://students.georgiasouthern.edu/sta/guide/05GuideWeb.pdf> (p. 19).

SANCTIONS

Faculty, staff, and students are expected to adhere to the policies of the University and observe the basic standards of good conduct, meet appropriate standards of

performance, and observe all local, state, and federal laws relative to unlawful use of illicit drugs and alcohol. Penalties for violations of these standards range from warnings and probation to expulsion, loss of academic credit, suspension or expulsion and withdrawal of organization recognition, referral to the legal system for prosecution, demotion, and/or termination of employment. Detailed sanctions are defined in the Georgia Southern University *Student Conduct Code: Policies and Procedures*, *Board of Regents Policy Manual*, *Personnel Policy and Procedures Manual*, and *Classified Employee Handbook*. For more information, call Human Resources at 681-5468.

104 Policy on Events with Alcohol Service

Georgia Southern University recognizes that members of the campus community and members of the Statesboro-Bulloch County community may wish to have alcoholic beverages served at various events and functions on the University's campus or other areas under the control of the University. However, the University is firmly committed to allowing alcoholic beverages to be served only at events where it is appropriate to do so in keeping with the academic mission of the University, and only in a manner that is responsible, legal, safe, and in moderation. In accordance with these commitments, the University has adopted this Policy on Events with Alcohol Service.

1. No alcohol may be served or used by any person at any time on the campus of the University, or in any area under the control of the University, except as provided in this policy.
2. Notwithstanding any other provision of this policy, no alcohol may be served or used by any person at any time on the campus of the University, or in any area under the control of the University, in any manner that violates state or federal law.
3. The issuance of an Alcohol Service Permit is at the discretion of the appropriate vice president (or person designated by the vice president), who shall consider all relevant circumstances, including but not limited to those listed in this policy. No organization or group has the right to serve alcohol on campus. Rather, an Alcohol Service Permit is a privilege.
4. This policy applies to all areas within the campus of Georgia Southern University, whether such areas are owned or leased, except as noted below. This policy also applies to any location which is rented or reserved by persons acting on behalf of the University, such as hotels or banquet halls used for university events.
5. Areas excluded.
 - a. This policy does not apply to the use of alcohol by persons of legal drinking age on the premises of residence halls owned and/or operated by the Department of University Housing, which through its policies promulgates and enforces rules applicable to such circumstances.
 - b. This policy does not apply to service of alcohol to guests of the President in the President's skybox at Paulson Stadium on the day of any home football game, which shall be pursuant to the supervision and control of the President.
 - c. This policy does not apply to the service or use of alcohol at any skybox at Paulson Stadium on the day of any home football game, which shall be subject to the supervision and control of the persons or businesses entitled to use such skyboxes, or their designees.
 - d. This policy does not apply to the service or use of alcohol in the Paulson Stadium parking lot on the day of any home football game, which shall be subject to the supervision and control of the persons hosting any gatherings there.
6. Alcohol Service Permitted.
 - a. *Permitted areas on campus*: Provided that an Alcohol Service Permit is first

obtained, and pursuant to all of the conditions, restrictions, and rules contained in this policy, events with alcohol service may take place in the following areas. As to each area, the vice president named (or such other person designated by that vice president) shall be responsible for issuing Alcohol Service Permits.

- i. Paulson Stadium—VPBF
 - ii. Nessmith-Lane Building—Provost/VPAA
 - iii. Russell Union—VPSA/EM
 - iv. Foy Gallery 303—Provost/VPAA
 - v. Coastal Georgia Center—Provost/VPAA
 - vi. Wildlife Education/Raptor Center—Provost/VPAA
 - vii. Coca-Cola Plaza—Provost/VPAA
 - viii. Lakeside Café—VPBF
 - ix. Alumni House—VPBF
 - x. Rotunda Area of Museum—Provost/VPAA
 - xi. Botanical Garden—Provost/VPAA
 - xii. Such other areas on campus as designated by the appropriate vice president.
- b. *Permitted areas off campus*: Provided that an Alcohol Service Permit is first obtained from the appropriate vice president (or person designated by that vice president), the service and use of alcohol is permitted in areas temporarily rented, licensed, or occupied by the University pursuant to contract.
7. Procedure for obtaining Alcohol Service Permit: Campus departments and organizations or off-campus groups or organizations may obtain an Alcohol Service Permit by applying to the vice president in charge of the area in which the event is to occur (or the person designated by that vice president). Applications must be made on an Alcohol Service Permit form, and all information must be provided. The vice president shall determine whether it is in the best interest of the University for the event to occur and whether to impose any special restrictions.

105 Organizational Structure

105.01 Academic Administration

The *President* of Georgia Southern University is the executive head of the University and all of its departments and exercises such supervision and direction as promote the efficient operation of the institution. The President is responsible to the Chancellor for the operation and management of the institution and for the execution of all directives of the Board and the Chancellor. The President is the ex officio chair of the faculty and chair of the Faculty Senate and presides over meetings of both bodies (*Statutes, Article II*).

The *Provost and Vice President for Academic Affairs* is the chief academic officer of the University, an administrative member of the Faculty Senate, and an ex officio member of the faculty, graduate faculty, and committees charged with considering matters pertaining to the faculty and the curriculum. The Provost also holds administrative jurisdiction over academic matters and academic personnel and provides leadership in the development of proper academic goals of the institution and its colleges through college and faculty entities. In the absence of the President, the Provost is the presiding officer of all bodies over which the President normally presides (*Statutes, Article III, § 2*).

The *Dean of Graduate Studies* oversees the University's graduate programs. The associate dean of Graduate Studies answers to the dean.

Deans The chief executive officer of each college is the dean. Each dean is an administrative member of the Faculty Senate and an ex officio member of the faculty. Deans report to the Provost and are responsible for the development and coordination of the programs for their colleges. Deans recommend appointment, reappointment, promotion, tenure, and dismissal of faculty. They also prepare annual reports and budgets for their colleges (*Statutes*, Article III, § 3).

The *Dean of the Library and University Librarian* is an administrative member of the faculty and has charge of the administration of the Zach S. Henderson Library, its materials, and its programs. Professional members of the library's staff hold faculty rank and have representation in the Faculty Senate. With the recommendation of the Library Committee, the University Librarian appropriates budgets to departments and is responsible for the proper administration of those and all library allocations (*Statutes*, Article III, § 4).

Department Chairs, School Chairs, and School Directors These three terms are used to describe the heads of units who have direct supervision over faculty. The chair or director is appointed by the President after consultation with the appropriate faculty, the dean of the college, and the Provost. The chair or director represents the department or school in all official communications and is responsible for the general direction of the work of the department or school; the quality of instruction; the coordination of instruction; the preparation of a budget; the advisement of students who are majoring in the department; and the recommendation for appointment, promotion, tenure, dismissal, and salary increases (*Statutes*, Article VI, § 2).

105.02 Nonacademic Administrative Officers

Nonacademic administrative officers are those who report directly to the President (with the exception of the Provost) or to the Vice President for Business and Finance, the Vice President for Student Affairs and Enrollment Management, or the Vice President for University Advancement.

The *Vice President for Business and Finance*, an ex officio member of the faculty, is responsible for the business administration and physical property of the University. Administrators who report directly are the Controller and the directors of Auxiliary Services, Human Resources, Physical Plant, Public Safety, and Athletics (*Statutes*, Article VII).

The *Vice President for Student Affairs and Enrollment Management*, an ex officio member of the faculty, is responsible for student support programs and services as well as enrollment services. Administrators who report directly are the Associate Vice President, the Dean of Students, the Registrar, and the directors of the Academic Success Center, Admissions, Campus Recreation and Intramurals, Career Services, Counseling Center, Financial Aid, Strategic Research and Analysis, Residence Life, the Russell Union, and University Housing (*Statutes*, Article VIII).

The *Dean of Students* reports to the Vice President for Student Affairs and Enrollment Management. Departments and areas that report to the Dean of Students are the Educational Opportunity Programs, Judicial Affairs, the Multicultural Student Center, and the Office of Greek Life. The Dean of Students also provides leadership to the division on special projects and assists students and parents with problems.

The *Vice President for University Advancement*, an ex officio member of the faculty, reports directly to the President and is responsible for matters pertaining to institutional development, university relations, and such duties as assigned by the President (*Statutes*, Article IX).

105.03 Evaluation of Administrators

In addition to annual performance appraisals, senior administrators (vice presidents, deans, directors, and department chairs) undergo in-depth performance review and evaluation every fourth year. In Academic Affairs, the survey portion of this process is carried out for deans, directors, and department chairs annually to provide information for continuous improvement. The review seeks input from subordinates and peers and

focuses on the administrator's management/organizational ability, leadership, and progress on the unit's stated goals and objectives.

105.04 Faculty

The university faculty consist of the President, the Provost and other vice presidents, the academic deans, the Director of Admissions, the Registrar, the Dean of the Library and University Librarian, and the corps of instruction. The faculty of each undergraduate college consist of the professors, associate professors, assistant professors, instructors, and lecturers. The members of the graduate faculty are appointed by the President on recommendation of the Provost, the Dean of Graduate Studies, and the Graduate Committee. It is the responsibility of the faculty in each college to establish entrance requirements, define courses of study, establish requirements for degrees offered in the college, provide guidance and advisement to the students in the college, and adopt regulations to govern its own procedures for the orderly and efficient administration of the college (*Statutes*, Article VI, § 1).

The faculty are responsible for regulations affecting academic activities, the general educational policy of the University, the welfare of the faculty, and related matters that maintain and promote the best interest of the faculty and of the University. The representative and legislative agency of the faculty is the Faculty Senate (*Statutes*, Article IV, § 2).

106 Colleges and Library

Following the attainment of university status in 1990, all schools within Georgia Southern were upgraded to colleges. The eight colleges with their original dates of establishment are as follows: College of Graduate Studies (1968), College of Education (1968), College of Business Administration (1971), College of Health and Human Sciences (1980), College of Liberal Arts and Social Sciences (1994), Allen E. Paulson College of Science and Technology (1994), College of Information Technology (2003), and the Jiann-Ping Hsu College of Public Health (2006). At the undergraduate level, the University offers a general education program to all students through the core curriculum and majors in a wide variety of fields. For a detailed account of the degrees and majors offered to graduate and undergraduate students, see the University's *Catalog*.

106.01 Jack N. Averitt College of Graduate Studies

The Jack N. Averitt College of Graduate Studies offers graduate programs leading to the M.A., M.F.A., M.M., M.T., M.B.A., M. Acc., M.P.A., M.P.H., M.H.S.A., M.S., M.S.N., M.Ed., Ed.S., Ed.D., PsyD, and Dr.P.H. The graduate faculty consist of nearly 650 members and affiliates.

Graduate faculty members teach in many areas of specialization including accounting, forensic accounting, art, art education, athletic training, biology, biostatistics, business administration, business education, clinical nurse specialist, community health clinical nurse specialist, community health education, computer science, counselor education, curriculum studies, early childhood education, economics, educational administration, educational leadership, environmental sciences, English, English education, epidemiology, exercise science, family nurse practitioner, French education, health and physical education, health services administration, health services policy management, higher education, history, kinesiology, mathematics, music, music education, nursing, public health, psychology, public administration, recreation administration, reading education, rural community health nurse specialist, science education, school psychology, social science education, sociology, Spanish, special education, sport management, sport psychology, teaching and learning, technology, technology education, and women's health nurse practitioner.

For program information, contact Dr. John Diebolt, Associate Dean of Graduate Studies, at 681-0578, or visit the web site at <http://cogs.georgiasouthern.edu>. For graduate admissions information, contact Dawn Lipker in the Office of Admissions at 681-5533, or visit the web site at <http://cogs.georgiasouthern.edu/prospectivestudents.html>.

106.02 College of Education

The College of Education offers undergraduate and graduate programs in a broad spectrum of majors to prepare professionals for careers in education. Degree programs include the Bachelor of Science in Education, Master of Education, Master of Arts in Teaching, Education Specialist, and Doctor of Education. Graduate and undergraduate programs are approved by the Georgia Professional Standards Commission and the National Council for Accreditation of Teacher Education.

The college seeks to provide programs and courses of outstanding quality that prepare "reflective educators for diverse learners." Programs prepare professionals for positions in teaching, curriculum, counseling, school psychology, higher education administration or student services, instructional technology, and educational leadership. Courses, including endorsement programs in areas such as English for Speakers of Other Languages (ESOL) and Reading Education, are also offered to practicing teachers to assist in their professional development.

All programs leading to initial certification offered by the College of Education incorporate extensive field components in collaboration with a network of partner schools. Graduates demonstrate high levels of competency in their content knowledge, in their ability to integrate technology for instructional purposes, and in their capacity to impact student learning. As a result, graduates are highly sought by school systems throughout Georgia and the region.

For additional information, visit the college's web site at <http://coe.georgiasouthern.edu>.

106.03 College of Business Administration

The College of Business Administration offers a fully accredited program of instruction leading to the Bachelor of Business Administration, the Master of Business Administration, and the Master of Accounting degrees. The Department of Finance and Quantitative Analysis; the Department of Management, Marketing, and Logistics; the School of Accountancy; and the School of Economic Development have a full schedule of appropriate courses necessary to support majors.

All undergraduate business students are expected to complete a broad common core background during their first two years of study. These fundamental courses provide an awareness of the economic, social, and human forces that form the environment of business. During the junior and senior years, before becoming specialists in their chosen majors, students complete a sequence of courses designed to cover core business disciplines.

Instructional methods incorporate the latest computer technology. Graduates of the College of Business Administration are actively recruited by the business community.

106.04 College of Health and Human Sciences

The College of Health and Human Sciences houses distinguished, nationally recognized and accredited undergraduate and graduate programs in the Department of Hospitality, Tourism, and Family and Consumer Sciences; the Department of Health and Kinesiology; and the School of Nursing.

The Department of Hospitality, Tourism, and Family and Consumer Sciences offers the B.S. degree with majors in fashion merchandising and apparel design, child and family development, interior design, hotel and restaurant management, sport management, and recreation. The department also supports the B.S.Ed. in family and consumer sciences. In addition, the department offers the M.S. degree with majors in either recreation administration or in sport management.

The Department of Health and Kinesiology offers the B.S. in Health Science degree with a major in community health; the B.S. in Kinesiology degree with majors in exercise science and sports medicine/athletic training (CAATE accredited); the B.S. degree with a major in nutrition and food science (ADA accredited); and supports the health and physical education major (NCATE accredited) leading to teacher certification. The

department also offers a graduate program—the M.S. degree with a major in kinesiology, including tracks in sport psychology, athletic training, exercise physiology, and coaching education (online). In addition, the department supports health and physical education majors for the M.Ed. and Ed.S. degrees.

The School of Nursing offers fully accredited programs leading to the B.S.N. and the M.S.N. Undergraduate options include Pre-Licensure B.S.N., L.P.N.-B.S.N., R.N.-B.S.N., and R.N.-M.S.N. programs. Graduate options within the M.S.N. program include a nurse practitioner major with tracks in family nurse practitioner and women's health nurse practitioner and a clinical nurse specialist major with a track in community health clinical nurse practitioner. Post-master certificate options in the aforementioned areas are also available. This unit also administers the Bachelor of Science in medical technology.

Additionally, the college houses the Child Development Center, the Coaching Education Outreach Program, the Rural Nursing Outreach Center, the Magnolia Coastlands Area Health Education Center (MCAHEC), and the College of Health and Human Sciences Student Services Center.

106.05 Jiann-Ping Hsu College of Public Health

The Jiann-Ping Hsu College of Public Health, created effective January 1, 2006, exists to provide public health education, research, and community service that will positively impact the quality of life of and reduce health disparities among rural and underserved populations. Establishment of the College was made possible by a generous gift from Dr. Karl E. Peace in memory and honor of his wife, Dr. Jiann-Ping Hsu.

Public health is defined as the art and science of promoting health, preventing disease, and prolonging life among human populations; the broad mission of public health is to enhance human health through organized community efforts (Council on Education for Public Health, 1978). The Institute of Medicine (IOM) has further defined the role of public health as "...the fulfillment of society's interest in assuring the conditions in which people can be healthy" (IOM, 1988). Public health activities focus on improving the health of communities.

A diverse and ever-expanding field of practice, public health now embraces an ecological approach that recognizes the interactions and relationships among multiple determinants of health. It involves the dissemination of reliable information for policy decisions; identifying systemic inequalities and problems; protecting the public's health and safety through education and research; and fostering partnerships with individuals, communities, and organizations to promote health.

As stated, public health involves the knowledge and application of many disciplines in its research, teaching, service, and practice activities. The following have been identified as fundamental, core areas to the practice of public health (CEPH Accreditation Criteria, 2005):

- *Biostatistics*—collection, storage, retrieval, analysis and interpretation of health data; design and analysis of health-related surveys and experiments; and concepts and practice of statistical data analysis;
- *Environmental Health Sciences*—environmental factors including biological, physical, and chemical factors that affect the health of a community;
- *Epidemiology*—distributions and determinants of disease, disabilities, and death in human populations; the characteristics and dynamics of human populations; and the natural history of disease and the biologic basis of health;
- *Health Services Administration*—planning, organization, administration, management, evaluation, and policy analysis of health and public health programs; and
- *Community Health Education/Social and Behavioral Sciences*—concepts and methods of social and behavioral sciences relevant to the identification and solution of public health problems.

The teaching, research, and service activities of the Jiann-Ping Hsu College of Public Health are grounded in these core public health knowledge areas.

Public health is concerned with protecting the health of communities, both small and large. Public health professionals focus on preventing problems from happening or re-occurring through implementing educational programs, developing policies, administering services, and conducting research in concert with, but in contrast to, clinical health professionals (e.g., physicians and nurses) who focus primarily on treating individuals after they become sick or injured. No matter what form public health assumes, its goal is always the same: to improve the quality of life of individuals, families, and communities by focusing on prevention, promotion, and protection.

This preventive model encompasses three core functions: a) assessing and monitoring the health of communities and at-risk populations to identify health problems and establish priorities; b) formulating public policies in collaboration with community and government leaders designed to prioritize and solve local and national health problems; and c) assuring that all populations have access to appropriate and cost-effective health care, including health promotion and disease prevention services, and evaluating the effectiveness of the care.

The Jiann-Ping Hsu College of Public Health offers the Master of Health Services Administration (M.H.S.A.) and the Master of Public Health (M.P.H.) degrees, with program concentrations in Biostatistics, Community Health Education, Epidemiology, Environmental Health Sciences, and Health Services Policy and Management. In addition, the Doctor of Public Health (Dr.P.H.) is also offered, with program concentrations in Biostatistics, Community Health Behavior and Education, and Public Health Leadership.

The Jiann-Ping Hsu College of Public Health houses three Centers. The Karl E. Peace Center for Biostatistics functions as a focal point for biostatistical consulting, education, and grantsmanship for both the College and University. The Center for Biostatistics and the Department of Biostatistics at Virginia Commonwealth University co-sponsor the annual Biopharmaceutical Applied Statistics Symposium – BASS. The meeting is regarded as one of the premier conferences in the world in the biostatistical and regulatory aspects of drug research and development. BASS was founded in 1994 by Dr. Karl E. Peace as a vehicle for raising funds to support graduate work in biostatistics at the Medical College of Virginia and the Jiann-Ping Hsu College of Public Health at Georgia Southern University.

The Center for Rural Health and Research serves as a focal point for the improvement of health status and quality of life of individuals in rural Georgia by creating successful partnerships with community organizations, faculty, and students. The Center for Rural Health and Research has been engaged in a number of evaluation projects for programs serving rural and underserved populations in Georgia. Projects completed include evaluations of cancer screening, health promotion programs, perinatal health programs, and HIV/AIDS education programs.

The Center for Survey Research and Health Information serves those that serve others by conducting survey research and providing health information data to organizations across the region and nation. The Center focuses on the generation of data, information, decision support, and action for purposes of improving the health of the public.

Our faculty are devoted to excellence in teaching, research, and public health practice and service. Students in our programs gain valuable insight, experience, and skills that will contribute to their success as the future public health workforce.

For more information, visit <http://jphcoph.georgiasouthern.edu>.

106.06 College of Information Technology

The College of Information Technology, created effective July 1, 2003, consists of faculty in computer sciences, information systems, and information technology. The college's undergraduate curricula are highly interdisciplinary, consisting of innovative application courses that build upon and encourage collaboration among existing academic programs. It offers the B.S. in information technology, the B.S. with a major in computer sciences, a computer sciences emphasis for the M.S. with a major in mathematics, and minors in information systems/information technology and computer sciences. In

addition, the college is responsible for delivering the B.B.A. in information systems for the College of Business Administration, participates in the M.B.A. and the Master of Technology/Information Technology degrees, and delivers the courses in the information systems concentration for the College of Business Administration's M.B.A. degree. In collaboration with four other Georgia institutions, the college also offers the WebBSIT, a fully online degree in information technology.

The college is home to the Professional Development Center, a self-contained learning center that allows the college to extend its outreach to information technology and other professionals through lifelong learning opportunities and educates professionals in southeast Georgia. Additionally, the college facility houses a Software Development Project Center led by a project manager, in which graduate and undergraduate students develop real-world software projects in collaboration with international corporations as well as government agencies. A student services center, campus bookstore, and café occupy space on the first floor of the building for the convenience of students, faculty, and staff of the College of Information Technology as well as the surrounding colleges.

106.07 College of Liberal Arts and Social Sciences

The College of Liberal Arts and Social Sciences (CLASS) is the heart of Georgia Southern University. The College of Liberal Arts and Social Sciences provides a central place within the University to investigate, ponder, and express creatively what is truly human. Committed to excellence, innovation, and the pursuit of knowledge, the primary goal of the College is to foster a dedication to investigation and creativity within the liberal arts and social science disciplines. The departments encourage students to analyze the historical, cultural, philosophical, and technological foundations of their disciplines.

CLASS, in a supportive learning environment committed to undergraduate and graduate research, offers the fruits of artistic, creative, and thoughtful expression. The humanities, social sciences, and fine arts engage students in the challenge of interpreting and understanding the human experience, especially in a global context.

The intellectual core of the campus, CLASS nurtures excellence by improving the quality of life for present and future generations. The college's graduates are empowered to be exemplary members of their local communities and the world.

106.08 Allen E. Paulson College of Science and Technology

The Allen E. Paulson College of Science and Technology at Georgia Southern University is a diverse community of teachers-scholars, students, alumni, and friends engaged in the discovery, application, integration, and transformation of scientific and technological knowledge. Reflecting the best practices of its disciplines, the college provides undergraduate and graduate students with a challenging education that is research-based and technology-infused, and promotes lifelong learning and stewardship for the benefit of the human, natural, and technological resources of Georgia, the nation, and the world.

The college prepares students in baccalaureate majors and the Master of Science and Master of Technology programs offered through the following units: Biology, Chemistry, Construction Management and Civil Engineering Technology, Geology and Geography, Mathematical Sciences, Mechanical Engineering and Electrical Engineering Technology, Military Science, and Physics. Available majors include biology, chemistry, civil engineering technology, construction management, electrical engineering technology, geography, geology, mathematics, mechanical engineering technology, manufacturing, physics, and graphic communication management. Minors are available in biology, chemistry, geography, geographic information science (GIS), geology, industrial safety and environmental compliance, manufacturing, mathematics, military science, physics, and graphic communication management. The college also supports the University's general education program through extensive offerings in the core curriculum. The Department of Military Science administers the army ROTC program, leading to commission as a second lieutenant at the time of graduation.

The college promotes interdisciplinary research and outreach opportunities through

the Applied Coastal Research Laboratory (at Skidaway Institute of Oceanography), the Institute for Arthropodology and Parasitology, the Science and Technology Applied Research Services Center, and research interest groups in the following areas: coastal plains; epidemiology; geographic information science; and science, technology, engineering, and mathematics (STEM) teaching and learning.

The Georgia Tech Regional Engineering Program enables students to complete baccalaureate degrees in engineering on the Georgia Southern campus. Engineering programs are also available to students through the Regents Engineering Transfer Program.

106.09 Zach S. Henderson Library

The Zach S. Henderson Library is a major academic resource for the campus with extensive collections of academic books and journals, government publications, special book and manuscript collections, and links to networked information resources in various electronic formats. Complete information about the Henderson Library is available on the library's web page at <http://library.georgiasouthern.edu>.

The Henderson Library is centrally located on campus in a four-story building originally constructed in 1975. The library is in the process of building an addition that will almost double the available space. The library currently offers the most extensive operating schedule of any academic library in the state of Georgia.

The library collects material in all formats of recorded knowledge which are relevant to the University's curricula. The library's collections contain almost 590,000 bound volumes shelved according to the Library of Congress classification system, 890,000 microform units, and almost 730,000 government documents shelved according to the Superintendent of Documents classification system. The library maintains subscriptions to about 2,700 serial and periodical titles. The library also provides access to more than 250 electronic databases and more than 25,000 electronic journals, many of which include full-text/full-image information. Most of these databases are provided by the GALILEO project of the University System of Georgia. The library's web-based catalog (<https://gil.georgiasouthern.edu>) provides information about the collection including: circulation status of books, videos, government documents and other materials; journal holdings with links to electronic resources; links to e-reserves; and new acquisitions.

Research materials not owned by the library are available through two services—GIL Express and Interlibrary Loan. Three million book titles are available due to the GIL Express initiative of the University System of Georgia via the University System of Georgia universal catalog (<https://giluc.usg.edu>). These books can be requested online and received within four days. Also available from the library's homepage is the interlibrary loan form for requesting books, journal articles, and other materials by supplying a complete citation. These items are usually received within three to 10 days.

The library is responsible for a large collection of publications from U.S. and Georgia government agencies. Federal and state of Georgia publications are included in the library's online catalog. As a depository of government publications, the library has a special responsibility to make those publications available to the general public.

The library also makes microcomputers available for public use. These computers provide many standard software applications, such as word-processing, spreadsheets, database management, programming languages, and graphical design. Other software more directly related to specific curriculum-based needs for designated courses are also available. Curriculum-based software is provided to the library by the department whose program the software is supplementing. All of the library's publicly accessible microcomputers are linked to the Internet through high-speed network connections.

The functional areas of the library are organized into the following five departments:

- Access Services
- Collection and Resource Services
- Information Services
- Special Collections

- Systems

Access Services is responsible for circulation transactions, the book and periodical reshelving operation, interlibrary loan and document delivery (including off-campus library delivery services), GIL Express, academic reserves, audiovisual services, photocopier maintenance, Overnight Service, and building security.

Collection and Resource Services (CRS) is responsible for the selecting, ordering, paying, cataloging, binding, and processing of all purchased and gift materials (except for government documents) that are added to the library's collections.

Each academic department selects a departmental library representative to work in close cooperation with CRS to see that books that support university curricula are received upon their publication through the approval plan program. The representative also funnels requests for materials to be ordered and added to the library's collection from faculty to CRS.

Information Services is responsible for assisting users with the information resources of the library in both print and electronic formats. This department maintains a large set of electronic databases, supervises a traditional collection of reference books and periodical indexes, and maintains the federal and state documents collection. Information Services librarians are on duty at the reference desk to assist users with these collections and to answer general questions about the library. The librarians also offer workshops on library and computer skills and are available to provide instruction to any university class. That instruction will be tailored to the research and computer needs of that particular class. The librarians also consult with students and faculty members on an individual basis.

Special Collections is responsible for preserving and making available the library's manuscript and rare book holdings. No materials circulate, but the department is eager to assist original research and to answer inquiries. Manuscript holdings include the papers of eminent people who lived in the Wiregrass region as well as those of past Georgia Southern faculty members in a number of fields (e.g., art, biology, English, history, home economics). Manuscript holdings may be searched on the Special Collections web page. All rare books are accessed through the online catalog.

Systems is responsible for installing and maintaining the computers and software in the library. This function includes public computers and the computers used by library staff to perform the operating functions of the library such as checking out books, ordering and cataloging materials, and using the online catalog.

See the "About the Library" section of the library web page for service hours, calendar information, detailed information about services, further contact information, and further information for faculty. The main web page also provides links to the online catalog and the many databases available to Georgia Southern faculty and students.

The library's administration seeks comments and suggestions concerning any aspect of its operations and collections. The Dean of the Library is available to meet with members of the academic community to discuss topics ranging from library resources and its collections to other information networks and services.

107 Centers and Institutes

107.01 Policy on Centers and Institutes

Centers A center or bureau (referred to as "center" in this document) provides an organizational base for research, study, or continuing education in an academic area or closely related areas. It often provides a vehicle for interdisciplinary research involving faculty and students as well as collaboration among internal administrative units. A center may facilitate efforts of the University to obtain extramural funding or enhance revenue while providing public services, training, or conducting research of benefit to communities. It serves as a formalized link between the academic community and the professional community in a specified area of focus. A center is not an autonomous structure within the internal statutory organization of the University. It is administratively most often an appendage of traditional administrative structures, such as departments,

divisions, schools, or colleges. A center is not typically involved in the independent offering of credit courses or degree programs.

Institutes An institute focuses on research, opportunities for interdisciplinary activity, involvement in continuing education activities, efforts to obtain extramural funding, and service as a link between the academic and professional communities. It is a more formalized structure than a center and may be equivalent to an autonomous unit within the University's internal structure such as a department, division, school, or college. Institutes may be involved in the offering of credit courses and degree programs.

Approval of Centers and Institutes Requests to establish, alter, or deactivate centers shall be made to the Provost by the dean of the college in which the center is located or proposed to be located. For institutes located within or closely linked to colleges, the same procedure shall be followed. In the case of institutes that are not located within a college or similar administrative structure, the request shall be made to the Provost by the director of the institute or other closely-related party. Proposals approved by the Provost shall be submitted to the President of the University for final approval.

Requests to establish centers and institutes shall include a rationale for the establishment of the center/institute, an explanation of the relationship of the proposed center/institute to the University's mission and strategic plan, a statement of the long-term goals and short-term objectives of the center/institute, an outline of the proposed budget with short- and long-term revenue sources and projections, a statement of the relationship of the center/institute to existing faculty resources, a description of how the center/institute fits into the University's strategic plan and the existing organizational structure of the University, along with a copy of the proposed organizational chart, and a description of the process by which the proposal for the center/institute was developed and the names of the key contributors to the proposal.

Requests to make a substantive change (purpose, structure, reporting relationship, activities) to an existing center or institute shall include a rationale for the change, an explanation of how the proposed change will improve the effectiveness of the entity, a description of how the change advances the University's strategic plan, and the budgetary implications of the change.

Requests to deactivate centers/institutes shall include a rationale for the deactivation of the unit, a detailed statement of the financial condition of the center/institute, a prospectus for fulfilling any contractual obligations of the center/institute, and a plan for phasing out the activities of the center/institute, including any recommendations for continuing activities of the deactivated center/institute through other organizational units of the University.

An annual report of approved centers and institutes shall be submitted to the Board of Regents by the Office of the Provost. In addition, the dean or director shall initiate a review of centers and institutes every five years, or upon the recommendation of the Provost, focusing on effectiveness in achieving stated outcomes and relevance to the institution's strategic plan. Such reviews shall result in recommendations to the Provost of "enhance," "maintain," "reduce," or "eliminate."

Approved August 14, 2001

107.02 Centers and Institutes

Brunswick Center

Dr. Henry E. Barber, Director
Coastal Georgia Community College
3700 Altama Avenue
Brunswick, GA 31520-3644
(912) 264-7227•FAX: (912) 262-3073
hbarber@cgcc.edu
<http://www.cgcc.edu/bruncen/home.html>

Bureau of Business Research and Economic Development

Dr. Phyllis Isley, Director
P.O. Box 8153-01
Statesboro, GA 30460-8153-01
(912) 681-0213•FAX: (912) 681-5581
pisley@georgiasouthern.edu
<http://www.livingoak.org/>

Bureau of Public Affairs

Dr. Karen McCurdy, Director
P.O. Box 8101
Statesboro, GA 30460-8101
(912) 681-5698•FAX: (912) 681-5348
kmccurdy@georgiasouthern.edu

Center for Africana Studies

Dr. Saba Jallow, Director
Forest Drive 1116
P.O. Box 8049
Statesboro, GA 30460-8049
(912) 681-5387•FAX: (912) 871-1596
sjallow@georgiasouthern.edu
<http://academics.georgiasouthern.edu/africana/>

Center for Economic Education

Dr. Gregory J. Brock, Director
P.O. Box 8152
Statesboro, GA 30460-8152
(912) 681-5579•FAX: (912) 681-0710
gbrock@georgiasouthern.edu
<http://coba.georgiasouthern.edu/econed/>

Center for Educational Leadership and Service

Dr. Randal Carlson, Executive Director
P.O. Box 8131
Statesboro, GA 30460-8131
(912) 681-5307•FAX: (912) 486-7104
rcarlson@georgiasouthern.edu
<http://coe.georgiasouthern.edu/lthd/cels.html>

Center for Entrepreneurial Leadership

Dr. Constance Campbell, Director
P.O. Box 8154
Statesboro, GA 30460-8154
(912) 681-0590•FAX: (912) 871-1523
ccampbell@georgiasouthern.edu

Center for Excellence in Financial Services

Dr. William Wells, Director
P.O. Box 8151
Statesboro, GA 30460-8151
(912) 681-5432•FAX: (912) 871-1835
wwells@georgiasouthern.edu

Center for Excellence in Teaching

Dr. Alan Altany, Director
College of Information Technology, 1st floor
P.O. Box 8143
Statesboro, GA 30460-8143
(912) 681-0049•FAX: (912) 681-0099
aaltany@georgiasouthern.edu
<http://academics.georgiasouthern.edu/cet/index.htm>

Center for Forensic Studies in Accounting & Business

Mr. Donald L. Berecz, Director
College of Business Administration
P.O. Box 8141
Statesboro, GA 30460-8141
(912) 681-5678•FAX: (912) 681-0105
http://coba.georgiasouthern.edu/depts/acc/forensic_center.htm

Center for Global Studies

Dr. Mark Hanna, Director
P.O. Box 8140
Statesboro, GA 30460-8140
(912) 681-5605•FAX: (912) 486-7825
cgb@georgiasouthern.edu

Center for International Studies

Dr. Nancy Shumaker, Director
Forest Drive 1313
P.O. Box 8106
Statesboro, GA 30460-8106
(912) 681-0332•FAX: (912) 681-0824
shumaker@georgiasouthern.edu
<http://academics.georgiasouthern.edu/international/>

Center for Irish Studies

Dr. Howard Keeley, Director
3301-B Newton Building
P.O. Box 8023
Statesboro, GA 30460-8023
(912) 681-5899•FAX: (912) 681-0653
irish@georgiasouthern.edu
<http://class.georgiasouthern.edu/irish/>

Center for Latino Outreach and Research Services

Dr. Dolores Rangel, Director
Forest Drive 1357
P.O. Box 8081
Statesboro, GA 30460-8081
(912) 681-0248•FAX: (912) 681-0652
Center4latino@georgiasouthern.edu
<http://outreach.georgiasouthern.edu/latino>

Center for Management Development

Vacant, Director
P.O. Box 8141

Statesboro, GA 30460-8141
(912) 681-0193•FAX: (912) 681-0105

Center for Printability

Dr. Don Armel, Professor
P.O. Box 8046
Statesboro, GA 30460-8046
(912) 681-5167•FAX: (912) 871-1455
donarmel@georgiasouthern.edu
<http://cost.georgiasouthern.edu/sot/gcm/CenterForPrintability.html#>

Center for Retail Studies

Dr. Kathleen H. Gruben, Director
P.O. Box 8154
Statesboro, GA 30460-8154
(912) 681-0348•FAX: (912) 871-1523
kgruben@georgiasouthern.edu
<http://coba.georgiasouthern.edu/centers/crs/main.htm>

Center for Rural Health and Research

Dr. Stuart H. Tedders, Director
P.O. Box 8015
Statesboro, GA 30460-8015
(912) 681-0260•FAX: (912) 486-7553
stedders@georgiasouthern.edu
<http://jphcoph.georgiasouthern.edu/crhr/>

Center for Social Gerontology

Dr. Kyong Hee Chee, Director
Carroll Building, Room 1016
P.O. Box 8051
Statesboro, GA 30460-8051
(912) 486-7086•FAX: (912) 681-0703
chee@georgiasouthern.edu
<http://class.georgiasouthern.edu/socianth/gerontol.html>

Center for the Study of International Schooling

Dr. Judith Repman, Director
P.O. Box 8131
Statesboro, GA 30460-8131
(912) 681-5394•FAX: (912) 486-7104
jrepman@georgiasouthern.edu
<http://coe.georgiasouthern.edu/cis/index.html>

Center for Survey Research and Health Information

Dr. Gerald Ledlow, Director
P.O. Box 8015
Statesboro, GA 30460-8015
(912) 681-0713•FAX: (912) 681-5811
gledlow@georgiasouthern.edu
<http://jphcoph.georgiasouthern.edu/csrhi/>

***Center for Wildlife Education and Lamar Q Ball, Jr.,
Raptor Center***

Mr. Steven M. Hein, Director
P.O. Box 8058
Statesboro, GA 30460-8058
(912) 681-0831•FAX: (912) 681-1779
shein@georgiasouthern.edu
<http://ceps.georgiasouthern.edu/wildlife/>

Child Development Center

Dr. Alice Hall, Director
P.O. Box 8021
Statesboro, GA 30460-8021
(912) 681-5537•FAX: (912) 486-7087
flc@georgiasouthern.edu
<http://chhs.georgiasouthern.edu/flc/>

Coastal Area Teacher Education Service (CATES)

Ms. Mary Egger, Administrative Specialist
P.O. Box 8137
Statesboro, GA 30460-8137
(912) 681-5247•FAX: (912) 681-5093
megger@georgiasouthern.edu
<http://coe.georgiasouthern.edu/oscr/cates.htm>

Coastal Georgia Center

Mr. Henry Whitfield, Director
305 Fahm Street
Savannah, GA 31401
(912) 651-2005•FAX: (912) 644-7901
ccenter@georgiasouthern.edu
<http://ceps.georgiasouthern.edu/cgc/>

Coastal Rivers Water Planning and Policy Center

Vacant, Director
P.O. Box 8153-02
Statesboro, GA 30460-8153-02
(912) 486-7979•FAX: (912) 486-7208
<http://www.h2opolicycenter.org/>

Dublin Center

Ms. Velinda Stanley, Director
1900 Bellevue Road
Dublin, GA 31021
(478) 275-6750•FAX: (478) 275-6748
vstanley@georgiasouthern.edu
<http://ceps.georgiasouthern.edu/conted/offcampusdublin.html>

Georgia Center for Educational Renewal

Vacant, Director and Goizueta Chair
P.O. Box 8013
Statesboro, GA 30460-8013
(912) 681-5719•FAX: (912) 681-5093
<http://coe.georgiasouthern.edu/gcer.html>

Georgia Southern Botanical Garden

Dr. Wayne Becker, Director
P.O. Box 8039
Statesboro, GA 30460-8039
(912) 871-1149•FAX: (912) 871-1777
garden@georgiasouthern.edu
<http://ceps.georgiasouthern.edu/garden/>

Georgia Southern Museum

Dr. Brent Tharp, Director
P.O. Box 8061
Statesboro, GA 30460-8061
(912) 681-5444•FAX: (912) 681-0729
btharp@georgiasouthern.edu
<http://ceps.georgiasouthern.edu/museum/>

Institute of Arthropodology and Parasitology

Dr. James H. Oliver, Jr., Director and Fuller E. Callaway
Professor of Biology
P.O. Box 8056
Statesboro, GA 30460-8056
(912) 681-5564•FAX: (912) 681-0559
eshoward@georgiasouthern.edu
<http://www.bio.georgiasouthern.edu/iap/index.htm>

Karl E. Peace Center for Biostatistics

Dr. Robert Vogel, Director
P.O. Box 8148-01
Statesboro, GA 30460-8148-01
(912) 486-7906•FAX: (912) 486-7907
rvogel@georgiasouthern.edu
<http://jphcoph.georgiasouthern.edu/biostatistics/index.php>

Liberty Center

Dr. Joseph Weaver, Director
740 East General Stewart Way
Suite 210
Hinesville, GA 31313
(912) 368-7140•FAX: (912) 368-3061
<http://www.libertyctr.armstrong.edu/>

Performing Arts Center

Mr. Albert Peralion, Director
P.O. Box 8159
Statesboro, GA 30460-8159
(912) 681-0830•FAX: (912) 871-1480
apertalion@georgiasouthern.edu
<http://ceps.georgiasouthern.edu/pac/>

Small Business Development Center

Ms. Lori Durden, Director
P.O. Box 8156
Statesboro, GA 30460-8156
(912) 681-5194•FAX: (912) 681-0648
L_durden@georgiasouthern.edu

<http://www.sbdc.uga.edu/#>

Southern Center for Logistics and Intermodal Transportation

Dr. Stephen Rutner, Director
P.O. Box 8154
Statesboro, GA 30460-8154
(912) 681-5655•FAX: (912) 871-1523
srutner@georgiasouthern.edu
<http://coba.georgiasouthern.edu/centers/lit/>

Women's and Gender Studies

Dr. Lori Amy, Director
Forest Drive 1127
P.O. Box 8090
Statesboro, GA 30460-8090
(912) 681-0625•FAX: (912) 871-1386
lamy@georgiasouthern.edu
<http://class.georgiasouthern.edu/wgender/>

108 Academic Units

108.01 University Honors Program and 1906 Scholars

University Honors Program

The University Honors Program at Georgia Southern University provides a small college atmosphere in the context of a large comprehensive university. The program is designed to foster the development of a critical sense of inquiry, a spirit of creativity, a global perspective, and an ethic of civic responsibility. A hallmark of the program is the emphasis on bringing ideas to life through undergraduate research, experiential learning, and service-learning opportunities.

University Honors Program Scholarships

Approximately 150 new students are admitted to the program each year, and students compete for forty \$1,500 renewable University Honors Program scholarships. Furthermore, Georgia Southern University offers a variety of additional scholarships for incoming freshmen based on academic achievement, field of study, or financial need.

University Honors Program Benefits

- Challenging honors courses taught by distinguished faculty
- Undergraduate research experience opportunities
- Priority registration for classes
- First year honors retreat
- Study abroad scholarships designated for honors students
- Honors community living option in Eagle Village
- Honors seal of distinction on diploma
- Leadership development opportunities
- Assistance in applying for nationally competitive scholarships and fellowships (e.g., Fulbright, Marshall, Rhodes, Rotary)

1906 Scholars

The 1906 Scholars are a select group of students that exist within the University Honors Program. Each fall, 15-18 freshmen are admitted as 1906 Scholars, and these students participate in a series of interdisciplinary courses taught by some of the most celebrated faculty on campus. Weekly seminars and colloquia emphasize discussion and

independent research as well as nurture creativity and the sharing of ideas among students and faculty.

1906 Scholars Benefits

- All benefits of the University Honors Program
- Full tuition scholarship including out-of-state fee waiver
- Academically rigorous interdisciplinary seminars and colloquia
- Annual seminar available only to the 1906 Scholars cohort
- Specially designed 1906 Scholars orientation program prior to the start of the fall semester

Admission to the University Honors Program and 1906 Scholars

Students interested in applying to the University Honors Program should possess a solid record of academic and co-curricular achievement as well as community involvement. Minimum requirements include:

- SAT score of 1200 or higher (math + critical reading) or ACT score of 27 or higher (composite)
- High school GPA of 3.5 or higher in college preparatory classes
- Personal interview is required for all University Honors Program scholarships

Students applying to be a 1906 Scholar should possess a superior record of academic and co-curricular achievement as well as community involvement. Minimum requirements include:

- SAT score of 1300 or higher (math + critical reading) or ACT score of 29 or higher (composite)
- High school GPA of 3.5 or higher in college preparatory classes
- Personal interview is required for all 1906 Scholar finalists

Contact Information

To acquire additional information or receive an application for admission, please contact the University Honors Program at (912) 486-7926, or visit their website at <http://academics.georgiasouthern.edu/honors>.

108.02 Center for International Studies

The Center for International Studies is responsible for international academic programs and services, including international students and study abroad programs.

Two degree programs are offered through the Center: the Bachelor of Arts in International Studies and the Bachelor of Science in International Trade. Both degrees are designed to provide students with an interdisciplinary background for careers with international organizations, governmental and non-governmental organizations, international businesses, and a wide variety of other agencies and firms in the U.S. and abroad. An internship or study abroad program overseas is required for these degrees. Minors in International Studies, Irish Studies, and Latin American Studies along with undergraduate concentrations in Asian Studies, European Studies, and Latin American Studies are available.

The University System of Georgia's European Council offers the *European Union Studies Certificate Program*. This program consists of six courses of study for a total of 18 semester hours, and students have the option of earning the certificate jointly conferred with the University of Munich in Germany. The official certificate is awarded by the student's home institution and is indicated on the transcript.

The *Georgia Southern University Model United Nations Program* selects students each year to participate in a delegation that will travel to New York to represent a country or a non-governmental organization in the national Model United Nations. Students learn the complexities of diplomacy and the art of parliamentary procedure and develop an

appreciation for the process of peace and cooperation. Members of the delegation also help plan and conduct several Model UN conferences during the course of the year, including one high school conference, two middle school conferences, and an advisors' workshop.

Studies Abroad and Exchange Programs are offered in a variety of disciplines and provide many opportunities for students to obtain transcultural experiences. Georgia Southern currently participates in exchange programs in China, Denmark, Germany, Japan, Mexico, and South Korea. These programs allow students to pursue semester or year-long studies in major courses and language classes and experience the culture of the host country. Students in the College of Education may complete part of their teaching practicum in the United Kingdom. Students may also participate in a variety of summer study abroad programs. Some of the most popular summer destinations for Georgia Southern students include Costa Rica, the Czech Republic, and Spain. These programs last from 2-6 weeks and often include home stays with local families to further cultural immersion.

International Student Programs and Services provides advisement and processes documents to help approximately 300 international students and scholars at Georgia Southern maintain their status with the Department of Homeland Security (DHS). Other services include orientation, English proficiency testing/placement, and assistance with health insurance coverage. In addition, the Center plans and coordinates programs to foster international understanding both on campus and in the community. Some of these programs are the International Club for students, weekly International Conversation Hours, the Cross-Cultural Friendships Program, the Global Ambassadors, and the International Festival during International Week.

The *English Language Program* is designed for non-native speakers of English who would like to improve their English language proficiency. The program provides three levels of institutional credit and non-credit classes. Students exiting the program should possess adequate English skills for enrollment in degree programs at the University.

For more information about any of the above programs or services, contact the Center for International Studies at 681-0332, or visit the office in the Forest Drive Building, Room 1313.

108.03 Institute of Arthropodology and Parasitology

The Institute of Arthropodology and Parasitology (IAP) is an internationally renowned, principally research-oriented organization under the directorate of Dr. James H. Oliver, Jr., Callaway Professor of Biology. Affiliated students, staff, and faculty hold concurrent appointments in the departments of Biology, Geology and Geography, History, or Psychology. Research is funded by numerous organizations including the National Institutes of Health, the Centers for Disease Control, and Georgia Southern University. Hundreds of publications authored by IAP researchers have appeared in various scientific journals. Current research includes investigation of mosquitoes, fleas, lice, and other medically important arthropods and parasitic worms. Special emphasis is focused on ticks with separate projects addressing the physiology, biology, or identification of various species, especially those known to transmit the Lyme disease bacterium or other pathogens to man. The U.S. National Tick Collection, the largest and most important tick collection in the world, as well as its associated curators and literature collection, is an integral part of IAP.

109 Administrative Units

109.01 Office of the Registrar

The Office of the Registrar has the primary responsibility for maintaining the academic records of students and making them available to all other university administrators. The office is responsible for administering registration, reporting grades to students, maintaining and providing transcripts of student records, clearing students for graduation, certifying student enrollment, and handling veterans' affairs. **Upon the**

recommendation of the Academic Standards Committee, the office processes the readmission appeals of students. Subject to the provisions of the *Privacy Act*, the Office of the Registrar attempts to provide all information needed by faculty to assist in their work with students.

109.02 Division of Continuing Education and Public Service

The mission of the Division of Continuing Education and Public Service is to meet the lifelong learning needs of southeast Georgia. The Division provides a variety of programs designed to improve skills of the region's workforce, to enhance societal and cultural understanding, to facilitate healthy lifestyles and constructive use of leisure time, and to address the personal development and enrichment needs of the region's citizens.

Within the Division of Continuing Education and Public Service are the following:

- Continuing Education
- Performing Arts Center
- Georgia Southern Botanical Garden
- Georgia Southern Museum
- Center for Wildlife Education and Lamar Q Ball, Jr., Raptor Center

In addition, the Division oversees the Coastal Georgia Center in Savannah and Georgia Southern's work at regional outreach centers in Brunswick and Dublin.

109.03 Information Technology Services

Information Technology Services (IT Services) is comprised of the following:

- Computer Center—houses main institutional computing complex;
- Network Services—manages the campus network and associated services and tools;
- Information Security—provides security analysis, security awareness and training, and security direction in relation to Georgia Southern's information technology environment;
- Help Desk—provides consulting services, software distribution, and support for workstations and peripherals;
- Information Systems—offers software development and support for major administrative systems;
- College of Information Technology Support—offers technical support to College of Information Technology (CIT) faculty and staff and labs in the CIT building;
- Computer Facilities Support—supports designated open and departmental student computer labs;
- Telecommunications—administers the voice communications environment on campus and acts as a liaison with the external provider;
- Webmaster—maintains level 1 and 2 university web pages, administers standards for web design and development, and provides assistance to departmental pagemasters;
- IT-Business and Finance—provides IT support for all units in the Division of Business and Finance; and
- Emerging Technology Center—provides consultation, administration, and support for the implementation and use of instructional technology.

WebCT/Vista is the online course management software that allows faculty to give students course notes, quizzes and tests, conduct interactive meetings and chats, and deliver a host of other classroom-related activities.

IT Services installs and/or supports a variety of applications for the workstation environment. Contact them at 681-5429 for information or assistance. For a list of available software and the associated support status, please review the information located on the following webpage: <http://services.georgiasouthern.edu/its/software.php>.

Workstations on the campus network have access to local computing resources, PeachNet (the statewide network of the University System of Georgia), and the Internet.

109.0301 Computers for Faculty Use

All Georgia Southern faculty have access to a computer, whether on their desktop or in one of several computer labs located across campus. Most of the faculty use desktop computers that operate in a Windows environment and are connected to the Internet. Faculty may choose (within the confines of the budget) either a PC or Apple computer. Each department at Georgia Southern is expected to have procedures for distributing computer resources. Generally, newer and more powerful computers are reserved for faculty who require high-end computers for their research, while older, less powerful computers are provided to faculty with more limited computing requirements. All technology purchases must be approved by Information Technology Services.

Georgia Southern University has several general and special purpose computer labs that house approximately 1,500 computers and are available for faculty and student use. The largest "general purpose" labs are located in the Henderson Library, the Newton Building, the College of Business Administration, and the College of Information Technology. Many departments maintain their own computer labs with their own policies regarding hours of use and general availability.

University computers available for faculty and students have antivirus software, Internet access, and an office suite. The University supports the Microsoft Office suite. GroupWise is the campus standard for email, calendaring, and other groupware functions. Faculty may also request a Georgia Southern personal webpage account. This provides access to one of the University's servers and enables users to maintain their personal web pages. A Computer Account Request Form is available through Information Technology Services' web site at <http://services.georgiasouthern.edu/its/sfaaccount.php>.

All users of computers attached to or communicating with the Georgia Southern University network are governed by the Georgia Southern University Computer Use Policy and the Information Technology Security Standards and Guidelines. These policies spell out the requirements and expectations for users of the campus network. Faculty must familiarize themselves with these documents and adhere to the standards set forth.

Please keep in mind the following policy on electronic and voice mail, affirmed by the President's Cabinet, that applies to email signatures and the content of email and voice mail: "All official email correspondences and voice mail greetings of university faculty and staff should be consistent with standard practices for business communication and should not contain information extraneous to the mission and goals of the University."

109.0302 Computer Use Policy

I. Purpose

The following Computer Use Policy has been developed as a complement to relevant laws and policies to define acceptable and unacceptable computer use practices, to promote an understanding of responsible usage of university computing resources, and to protect and conserve those computing resources. The policy is not intended to be exhaustive, and Georgia Southern University reserves the right to limit, restrict, or extend computing privileges and access to its computing resources.

II. Policy Statement

In support of its mission of teaching, scholarship, and service, Georgia Southern University provides access to computing resources for students, faculty, staff, and other authorized users within institutional priorities and financial capabilities. The computing resources of Georgia Southern University, including facilities, hardware, software, networks, and computer accounts, are the property of the State of Georgia. The use of these resources is a privilege granted by Georgia Southern University to authorized users only. Georgia Southern University requires all persons authorized to use its computing

resources to do so responsibly and in compliance with all state and federal laws, all contractual and license agreements, and all policies of Georgia Southern University and the Board of Regents of the University System of Georgia. Authorized users of the University's computing resources must act responsibly to maintain the integrity and security of these resources. Each user of a university computing resource is ultimately responsible for the use of that computing resource and for the use of his or her computer account. Persons misusing the University's computing resources in violation of federal and state laws, Board of Regents and university policies, or this policy are subject to disciplinary actions by the University and/or forfeiture of their computer privileges. In the event such misuse of computer resources threatens to compromise the integrity or jeopardize the security of university computer resources or harm authorized users of those resources, the University's Chief Information Officer, or his or her designee, is authorized to take any and all necessary actions, including the immediate confiscation and/or disabling of a university computer resource or the temporary or permanent termination of a computer account, to protect, investigate, and ensure the security and proper use of computer resources.

1. Use of any university computing resource is restricted to those having proper authorization to use that particular resource. It is a violation of the law and university policy to assist in, encourage, or conceal from authorities any unauthorized use, or attempt an unauthorized use, of any of the University's computers or network facilities.
2. No one shall knowingly endanger the security of any university computing resource, nor willfully interfere with authorized computer usage by circumventing or attempting to circumvent normal resource limits, logon procedures, or security regulations. Furthermore, use of all university computing resources shall be subject to all provisions of the Georgia Southern University Information Technology Security Standards and Guidelines, which are incorporated by reference as part of this Computer Use Policy.
3. No technologies shall be connected to the University's computing resources that interfere with authorized usage of those resources. The University reserves the right to restrict the use of any technologies that may endanger the security and/or integrity of its computing resources. See the Information Technology Security Standards and Guidelines.
4. The University's computing resources shall not be used to attempt unauthorized use, or to interfere with another person's legitimate use, of any computer or network facility anywhere. All users shall share computing resources in accordance with policies set for the computers involved, giving priority to more important work and cooperating fully with the other users of the same equipment. Encroaching on or disrupting another person's use of university computers is prohibited. Examples of such acts include but are not limited to: excessive game playing; sending excessive messages either locally or off campus [including but not limited to electronic chain letters]; initiating denial of service attacks; printing excessive copies of documents, files, data, or programs; modifying system facilities, operating systems, or disk partitions; attempting to crash or tie up a university computer; damaging or vandalizing university computing facilities, equipment, software, or computer files; causing an inordinately large number of requests for files; spamming; sniffing; running scans; reconfiguring; or using an inordinately high percentage of bandwidth.
5. University computing resources and network facilities shall not be used for commercial purposes without specific authorization from the Vice President for Business and Finance or his or her duly authorized designee. All computer usage

shall be in full compliance with all provisions of the Campus Advertising, Sales and Solicitation Policy and the web-based Financial Transaction Policy.

6. Passwords to any computing resource shall only be issued to authorized users. Password recipients are responsible for the integrity of their password and shall not distribute it to unauthorized users.
7. Misrepresenting a person's identity or relationship to the University when obtaining or using university computer or network privileges is prohibited.
8. Accessing, reading, altering, or deleting any other person's computer files or electronic mail without specific authorization is prohibited.
9. Copying, installing, distributing, infringing, or otherwise using any software, data files, images, text, or other materials in violation of copyrights, trademarks, service marks patents, other intellectual property rights, contracts, or license agreements is prohibited. All usage of computing resources shall be in compliance with federal and state copyright laws and in full conformance with the Regents Guide to Understanding Copyright and Fair Use.
10. Creating, installing, or knowingly distributing a computer virus, "Trojan horse," or other surreptitiously destructive program on any university computer or network facility, regardless of whether any demonstrable harm results, is prohibited.
11. Only those persons with proper authorization shall modify or reconfigure any university computing resource or network facility.
12. Users of university computing resources shall have no expectation of privacy of materials stored on those resources. The University reserves the right to access any of its computer resources when federal or state laws or university policies may have been violated or where university contractual obligations or university operations may be impeded or when deemed in the best interest of the University. Computer users should not place confidential information in computers without protecting it appropriately. The University cannot and will not guarantee the privacy or confidentiality of computer files, electronic mail, or other information stored or transmitted by its computers. All computer usage on Georgia Southern University computing resources and network facilities is subject to the provisions of the *Georgia Open Records Act, O.C.G.A. §§ 50-18-70 et seq.*
13. Authorized computer users shall take full responsibility for messages that they transmit through the University's computing resources. The University's computing resources shall not be used to transmit any communications prohibited by law, including but not limited to fraudulent, harassing, obscene, or threatening messages.
14. System administrators shall perform their duties fairly, in cooperation with the Georgia Southern community, their administrative supervisors, university policies, and funding sources. System administrators shall respect the privacy of others to the extent allowed by law and University policy. System administrators shall refer all disciplinary matters to appropriate authorities.

III. Sanctions:

Violations will be classified as major or minor based on the following considerations:

- Intent of the person committing the violation
- Sensitivity of resource compromised
- Effect on the university community

Based on these considerations, the following example situations would be classified as major violations (these are not all-inclusive):

1. An intentional hack into a campus server.
2. A weak password in a user account that has access to social security numbers, medical information, credit cards, or other data classified as sensitive.
3. A failure to update a server's operating system that results in a denial of service attack that brings down the entire campus network.

Classification of a violation will be proposed by the Information Technology Services Security Administrator and/or the CIO, and approved by the appropriate vice president.

First/minor violation

If a person has violated the Computer Use Policy or Security Standards Policy, and (1) the violation is deemed minor by IT Services, and (2) the person has not been implicated in prior incidents, then the incident may be dealt with at the IT Services or department level. The offender will be notified of the offense and how to come back into compliance with the University's policy. The offender will also be furnished a copy of the Computer Use Policy and the Security Standards Policy and will sign a form that indicates the person has read the two policies and agrees to conform to the policies.

An email that includes a description of the violation and a copy of the incident report will be sent to the employee's immediate supervisor and their respective vice president. For students, the Vice President of Student Affairs and Enrollment Management and the Office of Judicial Affairs will be notified with a description of the violation and a copy of the incident report.

Subsequent and/or major violations

The offender will be notified of the offense and how to come back into compliance with the University's policy. The offender will also be furnished a copy of the Computer Use Policy and the Security Standards Policy and will sign a form that indicates the person has read the two policies and agrees to conform to the policies.

Reports of subsequent or major violations will be forwarded to the employee's office of the vice president for the determination of sanctions to be imposed. For staff employees, consult the Division of Human Resources regarding appropriate action or see Human Resource's policy on Counseling and Disciplinary Action:

<http://jobs.georgiasouthern.edu/p&p/Counseling%20and%20Disciplinary%20Action.htm>.

For faculty employees, see the *Faculty Handbook*.

For students, the Vice President of Student Affairs and Enrollment Management and the Office of Judicial Affairs will be notified of the violation for determination of sanctions to be imposed.

Range of disciplinary sanctions

Use of Georgia Southern University computing resources in violation of the University's Computer Use Policy and the Security Standards and Guidelines Policy may result in loss of computing privileges and other disciplinary action. Some violations may constitute criminal offenses, as outlined in the *Georgia Computer Systems Security Act*, the *Copyright Act*, and other local, state, and federal laws; the University will carry out its responsibility to report such violations to the appropriate authorities. Nothing in this policy is intended to limit the authority of supervisors to impose disciplinary sanctions on employees.

IV. Responsible Office:

This Computer Use Policy shall be administered and enforced by the University's Chief Information Officer or his or her duly authorized designee.

V. Definitions:

Computing Resource Computing resources comprise all computers and electronic data storage, transmission, and manipulation devices owned and/or controlled by any part of Georgia Southern University or connected to the University's communication facilities,

including departmental computers and the University's computing network facilities accessed by anyone from anywhere.

Authorized Use Authorized use of Georgia Southern University computing resources is use of computer resources that is consistent with the education, research, and service mission of the University and consistent with this Computer Use Policy.

Authorized User Authorized users are as follows:

1. current faculty, staff, and students of Georgia Southern University;
2. any person connecting to a public information service housed on a computing resource; and
3. others whose access furthers the mission of the University and whose usage does not interfere with other users' access to computing resources.

Each user of a computing resource must be specifically authorized to use that particular computing resource by the university unit responsible for maintaining and operating the resource.

110 Faculty Governance

110.01 Shared Governance

1. The faculty and administration of Georgia Southern University affirm their belief in the process of shared governance both as a principle and an animating spirit of our institution. Shared governance involves faculty and administration participating mutually in the development of policies at the departmental, college, and university levels. Faculty therefore have a role in developing policies including, at the appropriate levels, strategic planning; academic and curricular policies; committee establishment and appointments; selection and retention of academic unit leaders; review and revision of the shared governance process; and faculty personnel actions including hiring and evaluation of faculty (annual evaluation, pre-tenure, tenure, post-tenure review, and promotion). As used here, "policy" is understood to include guiding and governing principles and any applicable procedures, instructions, or forms developed along with the principles.
2. In pursuit of clarity and to provide ready access for faculty and administrators, these policies shall appear on the respective departmental, college, and university web sites and be available in print in the respective departmental, college, and university offices. In consultation with the chair and full-time faculty in each department, each dean should verify the existence of, review, and when necessary, initiate revision of departmental policies to confirm their consistency with college and university policies.
3. In consultation with the dean of each college, the Provost should review and, when necessary, initiate revision of college policies to confirm their consistency with university policies.
4. All faculty and administrators have the responsibility to be aware of the written policies of their respective departments and colleges, and of the University, as well as those of the Board of Regents.

110.02 Faculty Senate

The Faculty Senate is established by the *Statutes* of the institution and the Board of Regents and is the elected legislative agency of the faculty. As such, it is the official faculty advisory body to the President. Subject to the approval of the President, the recommendations of the Faculty Senate become the academic policy of the University to be implemented by the administration. The academic affairs of the University which concern the Faculty Senate and for which it is responsible are those specified by the Board of Regents: academic activities, general educational policy, welfare of the faculty, and all other matters of interest to the faculty as long as they exist within the policy framework of the Board of Regents. By Board of Regents' policy, the President of the University serves as President of the Faculty Senate.

110.03 Bylaws of the Faculty Senate

The operating rules of the Senate are set forth in the *Bylaws* which were approved by the Faculty Senate, January 22, 1996, and last amended on April 18, 2006. These *Bylaws* establish the operating procedures and committee structure and membership.

ARTICLE I—PURPOSE

SECTION 1. The Faculty Senate shall serve as the representative and legislative agency of the faculty. As such, it shall serve as the official faculty advisory body to the President. Within the policy framework of the Board of Regents of the University System of Georgia, and with the approval of the President, the recommendations of the Faculty Senate shall be the academic policy of the University to be implemented by the administration.

SECTION 2. The academic affairs of the University which concern the Faculty Senate and for which it shall be responsible in formulating policies and reviewing procedures include academic activities, general educational policy of the University, the welfare of the faculty, and other matters which maintain and promote the best interests of the faculty and the University as specified in the *Policy Manual of the Board of Regents*.

SECTION 3. These *Bylaws* shall be interpreted to allow the Faculty Senate to accomplish its responsibilities and objectives provided such interpretation does not directly conflict with the *Statutes* of Georgia Southern University.

ARTICLE II—MEMBERSHIP AND MEETINGS

SECTION 1. Membership criteria are described in detail in Article V of the *Statutes* of Georgia Southern University. In particular,

- a. each college and the library will have the total number of its regular full-time faculty divided by 15; for every 15 faculty members, or major portion thereof (i.e., 8-14), that unit will receive a Senate seat to be filled by election following each unit's election process.
- b. no unit shall have fewer than two Senate seats, even if that means apportioning a seat to a unit that is not strictly called for by the ratio in part (a.) of this section.
- c. should apportionment calculations direct a reduction in a unit's number of Senate seats, no sitting senator will be removed; that seat will be eliminated when the first senator of that unit to reach his or her term limit rotates off the Senate. Also, no unit will lose more than one seat in any given year, the Senate Executive Committee (SEC) being charged with adjusting the terms of elected senators so that the staggered term rotation of senators in a unit will not be jeopardized.

SECTION 2. Policies for scheduling regular and called meetings and the frequency of meetings are also described in the *Statutes*. The President of the University shall provide to the faculty abbreviated minutes summarizing all action items within 10 working days following each meeting. Any member of the university community is welcome to attend Senate meetings as an observer.

SECTION 3. Senators will receive in writing any item intended for notification, discussion, or action at least two work days in advance of the Senate meeting at which said item will appear on the agenda, and they will receive copies of any documents related to said agenda item at least two work days in advance of the Senate meeting. For purposes of these *Bylaws*, the work week is defined as 8 a.m. on Monday until 5 p.m. on Friday when classes are in session.

SECTION 4. Faculty Senate meetings shall be conducted according to *Robert's Rules of Order* and in accordance with the most recent Senate Protocol.

SECTION 5. By direction of the Board of Regents, the President of Georgia Southern University shall preside at all meetings of the Faculty Senate. The President may ask the Chair of the Senate Executive Committee to serve as Senate Moderator.

ARTICLE III—OFFICERS

SECTION 1. The officers of the Faculty Senate shall consist of the Chair of the Senate Executive Committee, the voting members of the Senate Executive Committee, the Senate Secretary, and the Senate Librarian. All officers shall be senators.

SECTION 2. The Senate Executive Committee shall serve as the chief governing body for all matters before the Senate, including procedure and protocol. It shall be the purpose of the Senate Executive Committee to guide the actions of the Senate so as to enhance all Faculty Senate activities.

SECTION 3. The Senate Executive Committee shall consist of one senator from each college and the library elected by the faculty in their respective units for two-year staggered terms, and the Chair of the Senate Executive Committee. Additionally, the Senate Librarian and the Senate Secretary shall serve in an advisory role as non-voting members, unless they represent their colleges on the Senate Executive Committee. A non-voting staff member designated by the President shall serve as a liaison with the Senate Executive Committee. Staff assistance and administrative support shall be provided through the office of the Faculty Senate.

SECTION 4. The Chair of the Senate Executive Committee shall serve as Moderator at Senate meetings if so requested by the President of the University and facilitate the operations of the Faculty Senate. The Chair shall vote only in the case of a tie in the committee or in the Senate.

SECTION 5. The duties of the Senate Executive Committee shall be as follows:

- a. coordinate an orientation workshop for incoming senators and alternates prior to the first Faculty Senate meeting of the academic year on a date determined by the Senate Executive Committee;
- b. appoint a parliamentarian to counsel the presiding officer regarding matters of parliamentary procedure. The parliamentarian, who may be chosen from any member of the university community, must be confirmed by a majority vote of the Senate;
- c. review the report of the Senate Librarian as a means of expediting all Senate activities;
- d. review all proposed agenda items prior to the construction of the Senate meeting agenda. The Chair of the Senate Executive Committee shall advise the President regarding the inclusion of these items on the agenda;
- e. nominate one faculty member to serve as the institutional representative to the National Collegiate Athletic Association. This appointment must be confirmed by a majority vote of the Faculty Senate. There shall be a one-year apprenticeship prior to becoming the institutional representative. The institutional representative shall serve a six-year term of office (a total of seven years) and may succeed himself/herself for one term. In cases where the institutional representative has been elected to office in the Southern Conference and the term of that office exceeds the six-year term, the President of the University, in consultation with the Senate Executive Committee, may extend the term of the institutional representative to coincide with the term of the elected office in the Southern Conference. Such an extension shall normally be limited to no more than two years;
- f. nominate one faculty member to serve as the SPC Representative who shall serve a one-year apprenticeship and a two-year term. This appointment must be confirmed by a majority vote of the Faculty Senate;
- g. nominate one faculty member to serve a one-year term as Student Government Association representative. This vote must be confirmed by a majority vote of the Faculty Senate;
- h. appoint members to both standing committees and ad hoc committees. In general, members shall be chosen to ensure representation from across the university community. The Senate Executive Committee shall solicit interest for nomination or appointment to standing and ad hoc committees. However, in some cases, qualifications for committee membership shall accrue directly from the nature of the committee activity and the interest and talents of certain

individuals;

- i. appoint and/or nominate as appropriate faculty to other university committees as requested by the President;
- j. ensure that each ad hoc committee has a specific charge that outlines measurable objectives and appropriate time constraints and require that each ad hoc committee submit to the Senate Executive Committee a written report summarizing its activity. The Senate Executive Committee shall provide reports to the Senate for review and action, as needed;
- k. meet at least once per semester with the chair of each ad hoc committee and may meet with the chair of any standing committee at the request of the Senate Executive Committee Chair. The purpose of these meetings is to review the committees' progress toward the accomplishment of their objectives and to provide advice and assistance as appropriate;
- l. review all the foundational documents of the University as they relate to the faculty, including but not necessarily limited to the *Statutes*, *Bylaws*, and various handbooks; examine extant committee structure of the Senate, including charges and composition; and recommend to the Senate such revisions or amendments as appropriate and necessary;
- m. keep and provide minutes of all Senate Executive Committee meetings;
- n. review and revise as appropriate the apportionment of senators from the colleges and the library according to the *Statutes* (see Article II, § I, and Article IV, § 17);
- o. adjust term limits of committee members and senators as necessary to ensure appropriate continuity and apportionment (see Article II, § I, and Article IV, § 17); and
- p. shall communicate to the faculty at-large reminders of Senate Agenda deadlines, Senate meetings, locations of minutes, and the Librarian's Report.

SECTION 6. The duties of the SENATE SECRETARY shall be as follows:

- a. collect, write, and distribute minutes of the proceedings of Senate meetings to the faculty (as defined in the *Statutes* of Georgia Southern University) with staff assistance from the Office of the Faculty Senate. The minutes shall be distributed at least 10 working days prior to the next scheduled Senate meeting.

SECTION 7. The duties of the SENATE LIBRARIAN shall be as follows:

- a. provide to the members of the Faculty Senate an informative summary report of all minutes provided to the Librarian by the chairs of the standing committees and ad hoc committees of the Faculty Senate. The Librarian shall prepare the "Librarian's Report" with staff assistance from the Office of the Faculty Senate and shall distribute the report to the Senate at least five working days prior to the next scheduled Senate meeting. Committees presenting reports as separate agenda items should post minutes on the Senate web page at least five working days prior to the Senate meeting for consideration by the Senate; and
- b. serve as a faculty representative on the advisory council to the Provost/Vice President for Academic Affairs and shall prepare and distribute to the Senate a summary of the issues addressed at those meetings.

SECTION 8. The Senate Secretary and the Senate Librarian shall be sitting senators or senators-elect elected by the Senate at its final meeting of the spring semester. The Chair of the Senate Executive Committee shall be a sitting senator and elected by the Senate at the final meeting of the fall semester preceding the beginning of his or her term. These three Senate officers shall serve one-year terms beginning with the first day of the following academic year and may succeed themselves for no more than one additional term (a total of two consecutive years). Persons elected to these positions must have had at least one prior year of service on the Faculty Senate prior to the start of the term to which they have been elected.

SECTION 9. Any action taken by the Senate Executive Committee may be overturned by a two-thirds vote of the Faculty Senate.

ARTICLE IV—COMMITTEES

SECTION 1. The Faculty Senate shall discharge its responsibilities through a system of standing and ad hoc committees empowered by and responsible to the Senate. Some of these committees shall be designated as standing committees which have a well-defined purpose and whose functions continue from year to year. Others shall be designated as ad hoc committees created to address a particular issue or area of interest. All members of the faculty, administrators, and students of Georgia Southern University are eligible for membership on Senate committees.

SECTION 2. Both standing and ad hoc committees shall be chaired by senators. Standing committee chairs shall be elected by the voting members of the committee while ad hoc committee chairs shall be appointed by the Senate Executive Committee.

SECTION 3. Chairs of standing committees shall provide the Senate Librarian with reports of each committee meeting within 10 working days of such meetings for inclusion in the Librarian's Report. The chairs of the standing committees shall also submit, within 10 working days, to the Senate Executive Committee a prioritized list of actionable items to be included as agenda items for consideration by the Senate. Actionable items are defined as those items which affect the academic policies of the University.

SECTION 4. The Senate Executive Committee shall appoint senators or senate alternates to committees based on college/library divisions. Serious consideration shall be given to the qualifications of individuals appointed to Senate committees to ensure that their interests and backgrounds are appropriate for the functions of the specific committees to which they are appointed. A senator elected by a college or the library to serve on a standing committee may not also serve as the appointed senator to that committee.

SECTION 5. Non-Senate faculty members of standing committees shall be elected by the colleges and the library. Vacancies of elected positions on committees that occur following the regular election period are to be filled for the remainder of the term using procedures internally devised by the colleges and the library.

SECTION 6. Membership on standing committees shall normally be for a two-year term with the terms of office staggered to ensure no more than 50 percent turnover in any given year. No faculty member may serve more than two consecutive terms on a standing committee.

SECTION 7. Ad hoc committees shall have a specific charge concerning their activities and shall be dissolved with a formal action by the Senate upon accomplishing their purpose.

SECTION 8. All committees are empowered and encouraged to invite for counsel and advice from other members of the university community as appropriate.

STANDING COMMITTEES

SECTION 9. The responsibilities of the UNDERGRADUATE COMMITTEE shall be as follows:

- a. recommend to the Faculty Senate policy and procedures concerning undergraduate programs and curricula; review and approve all changes in undergraduate courses, major and minor programs, emphases, concentrations, and degrees; and maintain continuous review of all undergraduate academic programs;
- b. address other specific questions in this area that may be requested by the Senate Executive Committee; and
- c. report to the Librarian, the Senate Executive Committee, and the Senate as described in Article IV, *Sections 3 and 11*.

SECTION 10. Voting membership of the Undergraduate Committee shall be composed of senators or senate alternates representing each college and the library, one per unit, appointed by the Senate Executive Committee and faculty members elected by and

representing each college and the library, one per unit. Non-voting membership shall be composed of the Provost/Vice President for Academic Affairs, or his/her delegate, who shall vote in the case of a tie among the voting members of the committee, and the SGA President or SGA Vice President of Academic Affairs. The chair shall be a senator elected by the voting members of the committee.

SECTION 11. The Chair of the Undergraduate Committee shall present the minutes to the Senate as a regular agenda item. Motions approved by the Senate shall be forwarded on to the President or other appropriate party for final disposition.

SECTION 12. The responsibilities of the GRADUATE COMMITTEE shall be as follows:

- a. recommend policy and procedures concerning graduate programs and curricula and maintain continuous review of such programs;
- b. review and approve all changes to graduate courses, graduate programs, and degrees;
- c. review and approve policies for the appointment and retention of faculty members to the Graduate Faculty. Recommendations for appointment to the Graduate Faculty shall be forwarded to the Provost/Vice President for Academic Affairs by the Dean of Graduate Studies;
- d. address other specific questions in this area that may be requested by the Senate Executive Committee; and
- e. report to the Librarian, the Senate Executive Committee, and the Senate as described in Article IV, *Sections 3 and 14*.

SECTION 13. Voting membership of the Graduate Committee shall be composed of senators representing each college and the library, one per unit, appointed by the Senate Executive Committee and faculty members elected by and representing each college and the library, one per unit. Non-voting membership shall be composed of the Provost/Vice President for Academic Affairs, or his/her delegate, who shall vote in the case of a tie among the voting members of the committee, the Dean of Graduate Studies, and a graduate student elected by the Graduate Student Organization. Senate and faculty representatives must be members of the graduate faculty. The chair shall be a senator elected by the voting members of the committee.

SECTION 14. The Chair of the Graduate Committee shall present the minutes to the Senate as a regular agenda item. Motions approved by the Senate shall be forwarded on to the President or other appropriate party for final disposition.

SECTION 15. The responsibilities of the ACADEMIC STANDARDS COMMITTEE shall be as follows:

- a. review and recommend policy and procedures concerning academic standards as they affect the overall academic integrity of the University;
- b. recommend policy and procedures and act upon appeals concerning admissions, academic suspension and academic exclusion, special admission and readmission, and provisional and probationary procedures;
- c. address other specific questions in this area that may be requested by the Senate Executive Committee; and
- d. report to the Librarian, the Senate Executive Committee, and the Senate as described in Article IV, *Section 3*.

SECTION 16. Voting membership of the Academic Standards Committee shall be composed of senators or alternates representing each college or the library, one per unit, appointed by the Senate Executive Committee and faculty members elected by and representing each college and the library, one per unit. Non-voting membership shall be composed of the Provost/Vice President for Academic Affairs, or his/her delegate, who shall vote in the case of a tie among voting members of the committee, and the Vice President for Student Affairs and Enrollment Management, or his/her delegate. The chair shall be a senator elected by the voting members of the committee.

SECTION 17. The responsibilities of the ELECTIONS COMMITTEE shall be as follows:

- a. coordinate the election of faculty to the Senate according to the procedures set forth in the University *Statutes*;
- b. coordinate any other Senate elections as directed by the Senate Executive Committee;
- c. address other specific questions in this area that may be requested by the Senate Executive Committee;
- d. report to the Librarian, the Senate Executive Committee, and the Senate as described in Article IV, *Section 3*;
- e. work with the President's Office to coordinate elections to university committees with Faculty Senate elections. Monitor elections to university committees, including the Faculty Grievance Committee when requested by the President; and
- f. conduct apportionment calculations annually in January using the regular full-time faculty count available from the Provost. The committee will report their findings to the Senate Executive Committee, which will notify the election committees of the individual units regarding those findings and how many seats they have open for election.

SECTION 18. Voting membership shall be composed of one senator appointed by the Senate Executive Committee and faculty members elected by and representing each college and the library, one per unit. Non-voting membership shall be composed of the Secretary of the Senate, who shall vote in the case of a tie among the voting members of the committee. The committee shall be chaired by the senator.

SECTION 19. The responsibilities of the FACULTY DEVELOPMENT COMMITTEE shall be as follows:

- a. recommend policy and procedures covering all aspects of the University's support of faculty development;
- b. review and evaluate proposals for faculty development funding and allocate funds budgeted for that purpose;
- c. review and evaluate nominations for awards and prizes in the area of faculty development; and
- d. report to the Librarian, the Senate Executive Committee, and the Senate as described in Article IV, *Section 3*.

SECTION 20. Voting membership of the Faculty Development Committee shall be composed of one senator appointed by the Senate Executive Committee and faculty members elected by and representing each college and the library, one per unit. Non-voting membership shall be composed of the Provost/Vice President for Academic Affairs, or his/her delegate, who shall vote in the case of a tie among voting members of the committee. The committee shall be chaired by the senator.

SECTION 21. The responsibilities of the FACULTY RESEARCH COMMITTEE shall be as follows:

- a. recommend policy and procedures covering all aspects of the University's support of faculty research and creative projects;
- b. review and evaluate proposals for faculty research funding and allocate funds budgeted for that purpose;
- c. review and evaluate nominations for awards and prizes in the area of faculty research;
- d. address other specific questions in this area that may be requested by the Senate Executive Committee; and
- e. report to the Librarian, the Senate Executive Committee, and the Senate as described in Article IV, *Section 3*.

SECTION 22. Voting membership of the Faculty Research Committee shall be composed of one senator appointed by the Senate Executive Committee and faculty members

elected by and representing each college and the library, one per unit. Non-voting membership shall be composed of the Provost/Vice President for Academic Affairs, or his/her delegate, who shall vote in the case of a tie among voting members of the committee. The committee shall be chaired by the senator.

SECTION 23. The responsibilities of the FACULTY SERVICE COMMITTEE shall be as follows:

- a. recommend policy and procedures covering all aspects of the University's support of faculty service;
- b. review and evaluate proposals for faculty service funding and allocate funds budgeted for that purpose;
- c. address other specific questions in this area that may be requested by the Senate Executive Committee; and
- d. report to the Librarian, the Senate Executive Committee, and the Senate as described in Article IV, *Section 3*.

SECTION 24. Voting membership of the Faculty Service Committee shall be composed of one senator appointed by the Senate Executive Committee and faculty members elected by and representing each college and the library, one per unit. Non-voting membership shall be composed of the Provost/Vice President for Academic Affairs, or his/her delegate, who shall vote in the case of a tie among voting members of the committee. The committee shall be chaired by the senator.

SECTION 25. The responsibilities of the FACULTY WELFARE COMMITTEE shall be as follows:

- a. conduct an on-going study of campus, University System of Georgia, state and national policies affecting faculty benefits and working conditions;
- b. solicit suggestions and concerns related to faculty welfare from individual faculty members and groups of faculty;
- c. monitor existing evaluation procedures, instruments, validity, collections and distribution of data;
- d. address other specific questions in this area that may be requested by the Senate Executive Committee; and
- e. report to the Librarian, the Senate Executive Committee, and the Senate as described in Article IV, *Section 3*.

SECTION 26. Voting membership of the Faculty Welfare Committee shall be composed of senators or alternates representing each college and the library appointed by the Senate Executive Committee and faculty members elected by and representing each college and the library, one per unit. Non-voting membership shall be composed of the Provost/Vice President for Academic Affairs, or his/her delegate, who shall vote in the case of a tie among voting members of the committee. The chair shall be a senator elected by the voting members of the committee.

SECTION 27. The responsibilities of the LIBRARY COMMITTEE shall be as follows:

- a. review and recommend policy for the library, including public services and the allocation of departmental funds;
- b. address other specific questions in this area that may be requested by the Senate Executive Committee; and
- c. report to the Librarian, the Senate Executive Committee, and the Senate as described in Article IV, *Section 3*.

SECTION 28. Voting membership of the Library Committee shall be composed of one senator appointed by the Senate Executive Committee and faculty members elected by and representing each college and the library, one per unit. Non-voting membership shall be composed of the University Librarian, or his/her delegate, who shall vote in the case of a tie among voting members of the committee, one undergraduate student and one graduate student, chosen in an appropriate manner by the SGA and the Graduate

Student Association, respectively. The committee shall be chaired by the senator.

AD HOC COMMITTEES

SECTION 29. Any member of the faculty may request that the Faculty Senate establish an ad hoc committee by completing the following requirements:

- a. submit a request in writing to the Senate Executive Committee stating specifically the problem, issue, and/or area of concern. The request must demonstrate that the issue is one of general concern for the University and not a matter concerning only an individual college or administrative area;
- b. outline the desired result from the committee activity (e.g., a report, revision of the *Statutes*, a new or revised administrative approach in a particular area). Requesting increased budgetary support in one or more areas at the expense of others is not a suitable purpose; and
- c. recommend (optional) the names of eligible persons who are interested or have special expertise in the identified area. Faculty senators and non-senators and other members of the university community are eligible to serve on ad hoc committees. Recommendations shall be considered, but final determination of the membership of a committee shall be made by the Senate Executive Committee.

SECTION 30. The Senate Executive Committee shall decide whether to establish ad hoc committees. All requests to establish such a committee shall be answered in writing and shall be provided to the Faculty Senate with a statement from the Senate Executive Committee indicating approval or disapproval and the rationale for the decision.

SECTION 31. If the request to establish an ad hoc committee is approved, the Senate Executive Committee shall appoint members to the committee including a senator as committee chair. The Senate Executive Committee shall also prepare a specific charge for the committee and specify a requested due date.

SECTION 32. The faculty member requesting the formation of an ad hoc committee for which the request is denied may appeal to the full Faculty Senate as a regular agenda item. The Senate may override the decision of the Senate Executive Committee by majority vote of those present.

SECTION 33. Ad hoc committees shall have the following reporting responsibilities:

- a. provide an interim report to the Senate Executive Committee in writing at least once each semester; and
- b. present a final report in writing to the Senate Executive Committee by the requested due date. The report shall be submitted as a regular agenda item at a meeting of the Faculty Senate by the ad hoc committee chair.

ARTICLE V—RATIFICATION AND REVISION

SECTION 1. These 2000 *Bylaws* were approved by the Faculty Senate unanimously on October 24, 2000. Subsequent revision must be included as an agenda item and shall require a two-thirds vote of those present at a meeting of the Faculty Senate.

SECTION 2. The President shall call a meeting of the Corps of Instruction upon a petition of 10 percent of the members of the Corps of Instruction to consider proposed revisions to these *Bylaws* or to reverse, rescind, or modify revisions approved by the Faculty Senate.

The *Bylaws*, Article III, § 7a, were amended to read "five working days" instead of 10 working days.

Approved by Faculty Senate Action, February 12, 2001.

The *Bylaws* were amended to delete the Athletics Committee.

Approved by Faculty Senate Action, February 12, 2001.

The *Bylaws* as amended were approved April 25, 2002.

The *Bylaws* as amended were approved by the Faculty Senate, March 27, 2003.

The *Bylaws* as amended were approved by the Faculty Senate, June 25, 2003.

The *Bylaws* as amended were approved by the Faculty Senate, October 16, 2003.

The *Bylaws* as amended were approved by the Faculty Senate, February 9, 2004.

The *Bylaws* as amended were approved by the Faculty Senate, June 23, 2004.

The *Bylaws* as amended were approved by the Faculty Senate, April 18, 2006.

111 Planning at Georgia Southern

In support of the values and beliefs of the institution, institutional planning seeks to facilitate and coordinate the development of ideas and programs, provides a process to determine institutional priorities that are mission centered, focuses the energies and resources of the institution toward the accomplishment of goals, and documents the status of those endeavors. The administration is convinced that if positive change is to continue it will be because of the collective attitudes and efforts of the entire institution. Although schedules and forms exist, planning is not intended to be one of specifics, reports, and directives, but rather a management style, centered on people, processes, and the integration of those ongoing activities toward the accomplishment of the stated mission of Georgia Southern University.

111.01 Attributes of the Planning Process

Planning must facilitate the ongoing management of this institution. The process must provide the focus and structure necessary to encompass the entire spectrum of management from strategic planning, to operational planning, annual budget building, and monitoring and evaluation. The process must recognize and accommodate both external and internal environmental forces.

- Emphasis is on a management process, not a written plan. Schedules and documentation exist, but planning is considered to be more of a management mentality rather than a paper product.
- There is a deliberate consideration of the campus culture in the decision-making process.
- The strategic process is designed to respond to issues both current and future in a timely fashion, to be pragmatic and flexible. It does not exist as an entity unto itself.
- Other major institutional management activities are accommodated and integrated: enrollment management, assessment of institutional effectiveness, composition of the student body, acquisition and utilization of facilities, and implementation of technology in learning and administration.
- The planning process itself is regularly evaluated for effectiveness and need of revision.

111.02 Planning Process

Institutional planning at Georgia Southern involves relationships between goals, plans, programs, budgets, and evaluation on a continuous basis.

Several basic assumptions and principles form the basis of this process:

- The success of a planning process depends on the active support of the President and the vice presidents, who must demonstrate support for the planning process by working with and within that process.
- The budget cycle at Georgia Southern is presently based on a University System of Georgia 12-month fiscal year. Key steps in the planning process must be designed to coincide with a System calendar. Development time for specific plans,

programs, and budgets, however, is not limited to 12 months.

- The ability to generate worthwhile projects and activities will always exceed the ability to fund them; therefore, selection and development of priorities are integral parts of planning.
- Rational decisions concerning choices between alternative projects cannot be made without clearly defined institutional goals. Universal agreement on actual priorities is not as important as a clear understanding of what the priorities are.
- Establishing institutional priorities is ultimately the responsibility of the President, who should, however, seek input from other sectors of the campus. The responsibility for implementing the priorities rests with administrators, the faculty, the staff, and the entire campus community.
- A successful planning process ensures that budget allocations are responsive to plans and programs and that departments and colleges are accountable for the implementation of plans.
- The Board of Regents requires that a number of reports and documents, such as the annual report, be submitted on specific calendar dates. The planning process must recognize, take advantage of, and be coordinated with these requirements in order to be most useful.
- The Southern Association of Colleges and Schools (SACS) serves as the general institutional accrediting agency. SACS has a 10-year cycle of accreditation involving a quality enhancement plan which is validated by a visiting committee. The methodology involves the assessment of institutional effectiveness. Procedures to evaluate the planning process should take this methodology into account.

111.03 Institutional Planning Groups

Planning at Georgia Southern is integrated into the usual campus structures and the decision process. The intent is a public, widely known process of total university planning, based on data, having explicit objectives, and utilizing rational strategies. The process is structured and iterative while at the same time flexible and continuous. Written documentation of the structure and scheme of planning serves primarily as a benchmark and reference point for the process. The essence of planning at Georgia Southern is encompassed in the cumulative management activities of individuals and groups and is further described by the roles and responsibilities of the following individuals and groups:

The ***Strategic Planning Council (SPC)*** is charged with facilitating the strategic planning process by serving as advisor and articulator. The principle thrust of the SPC shall be to engage in collective strategic deliberation concerning the institution, generally for the benefit of the institution and specifically to advise the President. The SPC shall solicit and gather information, identify and evaluate strategic issues, recommend and reexamine priorities, and devise and review alternatives all within the scope of the strategic planning process. Specific responsibilities shall include the following:

- function as a two-way conduit for information, relating the general campus community to the strategic planning process, especially addressing the Faculty Senate through its elected representative to the SPC.
- upon request of the President, collect information, clarify and articulate strategic issues, consider alternatives, and suggest strategies for dealing with those issues.
- through its own initiative, identify and provide advice to the President on strategic issues.
- review and revise the University's Mission Statement as necessary, but not less than once every five years.
- The President and each vice president will regularly brief the SPC regarding their respective current programs and planned programs. The SPC may request briefings from other campus representatives as considered necessary.

Membership and Activities

- Two faculty members shall be elected by and from the faculty at large.
- The Faculty Senate shall elect a representative to serve on the SPC, provided, however, that the Faculty Senate may have two representatives to the SPC in attendance in alternating years.
- Three faculty members shall be nominated by the Provost and appointed by the President.
- Two staff members from Business and Finance, two staff members from Student Affairs and Enrollment Management, and one staff member from Academic Affairs shall be nominated by their respective vice presidents and appointed by the President.
- One staff person from among those units reporting directly to the President's Office or from Development shall be appointed by the President.
- Each member shall serve for three years. A member may be reappointed or reelected. The member succeeding the representative of the Faculty Senate shall begin his/her term when the preceding representative's term is one year from expiration. It is acknowledged that the Faculty Senate will have two representatives in attendance in alternating years.
- The chair of the SPC shall be elected annually by the council from among its members who are faculty other than representatives of the Faculty Senate. The Provost will review the teaching and administrative load of the chair for possible adjustments.
- A representative from the Office of Strategic Research and Analysis shall attend the meetings as staff support to the council, and that office shall provide administrative support to the council.
- The SPC will publish its minutes to the University.
- The member representing the Faculty Senate regularly shall inform that body of the SPC's activities.
- The term of each member will expire at the end of the academic year as follows:

2008	Appointed Faculty #1 Faculty Senate #1 Student Affairs and Enrollment Management Staff #1 President's Staff
2009	Elected Faculty #2 Appointed Faculty #2 Business & Finance Staff #2 Student Affairs and Enrollment Management Staff #2
2010	Elected Faculty #1 Appointed Faculty #3 Business & Finance Staff #1 Academic Affairs Staff

[Cycle repeats every three years]

President It is essential to the concept of planning at Georgia Southern that the President not only be an active participant, but also be recognized as the champion of the planning process. The President provides the vision and leadership that symbolizes the institution, coordinates strategic planning, informs the campus community of strategic plans, seeks the advice of the Strategic Planning Council and the Faculty Senate, and serves as chief advocate for Georgia Southern's strategic plan in the external environment.

All Administrators Georgia Southern University's policy is that planning is an integral part of each administrator's job. Each vice president, dean, director, and department chair is responsible for the development, documentation, implementation,

and measurement of the plans necessary to achieve the mission and objectives of their area of responsibility.

Each administrator is responsible for planning the work activities of the unit and for making certain that all affected employees understand and are committed to those plans. Communication of plans must also extend to all those departments that are affected by the plans or must provide support for their implementation. Documentation is an essential element of plan preparation. Each vice president is responsible for making certain that appropriate planning work has taken place in each college or department within his/her division.

The **Office of Strategic Research and Analysis**, a staff unit reporting to the Vice President for Student Affairs and Enrollment Management, offers a broad array of executive and management decision support services across all units of the University and to selected external bodies. Its primary functions are to: facilitate the collection, analysis, and interpretation of data and the presentation of information; gather and analyze environmental information for the institution; provide staff support to facilitate the formulation and implementation of strategic and tactical planning for the institution; prepare and publish internal and external reports on the institution's performance and the environment in which it functions; perform and create ad hoc studies and reports as requested; and support the assessment efforts relating to institutional effectiveness.

The **President's Cabinet** comprises the following:

- President
- Provost and Vice President for Academic Affairs
- Vice President for Business and Finance
- Vice President for University Advancement
- Vice President for Student Affairs and Enrollment Management

The purpose of this group is operational decision making to include the current operational budget once established.

In addition to these groups, the **Faculty Senate**, while not directly responsible for planning activities, is an important advisory and decision-making group interacting with the various planning bodies. The Faculty Senate is the representative and legislative agency of the faculty and is advisory to the President. As the forum of faculty governance, it advises the President and promotes input from faculty for academic and support planning. Several standing committees exist within the Senate's structure.

111.04 Other Advisory Groups

The **Personnel Advisory Council (PAC)** meets monthly to give staff members a chance to present issues or concerns to the President or Director of Human Resources. PAC membership is based on the best possible representation of staff by vice presidential area, college, division, geographic location, race, gender, and job classification. Representation reflects a balance of both the number and type of classified staff. Employees are invited to visit the web site at <http://services.georgiasouthern.edu/ppac/>.

The **University Wellness Council** is an advisory body that represents and serves as a coordinating body for all aspects of campus health promotion and wellness at the institutional level. The mission of the University Wellness Council is to advise the President on ways to promote wellness for all Georgia Southern faculty, staff, and students by supporting the integration of wellness into the culture and curricula of the University. The role of the Council in relation to faculty and staff include the following:

- identify wellness resources on campus,
- coordinate all aspects of campus health promotion and wellness at the institutional level,
- recommend actions that promote quality wellness programming,
- maintain a web page containing information about and activities of the University Wellness Council, and

- offer wellness-related programs.

University Athletics Committee Purpose: The responsibilities of the Athletics Committee include the following: (a) ensure continuing oversight of all athletic programs in four major areas: academics, health/medical, financial operations, and gender equity; (b) provide a copy of the minutes of all University Athletic Committee meetings to the Faculty Senate, including summaries of all reported infractions of NCAA and Southern Conference rules and regulations; (c) recommend to the President policy and procedures for all aspects of intercollegiate athletics; (d) respond to specific questions about intercollegiate athletics submitted in writing to the Chair of the Athletics Committee by the Chair of the Senate Executive Committee; and (e) report to the President of the University regarding any significant issues.

Membership: Voting membership of the Athletics Committee will be composed of the Athletics Director, Vice President for Business and Finance, one faculty senator, one faculty member elected by and representing each college and the library, one undergraduate and one graduate student appointed by the Student Government Association (SGA), NCAA Faculty Athletics Representative (FAR), and the Director of University Housing. The Chair and the President of Southern Boosters are non-voting members. The Chair will be recommended by the Athletics Committee to the President, and the President will appoint the Chair. The Chair of the committee reports to the President of the University. The term of the elected representatives shall be two years, beginning and ending on August 1st. Student members shall be appointed by the SGA annually with the term beginning and ending on August 1st.

The University's **Campus Life Enrichment Committee (CLEC)** serves to implement policy and procedures for bringing to the campus programs of a cultural nature as well as lectures, both general and academic, on a campus-wide basis and for individual departments, divisions, and colleges. The Committee manages the entire budget allocated for these activities as well as coordinates all contracts, facilities, scheduling, and promotion for these activities. Any significant issues are reported to the President of the University.

112 Membership on Committees, Task Forces, and Councils

The following policy was implemented regarding the appointment of committees, task forces, and councils to promote effective communication within the University and to ensure proper assignments for personnel. The individual appointing the committee, task force, or council will discuss the appointment of any individual outside his/her organizational unit with the appropriate dean or director. The President and/or the appropriate vice president will be consulted regarding the appointment of deans or directors. If consensus is not reached regarding any such appointment, the issue will be resolved by the President and/or the appropriate vice president. Every effort must be made to ensure that this policy does not delay the appointment of committees in a timely manner. The expectation is that a request will be answered within two working days. The policy does not apply to requests for assistance for one-time activities, such as judging a float at Homecoming.

113 Fund Raising

Faculty and staff are encouraged to be involved in the efforts to increase the financial resources of the University. To allow fund-raising programs to grow with a sense of balance and priority, the following policy has been established. As a project is conceived and considered for a privately endowed fund-raising initiative, faculty or staff should first discuss the proposal with the unit head and dean or director. Only after this review, and with administrative concurrence, should the project be presented to the vice president for the area within which the project is located and the Vice President for University Advancement.

Once institutional approval is obtained, the project coordinator may proceed with plan implementation. No solicitations may be made by any member of the faculty or staff without the approval of the Vice President for University Advancement.

Any proposal involving a program within Academic Affairs (including scholarships for academic programs) will be coordinated in advance with the appropriate dean. If there is any question about which academic area to pursue in a proposal, the Provost/VPAA will provide guidance on that issue. All written proposals involving a program within Academic Affairs will have a signature page and will include a signature for the dean(s) and Provost/VPAA as appropriate.

114 Contract Review

No university employee may enter into a contractual agreement on behalf of the University or the Board of Regents without prior review by the Office of Legal Affairs. Agreements that obligate the University must be signed by the President or his/her designee. After review, the Office of Legal Affairs will obtain the correct signature.

115 Children in the Workplace

It is the policy of the University to prohibit children in the workplace. Examples include pre-school children brought to the office for considerable portions of the workday and school-age children who regularly spend after-hours and school holidays at a parent's work location. Supervisors at the unit level are responsible for enforcing this policy.

Employees have the option of enrolling in a Dependent Care Flexible Spending Account for eligible day care expenses; November is the open enrollment period for this program. For information about this program, call Benefits at 681-0854 (1998).

116 Pets in University Buildings

To protect the interest and safety of Georgia Southern employees and students, it is the policy of the University not to allow pets in any university building, which includes, but is not limited to, administrative buildings, classroom buildings, residence halls, and restaurants. For purposes of this policy, pets are defined as any animals, domestic or wild, in the company of a student, faculty or staff member, guest, or visitor to the University. This policy does not apply to seeing-eye dogs (1997).

201 Academic Freedom

PREAMBLE The purpose of this statement is to promote public understanding and support of academic freedom. Academic freedom exists within the institutional framework of shared governance in which collegial forms of deliberations are valued, responsibilities are shared, and constructive joint thought and action are fostered among the components of the academic institution.¹ Institutions of higher education are conducted for the common good and not to further the interests of either the individual or the institution. The common good depends upon the free search for truth and its free exposition. Academic freedom is essential to these purposes and applies to both teaching and research. Freedom in research is fundamental to the advancement of truth. Academic freedom in its teaching aspect is fundamental for the protection of the rights of the teacher in teaching and of the student to freedom in learning.² Membership in the academic community imposes on students, faculty members, administrators, and board members an obligation to respect the dignity of others, to acknowledge their right to express differing opinions, and to foster and defend intellectual honesty, freedom of inquiry, and free expression on and off the campus.³

ACADEMIC FREEDOM⁴ Teachers are entitled to freedom in the classroom in discussing issues relevant to their subject. Pedagogical decisions should be made by the faculty in accordance with the policies of that academic unit. Pedagogical decisions should be consistent with university policies, codes of professional ethics and conduct as well as the educational goals of the course and the evaluation standards held in the academic unit.

Teachers are entitled to full freedom in scholarly activities and in dissemination of the results, subject to the adequate performance of their other academic duties. Scholarly activities for pecuniary return should be based upon policies established by the governing bodies of the institution and the University System.

College and university teachers are citizens, members of a learned profession, and officers of an educational institution. When they speak or write as citizens, they should be free from institutional censorship or discipline, but their special position in the community imposes special obligations. As scholars and educational officers, they should remember that the public may judge their profession and their institution by their utterances. Hence, they should at all times be accurate, should exercise appropriate restraint, should show respect for the opinions of others, and should make every effort to indicate that they are not speaking for the institution.

End Notes

¹ based on the Joint Statement on Government of Colleges and Universities, as it appears in the *AAUP Policy Documents and Reports*, 7th edition, 1990: 119.

² based on the 1940 Statement of Principles on Academic Freedom and Tenure, as it appears in the *AAUP Policy Documents and Reports*, 7th edition, 1990: 3.

³ based on A Statement of the Association's Council: Freedom and Responsibility, as it appears in the *AAUP Policy Documents and Reports*, 7th edition, 1990: 77.

⁴ based on the 1940 Statement of Principles on Academic Freedom and Tenure, as it appears in the *AAUP Policy Documents and Reports*, 7th edition, 1990: 3-4.

These statements were approved by the Faculty Senate, June 2, 1998.

202 General Considerations

Faculty members have a duty to honor their contractual obligations to the University and to be aware of and fulfill their professional obligations. In expressing their views concerning university policies or public issues, alone or in concert with others, they have a right to employ appropriate means such as convening and conducting public meetings,

peacefully demonstrating or picketing, and publicizing their opinions. They have no right to employ inappropriate means such as incitement of physical violence to individuals, destruction of property, disruption or prevention of the holding of classes or other legitimate university functions, interference with the legitimate right of others to be heard, or the legitimate exercise of personal rights by others.

*Adopted by the Faculty Senate, October 3, 1972.
(See § 318, Disruptive Behavior, in this Handbook.)*

203 Professional Standards

*(The following code of professional standards was adopted
by the Faculty Senate, October 3, 1972.)*

The objectives of this code are attainment of academic excellence and a cooperative relationship with the administrative offices so that the latter may, through progressive leadership, expeditiously implement the policies of the University.

Faculty are teacher-scholars, participants in the shaping of university policies, and citizens. Faculty have rights and responsibilities in these capacities which are closely interrelated. In each capacity their conduct has an impact upon students, other faculty and staff, and upon the academic and general reputation of the University. This statement, without purporting or attempting to provide a complete code of faculty conduct, sets forth rights and responsibilities of faculty members that the Faculty Senate of Georgia Southern University believes to be significant.

The Senate emphasizes that it is not charged with the duty of appraising the performance of individual faculty members and that it has no function in connection with disciplinary proceedings. Nothing in this statement contravenes any policy set forth in the *Statutes* of the University, the *Board of Regents Policy Manual* of the University System of Georgia, or the laws of the State of Georgia or of the United States.

203.01 Faculty as Teacher-Scholars

1. The faculty's professional and moral right to teach rests upon mastery of their subject and/or competent scholarship. They have an obligation to keep abreast of main currents in their fields.
2. The principles of academic freedom entitle them to the privilege of organizing their subject matter in such ways and presenting it by such methods as, in their considered judgment, will have optimum value for their students, subject to such guidelines as are reflected in the departmental, college, and other faculty policies and subject to the obligation to require an amount and quality of work from their students which justify the course credit accorded.
3. They are obligated, in general, to present the preannounced subject matter of their courses, and they should rarely inject irrelevant material.
4. They should allow their students the freedom of inquiry that they demand for themselves, should make them aware of viewpoints differing from their own, should carefully distinguish between fact and opinion, and should never require agreement on debatable matters as the price of academic success. They should encourage their students to develop the capacity for critical judgment and to engage in a sustained and independent search for truth in and out of the classroom.
5. Faculty should place high priority in allotting time to students.
6. They have a duty to provide promptly such evaluation of the work of each student as required by relevant faculty policies. This evaluation must be based upon academic performance professionally judged and not upon such irrelevant matters as personality, sex, race, religion, degree of political activism, or personal beliefs. The arbitrary assignment of a fixed percentage of students to each grade level is an unacceptable practice.
7. They have an obligation to respect the rights of students, including, in the

absence of exceptional circumstances, an obligation to respect student confidences shared with them.

8. They have the right to pursue any research or artistic endeavor that they deem to have potential value, subject to appropriate safeguards where the research involves the physical well-being, mental processes, or confidences of living persons. Because open access to knowledge is one of the foundations of a university, at an appropriate time the results of university research should be made available to society for appraisal and use.

203.02 Faculty as Participants in the Shaping of University Policies

1. Faculty members have a duty to defend academic freedom whenever and from whatever source threats against it arise.
2. They are obligated to do their part in maintaining an atmosphere in which violations of academic and personal rights are unlikely to occur and in developing policies by which their rights are assured.
3. They have a right to criticize and to seek alteration of both academic and non-academic university regulations and policies, whether or not they are directly affected; they also have an obligation to adhere to established university regulations and policies which apply to them.
4. They must be aware that changes in our society require constant re-examination of the functions of the University and of the manner in which a university carries out its functions.

203.03 Faculty as Citizens

1. As citizens, faculty members have the rights and responsibilities common to all citizens.
2. When they have special knowledge and views based thereon relevant to a political or social issue, they have a right—at times rising to a duty—to make such knowledge and views known, but in no way should they imply that they are speaking for the institution.
3. Whether speaking as ordinary citizens or as those with special knowledge, they should be free from institutional censorship, discipline, or reprisal affecting their professional careers. When speaking with special knowledge, their relationship to the University imposes special responsibilities. They should be accurate, should exercise proper restraint, should show respect for the opinions of others, and should in no way imply that they are speaking for the institution.

204 Desired Attributes of Georgia Southern Faculty

All Georgia Southern faculty should exhibit the following characteristics. In addition to specific criteria set for each discipline, the University will seek to recruit new faculty with these attributes in mind:

- Commitment to excellence in teaching and learning (as evidenced by seminar/presentation during campus visit with students present)
- Promise of productive scholarship consistent with the teacher-scholar model, including grant-/proposal-writing
- Commitment to professional service within the University and beyond
- Technological literacy and a commitment to using technology in teaching and scholarship
- Experience with, or interest in, working in diverse academic and professional communities

- Ability to contribute to a positive work environment in the department, college, and University
- Commitment to recruiting, advising, retaining, and mentoring qualified students
- Understanding of, and commitment to, the strategic goals of the department, college, and University
- Terminal degree in the discipline

Georgia Southern University seeks a competent and diverse group of individuals. To assist in this goal, it is expected that all searches include a “telephone screening” or videoconference prior to any recommendations for interviews. The deans and Provost pledge to take an active interest in each search.

205 Faculty Evaluation

205.01 Criteria for All Types of Faculty Evaluation

The criteria described below, along with the Faculty Attributes in *Section 204*, apply to all types of faculty evaluation described in *Section 205.04* of this *Handbook*. Evaluators of faculty at all levels shall seek evidence of sustained effort, involvement, and record of achievement. Accomplishments which have enriched the student learning experience are valued most. The entire body of work submitted by candidates shall be considered, though the most recent work shall be afforded greater consideration by the deliberating bodies at each level of evaluation. At Georgia Southern, the four Board of Regents criteria of superior teaching, outstanding service to the institution, academic achievement, and professional growth and development are expressed as the three criteria of teaching, scholarship, and service, with professional growth and development considered among these three. The following standards, articulated by Charles E. Glassick, Mary Taylor Huber, and Gene I. Maeroff in *Scholarship Assessed: Evaluation of the Professoriate* (San Francisco: Jossey-Bass Publishers, 1997, p. 36) shall be applied where appropriate to each area of evaluation: clarity of goals, adequacy of preparation, appropriateness of methods, significance of results, effectiveness of presentation, and evidence of reflective critique. While the manifestations of faculty achievement may vary across disciplines, the qualities represented in these criteria and in the Faculty Attributes shall be the predominant basis for evaluation and shall be reflected in college and departmental governance documents.

Teaching

A demonstrated record of superior, effective teaching is the first and most important area of evaluation. Superior teaching is reflective, student-centered, respectful of the diversity of students, adapted to various learning styles, and focused on student learning outcomes. Teaching represents professional activity directed toward the dissemination of knowledge and the development of critical thinking skills. Such activity typically involves teaching in the classroom, laboratory, or studio, and direction of research, fulfillment of professional librarian responsibilities, mentoring, and the like. Teaching activities also include the development of new courses, programs, and other curricular materials, including the development of online courses. Judgments of the quality of teaching activities are based on measures such as examination of course syllabi and other course materials, peer evaluations when available, critical review and dissemination of teaching products, performance of students in subsequent venues, follow-up of graduates in graduate school or in their employment, and student ratings of instruction.

Scholarship

The significance of scholarly accomplishments shall be judged rigorously within the context of the discipline. Candidates must provide evidence of work which has been selected for dissemination through normally accepted peer-reviewed venues such as publications, conference presentations, exhibitions, performances, or other professional accomplishments. Scholarship includes the discovery, integration, development, application, and extension of knowledge as well as aesthetic creation and is often demonstrated by publications and presentations designed for professional audiences.

Scholarship is manifested in articles, scholarly books and texts, reports of research, creative works, textbooks, scholarly presentations, research grants, demonstration grants, papers read, panel participation, exhibits, performances, professional honors and awards, additional professional training or certification, degrees earned, postdoctoral work, and academic honors and awards.

Service

Faculty are expected to make service contributions to their professions and to the institution. Service at the department/school, college, and university levels is essential to the well-being of the University. Service includes the application of one's expertise in the discipline for the benefit of a professional organization, the community, or the institution. Service also includes the academic advisement of Georgia Southern University students. Additionally, service may include work in schools, businesses, museums, social agencies, government, or the like, as well as activities undertaken on behalf of the University that do not entail systematic instruction, such as manuscript reviewing and the design and development of professional conferences. Consulting shall be designated as paid or unpaid.

205.02 Evaluation of Non-Tenured, Tenure Track Faculty and Non-Tenure Track Faculty (Excluding Full-Time Temporary Faculty)

Under the policies of the Board of Regents, the maximum probationary period for a newly employed non-tenured, tenure track faculty member is seven years. At the end of the sixth year, a decision is made as to whether the seventh year contract will be a terminal one or will lead to a promotion in the case of instructors or tenure in the case of the other ranks. Each year of the probationary period, non-tenured, tenure track faculty are evaluated. Following the evaluation in the first year, the faculty member is notified by February 1 whether a contract will be offered for the following year. The notification date during the second year is November 1. In subsequent years, the faculty member will be notified by August 1 concerning the next year. This notification schedule is identical for non-tenure track faculty who are also evaluated annually, but not subject to a probationary period of seven years. It does not apply to full-time temporary faculty.

Faculty contracts in the University System of Georgia cannot exceed one year. An evaluation of the work of every non-tenured, tenure track faculty member and every non-tenure track faculty member is made annually with the department chair responsible for recommending renewal or non-renewal of contract for the succeeding year. The section on promotion and salary increases in this *Handbook* indicates the general criteria used in faculty evaluations.

In addition to the annual review of a non-tenured, tenure track faculty member, the University's colleges conduct an extra and especially thorough evaluation in the third year as a basis for recommending renewal or nonrenewal of the contract beyond the following year (pre-tenure review). Each department is free to develop its particular system for evaluating faculty members under the general criteria established by the Board of Regents. The procedures should be described to faculty by the department chair and provided to faculty in a written set of departmental procedures (*Board of Regents Policy Manual, § 803.07*).

205.03 Faculty Evaluation Guidelines

(The following guidelines for faculty evaluations were approved by the Faculty Senate, June 1, 1981.)

The Board of Regents at its September 1979 meeting added the following statement to its policies: "Each institution shall establish definite and stated criteria, consistent with Regents' policies and the statutes of the institution, against which the performance of each faculty member will be evaluated. The evaluation shall occur at least annually and shall follow stated procedures as prescribed by each institution" (*Board of Regents Policy Manual, § 803.07*).

Subsequently, a tentative set of guidelines was developed by the Chancellor's office. It reads, in part: "The purpose of the new faculty evaluation policy is twofold. The primary purpose is to aid the faculty member in improving and developing his or her performance as a member of the academic community and to ensure the faculty member's understanding of the relationship between his or her performance and the expectations of the institution. Secondly, the faculty evaluation should assist the institution in its review of the faculty member for continued employment, promotion, tenure, and merit salary increases. The institution may wish to develop different procedures for each category of review. However, the faculty member must clearly understand the criteria and the procedures to be used in the evaluation process for continued employment, promotion, tenure, and merit salary increases."

The following information concerning faculty evaluation provides an overview of the kinds of faculty evaluations that are currently made, lists the various types of evaluations, and suggests a schedule of dates for the completion of each. The actual development of procedures for each kind of evaluation is the responsibility of the faculty and academic administration. In all university evaluation procedures, Regents policy requires that the criteria and procedures be put in writing. Emphasis is placed upon:

1. doing necessary tasks positively and constructively;
2. clarifying procedures, results, and recommendations;
3. determining specific procedures for each type at the most reasonable level, i.e., department or school or college; and
4. attempting to foster a climate of professional collegiality rather than one of employer/employee or management/labor.

205.04 Types of Evaluations

- A. Each faculty member is evaluated annually to ensure effective performance and facilitate improvement. Annual evaluations also serve as the basis for recommending merit salary increases and determining continuation of non-tenured, tenure track faculty and non-tenure track faculty (excluding full-time temporary faculty).
- B. Special evaluations are made for the following specific decisions:
 - promotion
 - tenure
 - pre-tenure review
 - post-tenure review

Georgia Southern University
Table A
Types of Faculty Evaluations

Evaluation	Description	Schedule
Annual Review	A review of the performance and achievements of each faculty member as related to the faculty member's stated objectives and goals for the year.	<ul style="list-style-type: none"> • Faculty submit a report of their professional activities to the department chair by early January. • Department chairs conduct annual faculty reviews in February and March. • First year probationary faculty receive notification by February 1st whether a contract will be offered for the following year. • Second year probationary faculty receive notification by November 1st whether a contract will be offered for the following year. • All other faculty receive notification by August 1st whether a contract will be offered for the following year. • Salary increase recommendations—based on the annual reviews—are made in April.
Pre-Tenure Review	A comprehensive review of the performance and achievements of nontenured, tenure-track faculty members conducted in the third year of the probationary period.	<ul style="list-style-type: none"> • Faculty receive notification of the review in mid-September and are asked to prepare their materials. • Departments submit pre-tenure reviews to the dean's office in early February. • Dean's Office submits pre-tenure reviews to the Provost Office in mid-March.
Tenure	A comprehensive review of the performance and achievements of nontenured, tenure-track faculty members conducted in the sixth year of the probationary period for consideration of the award of tenure.	<ul style="list-style-type: none"> • Deans submit tenure reviews to the Provost Office in early December. • Tenure review at the university level completed by the end of January. • Favorable tenure reviews are recommended for Board of Regents action by mid-February. • Board of Regents considers tenure reviews at the April Board meeting. • If approved by the Board, tenure is effective August 1st. • If review is unfavorable, a nonrenewal letter is issued to the faculty member no later than August 1st.
Promotion	A comprehensive review of the performance and achievements of nontenured and tenured faculty members for consideration for promotion to the next higher rank.	<ul style="list-style-type: none"> • Deans submit promotion reviews to the Provost Office in early December. • Promotion review at the university level completed by the end of January. • If approved, promotion is effective August 1st.
Post-Tenure Review	A systematic, periodic, cumulative review of all tenured faculty members which focuses on identifying faculty development opportunities that are mutually beneficial for the faculty member and the institution.	<ul style="list-style-type: none"> • Faculty receive notification of the review in mid-September and are asked to prepare their materials. • Departments submit post-tenure reviews to the dean's office in early February. • Dean's Office submits post-tenure reviews to the Provost Office in mid-March.

205.05 Schedule for Completion of Evaluations

A. Annual Evaluations

1. Faculty evaluations
 - a. Faculty submit materials to the department chair in early January.
 - b. The department chair meets with each faculty member during February and March.
2. Salary recommendations submitted to the Provost's Office in early April.
3. Evaluations of non-tenured, tenure track faculty and non-tenure track faculty for purposes of determining continuation for the next academic year must occur prior to the notification dates required by the Board of Regents:
 - a. at least three months before the date of termination of an initial one-year contract (February 1);
 - b. at least six months before the date of termination of a second one-year contract (November 1);
 - c. at least nine months before the date of termination of a contract after two or more years of service at the institution (August 1).

[Note: this schedule of notification does not apply to persons holding temporary or part-time positions, or persons with honorary appointments, such as adjunct appointments.]

B. Special Evaluations

1. Promotion: due to Provost's Office in early December.
2. Tenure: due to Provost's Office in early December.

Typically, faculty receive notification of whether a recommendation for tenure will be forwarded to the Board of Regents in the spring of their sixth year.
3. Pre-tenure review of non-tenured, tenure track faculty: due in the Provost's Office mid-March of the third probationary year.
4. Post-tenure review: due in the Provost's Office mid-March.

205.06 Procedures for Faculty Evaluations

The following guidelines relate to different aspects of faculty evaluation.

A. Criteria in all evaluations

The major criteria to be considered in both qualitative and quantitative terms are those specified for promotion by the Regents: teaching, service to the institution, academic achievement, and professional growth and development (*Board of Regents Policy Manual, § 803.08A*). At Georgia Southern, these four are combined as the three criteria of teaching, scholarship, and service (see § 205.01 of this *Handbook*). Regents policy also states "effective advisement shall be credited toward retention, tenure, and promotion. It shall be a specific topic of faculty evaluation" (*Board of Regents Policy Manual, § 309*).

B. Faculty input and initiative

1. Each faculty member is encouraged to provide any information he or she wishes to facilitate the evaluation.
2. Either the faculty member or department chair may initiate an evaluation for promotion, but in either case the faculty member provides the supporting material.
3. To facilitate the evaluation process, faculty whose scholarship is published in another language will provide English translations of articles, conference papers, and works of similar length. The department will seek third-party reviews in English of longer works such as books and monographs. This requirement may be

waived in units where sufficient numbers of faculty who read the foreign language proficiently are eligible for service on evaluation committees. Such waivers require the appropriate dean's approval on an annual basis.

C. Feedback

The department or school chair will discuss the evaluations and the recommendations based upon them, except in cases of nonrenewal, with the faculty member involved. The discussion should be constructive, candid, and future-oriented. In the case of the annual evaluation, the primary purpose is to provide information for the faculty member's professional development, to advise the faculty member of any recommendations made and the basis for the recommendations, and to set professional goals for the faculty member for the coming year. A narrative summary of the evaluation, including recommendations, will be written by the department chair. The faculty member may append his or her written comments to this summary. A copy of the evaluation and comments will be given to the faculty member.

D. Locus and responsibility

The process of faculty evaluation will be carried out primarily in the department. The chair will direct the evaluation and provide summaries and recommendations to the dean.

E. Departmental determination of procedures

1. Each department shall determine and describe in writing its procedures for evaluation. A copy shall be submitted to the dean for approval.
2. Regents policy requires that a written system of student ratings of instruction be utilized in the annual evaluation of each faculty member (*Board of Regents Policy Manual, § 803.07*). Completed rating forms are kept on file in the department chair's office and are the property of the University.
3. The special evaluations (for promotion, tenure, pre-tenure review, and post-tenure review) should also include some type of systematic evaluation by peers and others who have knowledge of the work of the faculty member.

F. College determination of procedures

Each college shall determine and describe in writing its procedures for evaluating the promotion recommendations submitted by the department chairs. A copy of the procedures shall be submitted to the Provost for approval.

205.07 Student Ratings of Instruction

Georgia Southern conducts written student ratings of instruction to provide information to faculty for their use in the improvement of teaching. Results are also used in faculty evaluation as mandated by Regents policy. Twenty-three common items are supplemented with items selected by individual units and approved at the college level along with two open-ended questions. Department chairs return a summary of numerical results and students' written comments to faculty each academic term; original responses are the property of the University. During the implementation of the current instrument, every faculty member is rated in every course each term.

206 Annual Reports

Faculty report their professional activities in early January for the previous calendar year. These reports form the basis for the annual performance evaluation and for department, school, college, and university reports. The Board of Regents requires each System institution to submit an annual report relating "the work and condition of the institution." At Georgia Southern, these reports typically highlight accomplishments made during the past year in meeting unit objectives.

207 Salary Increases

The Board of Regents receives an annual appropriation from the General Assembly for

all phases of its operations. Expenditures for operation of the University System are therefore necessarily contingent upon legislative appropriations, including salaries. While compensation could be reduced as a consequence of actions of the Governor or the General Assembly, it is the stated intent of the Board "to maintain current salary commitments insofar as possible to every employee, and the Board will exert its composite influence and best efforts to that end" (*Board of Regents Policy Manual, § 803.1401*).

Salary increases for full-time teaching faculty are awarded on the basis of merit. Merit ratings are determined by evaluation procedures established in accordance with university policies and represent a consensus arrived at by the department chair, the dean, and the Provost.

Criteria for the determination of merit increases shall include teaching ability, completion of significant professional development activities (including the attainment of additional academic degrees), promotion in rank, seniority, research productivity, academic achievements and publications, academic honors and recognitions, academic advisement, relevant professional achievements and recognitions, and non-teaching services to the institution (*Academic Affairs Handbook, § 2.07 and § 4.1402*).

208 Promotion Guidelines

Georgia Southern approves faculty for promotion based upon Regents policies (*Academic Affairs Handbook, § 4.03.01*). Promotions in rank are based on merit and are not automatic. Promotion applications are considered and recommendations made at the department/school, college, and Provost's levels, culminating in an institutional decision at the President's level. The Board of Regents has fixed certain minimum criteria for promotion. Promotion at Georgia Southern requires satisfactory performance in all areas of evaluation, with noteworthy accomplishment in teaching and one of the other two areas. Regents policies state that there should be appropriate involvement of faculty in making recommendations for promotion. Each unit shall have written procedures for making recommendations, and these procedures shall be available to all faculty members. Unit and college procedures must be approved by the Provost.

The difference between successive faculty ranks is primarily one of achievement and professional growth and development. Aspirants to higher ranks are expected to demonstrate progressively more advanced levels of professional maturity, accomplishment, and recognition beyond the boundaries of the University as they are considered for promotion.

At Georgia Southern the terminal degree or its equivalent is normally required for promotion to associate or full professor. Strong justification should be provided in support of any recommendation for promotion to the ranks of associate or full professor without the terminal degree in the discipline.

Length of service is taken into consideration. According to the Board of Regents, a promotion is considered early if the individual has served less than the number of years in rank at Georgia Southern as listed below:

To Assistant Professor	3 years
To Associate Professor	4 years
To Professor	5 years

Early promotions are rare, requiring clearly outstanding performance in all three areas of evaluation.

In considering the promotion of an academic administrator (vice president, dean, department chair), the immediate supervisor must obtain the appropriate input from the academic department involved. Decisions regarding promotion of an academic administrator will be based upon the faculty evaluation criteria and will be independent of administrative performance.

The composition of the departmental and college promotion committees shall follow the guidelines as set forth in each college's *By-Laws* or procedural manual.

209 Tenure Guidelines

The institution recommends faculty for tenure in accordance with *Section 803.09, Board of Regents Policy Manual*, which includes a comprehensive statement of tenure policies in the University System. Tenure ensures academic freedom for faculty and protection against improper restrictions of the freedom of inquiry in teaching, scholarship, and service. It protects the right to publish or otherwise present scholarly work publicly without the threat of political or other confining orthodoxies. Academic freedom and tenure sustain and support the transmission and advancement of knowledge and understanding, which are central to the mission of the University. Tenured faculty have the responsibility to engage in continuous professional growth; to remain vital and contributing members of the faculty; to present accurate information in teaching; and to facilitate, support, defend, and preserve an environment of academic integrity.

Tenure applications are considered and recommendations made at the department/school, college, and Provost's levels, culminating in an institutional recommendation to the Board of Regents at the President's level. Tenure at Georgia Southern University may be awarded after six years of full-time service at the institution at the rank of assistant professor or higher (five years for persons who have previously earned tenure at another institution). Probationary credit, which must be granted at the time of initial appointment, may be used to reduce this time requirement. Meeting the minimum time requirement does not guarantee the award of tenure. A faculty member initially appointed at the rank of instructor may be awarded tenure after six years, provided that the individual has served at least three years at the rank of assistant professor at the institution.

Recommendations for probationary credit will typically be initiated at the departmental level subject to approval by the dean and Provost at the time of appointment and will be subject to the following guidelines:

1. Persons who have previously earned tenure at a regionally accredited institution may be granted up to three years of probationary credit.
2. Persons who served in tenure-track positions may be granted up to two years based upon evaluation of years of prior service and professional credentials.
3. Persons who are promoted to assistant professor may be granted probationary credit for up to three years of service as an instructor at Georgia Southern.

Faculty who apply and are not recommended for tenure in minimum time or who use probationary credit and are not recommended may apply for tenure only once more. The maximum number of years to earn tenure are as specified below:

1. Persons initially appointed at the rank of assistant professor have a maximum of seven years to earn tenure. Individuals are not required to include probationary credit in the calculation of this maximum.
2. Persons who initially serve at the rank of instructor for one or two years have a maximum of nine or eight years, respectively, to earn tenure, including any probationary credit awarded for service as an instructor.
3. Persons who serve between three and seven years at the rank of instructor have a maximum of 10 years to earn tenure, including any probationary credit awarded for service as an instructor.

In considering the tenure of an academic administrator (vice president, dean, department chair), the immediate supervisor must obtain the appropriate input from the academic department involved. Decisions regarding tenure of an academic administrator will be based upon the criteria outlined below and will be independent of administrative performance.

Departmental tenure committees shall consist of three or more tenured faculty members and shall seek input from all tenured faculty in the department. In instances where departments do not have enough tenured faculty members to serve, the existing tenured faculty members shall work with the dean of the college to establish an

appropriate committee. Tenure committees at the college level shall be made up of tenured faculty members.

Areas for evaluation for the award of tenure and annual renewal at Georgia Southern University include the following [also see § 205.01 of this *Handbook*]:

1. teaching;
2. service (institution and/or profession);
3. scholarship;
4. needs of the institution;
5. ability of the professor to function within the Georgia Southern academic community; and
6. length of service as described in paragraphs 1, 2, and 3 above.

Tenure-track faculty serve a probationary period as described above in a series of one-year appointments. The offer of a one-year contract in no way implies a commitment or obligation on the part of the University to offer contracts for subsequent years. Notice of the intention to renew or not to renew a non-tenured faculty member shall be furnished in writing according to the following schedule:

1. at least three months before the date of termination of an initial one-year contract (February 1);
2. at least six months before the date of termination of a second one-year contract (November 1);
3. at least nine months before the date of termination of a contract after two or more years of service at the institution (August 1).

This schedule of notification does not apply to faculty holding temporary or part-time positions.

Tenure resides at the institutional level. Only assistant professors, associate professors, and professors are eligible for tenure. Faculty members with part-time appointments shall not acquire tenure, nor does tenure apply to honorary (adjunct) appointments.

210 Procedure for Appeals

Appeals of post-tenure reviews or recommendations concerning promotion or tenure must first be carried out in accordance with college procedures, but may culminate in an appeal to the dean. Colleges should structure their timetables to allow for appeals to be acted upon in advance of the due date of the college recommendation to the Provost. Recommendations made at the college level or beyond may be appealed to the Provost within 14 calendar days of notification of the decision.

211 Renewal/Nonrenewal of Faculty

211.01 Renewal/Nonrenewal of Probationary Faculty

Department chairs will seek the advice of the tenured faculty on decisions of renewal or nonrenewal of probationary (non-tenured, tenure track) faculty. Chairs may seek additional advice as they deem appropriate.

Before written notice is given to the faculty member, the department chair will discuss with the dean each notice of intention to renew. Each notice of intention not to renew must be discussed first by the department chair and dean and then by the dean and Provost before written notice is delivered to the faculty member.

211.02 Dismissal for Cause: Regents Policy

A tenured faculty member or a non-tenured faculty member, before the end of his or her contract term, may be dismissed for any of the following reasons provided that the institution has complied with procedural due process requirements:

1. conviction or admission of guilt of a felony or of a crime involving moral turpitude

- during the period of employment—or prior thereto if the conviction or admission of guilt was willfully concealed;
2. professional incompetency, neglect of duty, or default of academic integrity in teaching, in research, or in scholarship;
 3. unlawful manufacture, distribution, sale, use or possession of marijuana, a controlled substance, or other illegal or dangerous drugs as defined by Georgia laws; teaching or working under the influence of alcohol which interferes with the faculty member's performance of duty or his/her responsibilities to the institution or to the profession;
 4. conviction or admission of guilt in a court proceeding of any criminal drug offense;
 5. physical or mental incompetency as determined by law or by a medical board of three or more licensed physicians and reviewed by a committee of the faculty;
 6. false swearing with respect to official documents filed with the institution;
 7. disruption of any teaching, research, administrative, disciplinary, public service, or other authorized activity;
 8. such other grounds for dismissal as may be specified in the statutes of the institution.

Each institution, as part of its statutes, may supplement Regents' policies governing causes for dismissal and procedures for dismissal. Each institution should provide for standards governing faculty conduct, including sanctions short of dismissal, and procedures for the implementation of such sanctions. In the imposition of sanctions, the burden of proof lies with the institution (*Board of Regents Policy Manual, § 803.1101B*).

212 Policy on Pre-tenure Review

In addition to the annual review of faculty, the University conducts a comprehensive review of achievements and performance in the third year of the probationary period as a basis for recommending renewal or nonrenewal of the contract beyond the following year. Each department or unit must develop procedures and criteria within the parameters established by Regents policy and the university policy outlined below. The procedures and criteria shall be described to faculty by the department chair/unit head and provided to each incoming faculty member in a written set of departmental/unit procedures. The written procedures shall make clear that a positive pre-tenure review is not a guarantee of promotion and/or tenure.

Because the pre-tenure review looks ahead to tenure and, in many cases, promotion, criteria at the unit level must mirror the unit's tenure and promotion criteria, emphasizing excellence in teaching. The pre-tenure review must assess progress toward tenure and promotion and provide written feedback to the faculty member with specific suggestions for continued progress. The pre-tenure review may lead to a decision of nonrenewal in those cases where tenure is not possible.

The pre-tenure review is carried out in the third year of the probationary period or, in those cases where the faculty member has prior years service toward tenure, at the midpoint of the remaining probationary period. By September 15 of each year, candidates for pre-tenure review are notified of their review and asked to prepare materials specified in the unit's procedures for submission by February 1. Submissions should include copies of annual reviews and materials related to achievements in teaching, scholarship, and service. Unit procedures must outline how and by whom the materials will be evaluated; how input will be sought from peers, students, unit heads, and others; and the specific criteria for the review. All input will be considered by a committee of tenured faculty which must include at least three members. Committees which function as part of the pre-tenure review should be diverse in their composition. Units are not required to substitute the pre-tenure review for the annual review but may do so.

The review committee shall deliver its written report to the unit head who is

responsible for making a recommendation to the next level of administrative oversight. Unit heads who are department chairs will discuss the content of the review committee's report and their own recommendations with their dean, and the dean will report the results of the review to the Provost. Unit heads shall then give the faculty member a written summary of their recommendation, a copy of the committee's report, and any suggestions for continued progress; discuss all materials with the faculty member; and give the faculty member an opportunity to provide a written response which will be appended to the written report. Feedback from the pre-tenure review should be candid and future-oriented. Unit heads are responsible for assisting faculty with implementing plans for continued progress. Such plans should be integrated with campus resources such as the Center for Excellence in Teaching, internal and external grant programs, and formal and informal mentoring systems. In cases where tenure is not possible, the unit head will deliver a letter of nonrenewal consistent with timetables in Regents and university policies.

Both parties sign the report to indicate that they have discussed it. The unit head should remind the faculty member that a positive pre-tenure review is not a guarantee of promotion and/or tenure. The unit head appraises the line officer one level above the unit of the results of the pre-tenure review conference and provides that officer and the Provost with a copy of the signed report. A copy shall be placed in the faculty member's file at the unit level, along with materials submitted for the review. Pre-tenure reviews should be completed by mid-March. Subsequent annual reviews should assess continued achievement and provide feedback regarding acceptable progress toward tenure and/or promotion.

213 Policy on Post-tenure Review

I. Introduction

Post-tenure review, the systematic, periodic, cumulative review of all tenured faculty, is an extension of the evaluation system currently in place. Coupled with any evaluation process is the obligation to provide faculty development opportunities that allow all faculty to realize their full potential. Post-tenure review focuses on identifying faculty development opportunities for tenured faculty that mutually benefit the individual and the institution. The ultimate purpose of post-tenure review is to recognize, reward, and enhance the performance of tenured faculty.

II. Purpose and Criteria

The post-tenure review process and the process for deciding promotion and tenure share the same evaluation criteria; however, their purposes and evaluation standards are different. The purposes of post-tenure review are:

1. to recognize and reward tenured faculty who have made and continue to make significant contributions to the mission of their departments, colleges, and the University;
2. to provide faculty development opportunities for tenured faculty for the primary purpose of enhancing teaching, but also scholarship and/or service, in a way that is mutually beneficial to the individual and the University; and
3. to provide a systematic faculty development plan to remedy instances where a tenured faculty member's contributions in teaching, scholarship, and/or service are found to be deficient with respect to the mission of the department, college, or University.

Post-tenure review not only concentrates on the period under review, but also considers the cumulative contributions of faculty. For this reason, and because it focuses on continuing a mutually beneficial relationship between the institution and the individual, judgments regarding post-tenure review should be based on contributions over one's career as well as those since the last review and not only on the contributions which are applied to promotion. A satisfactory post-tenure review indicates that the individual continues to make contributions which benefit the University, its students, and its other

constituents.

In an institution devoted to "teaching first," teaching and contributions to the learning environment are of paramount importance in the post-tenure review process. Evidence of contributions in the areas of scholarship and service is also required. The three criteria, teaching, scholarship, and service, are described in *Section 205.01* of this *Handbook*. Each unit should define the exact criteria and how they will be assessed (see Roles and Responsibilities at IV), taking into consideration the uniqueness of the individual, the variations within disciplines, and the differing expectations and assignments that influence faculty contributions. Individual differences are reflected in varying combinations of emphasis in teaching, scholarship, and service; however, teaching and contributions to the learning environment are the primary focus of post-tenure review.

III. Schedule

Board of Regents policy stipulates that each tenured faculty member is to be reviewed five years after the most recent promotion or personnel action, as defined below, and at five-year intervals unless interrupted by a promotion, a written declaration to retire within five years (submitted to the appropriate dean), or a leave of absence. In the latter case, the faculty member will be reviewed upon returning to active employment. At Georgia Southern, "five years after" is interpreted as requiring review in the faculty member's sixth year to allow for five full years of activity. Tenured faculty whose primary responsibilities are in administration will be reviewed five years after returning to a full-time faculty position. Faculty members undergoing post-tenure review will submit their materials for evaluation to the department chair or unit head by mid-January.

IV. Roles and Responsibilities

Each department, school, college, and the Library will develop written procedures and specific criteria for post-tenure review as outlined below and will provide a copy of the procedures to each tenured and tenure-track faculty member. Reviews may be carried out at the department, school, or college level as agreed upon and described in units' written procedures. The phrases "department chair" and "unit head" as used in this document refer to the line officer who is the immediate supervisor of the faculty member undergoing post-tenure review.

Faculty are responsible for providing documentation of their performance as follows: (1) an up-to-date curriculum vita and copies of the annual performance review for each of the five years under consideration; (2) measures of effectiveness in teaching, scholarship, and service (including but not limited to a combination of written student ratings of instruction and peer evaluations); (3) a self-evaluation narrative of accomplishments for the period under review and projected goals for the next five-year period; and (4) other documentation as specified by the college or department/unit. Faculty may submit other materials which may enhance the review committee's understanding of their performance. It is recognized that materials submitted by non-teaching faculty will differ substantially from those submitted by teaching faculty. The faculty member and the department chair or unit head will develop the documentation and provide it to the review committee.

The post-tenure review process will be conducted by a committee of at least three faculty peers with tenure, with the committee composition and selection process to be determined at the department, school, or college level in consultation with the appropriate dean. Units should strive to ensure diversity of membership in post-tenure review committees. After reviewing documentation of performance as outlined in the unit's post-tenure review document, the committee will be expected to provide informed and candid feedback in a written report on the quality of the faculty member's performance, accomplishments, and contributions in teaching, scholarship, and/or service. Meritorious accomplishments should be noted by the committee in any review. Likewise, major, chronic, or ongoing deficiencies should be identified and supporting documentation provided.

The committee will provide a written summary of its findings and any

recommendations for faculty reward or development to the department chair or unit head who will transmit the written summary to the faculty member and discuss it with him or her. The unit head should append his/her comments, and both the faculty member and the unit head should sign the document to indicate that they have discussed the committee's report and the unit head's comments. The faculty member may append a written response. A copy of the committee's report, the unit head's comments, and any written response by the faculty member will then be sent to the administrative officer at least one level above the faculty member's administrative unit where they will be reviewed and commented on by the dean/administrative director and to the Provost who will also review and comment on the report. In the case of Library faculty, the University Librarian will send materials to the Provost. All written comments will also be forwarded to the faculty member. These comments, along with all other documents that played a substantive part in the review not readily available elsewhere, will then be placed in the faculty member's personnel file at the department/unit level.

In response to post-tenure review, the unit head will be responsible, in consultation with the faculty member, for deciding whether the faculty member should be rewarded for meritorious accomplishments (see "Relationships to Other Campus Processes" below) and/or engage in faculty development activities that would be helpful to the faculty member and in the best interest of the institution. Funding for any required development plan will be arranged by the unit head and the administrative officer at least one level above. In most cases, the results of the post-tenure review are likely to reveal that the faculty member is performing well, and any development plan would focus on further enhancing the faculty member's performance (e.g., enhancing knowledge and skills in the use of current technologies in teaching or scholarship). Faculty development is an important opportunity for all faculty members as they seek to reach their full potential and perform at their full capacity.

In cases where a faculty member is identified in the post-tenure review as having deficiencies, the administrative unit head, in consultation with the faculty member, must establish a formal plan of development. A formal plan includes identifying appropriate resources for faculty development on campus, on other campuses of the University System, at the System level, or in other locations. The plan for faculty development should (a) define specific goals or outcomes that the plan is designed to achieve; (b) outline the activities that will be undertaken to achieve the goals or outcomes; (c) set appropriate times within which the goals or outcomes should be accomplished; and (d) indicate appropriate criteria by which the faculty member will monitor progress. The faculty member's unit head will be responsible for forwarding the formal faculty development plan resulting from a post-tenure review to the appropriate administrative office at least one level above the faculty member's unit. The unit head and the administrative officer at least one level above are jointly responsible for arranging for appropriate funding for the development plan, if required.

At the time of the annual evaluation, the administrative unit head will meet with each faculty member who is working on a development plan because of deficiencies to review progress toward achieving the goals of the formal faculty development plan. A progress report, which will be included in the annual review, will be forwarded each year to the appropriate administrative officer at least one unit above the faculty member's unit. It will be the responsibility of the unit head and the current post-tenure review committee to determine if, after a specified period of three years, the faculty member has been successful in completing the formal faculty development plan; they will report that finding to the appropriate administrative officer at least one level above the faculty member's unit. An individual who successfully completes a development plan will be reviewed five years from the date of the original post-tenure review. If the faculty member has not been successful in completing the formal faculty development plan, the University may move for dismissal for cause under existing Board of Regents policy, *Section 803.09J2*, provided that the deficiencies meet the strict requirements of that policy.

A faculty member who disagrees with the results of a post-tenure review, including the need for a development plan, shall have the right to appeal as defined by the unit in

implementing this policy. Each unit will develop an appeal procedure. The unit will provide the Provost as well as all tenured and tenure-track faculty with a copy of this procedure.

V. Relationships to Other Campus Processes

Academic Freedom This policy is written in the spirit of upholding the University's commitment to academic freedom, and committees and individuals who act under this policy must ensure the academic freedom of faculty under review. The policy is not designed to abridge academic freedom, hinder the tenure or annual review process, or facilitate the dismissal of faculty (see the Academic Freedom Policy, approved by the Faculty Senate in June 1998, in § 201 of this *Handbook*).

Termination for Cause Nothing in the post-tenure review policy alters current Regents policy on dismissal for cause or its due process requirements. While dismissal for cause as the result of the post-tenure review process will be rare, it may be justified in certain instances as defined in Regents policy, *Section 803.09*.

214 Non-tenure Track Appointments

Institutions of the University System are authorized to establish professional positions designated as non-tenure track positions. Such positions may be established for full-time professional personnel employed in administrative positions or to staff research, technical, special, career, and public service programs or programs that are anticipated to have a limited life span or that are funded, fully or partially, through non-System sources. There shall be no maximum time limitation for service in positions of this category.

Positions originally designated as non-tenure track or as tenure track may be converted to the other type only with approval by the Chancellor. Individuals employed in non-tenure track positions may apply, on an equal basis with other candidates, for tenure track positions which may become available. The transfer of individuals from tenure track to non-tenure track positions shall be effected on a voluntary basis only. Probationary credit toward tenure shall not be awarded for service in non-tenure track positions.

Notice of intention to renew or not to renew contracts of non-tenure track personnel who have been awarded academic rank shall follow the schedule required for tenure track personnel. There is no maximum time limit for non-tenure track faculty at the rank of instructor. Non-tenure track faculty are eligible for promotion and all other faculty rights except that they shall not be eligible for consideration for the award of tenure.

215 Awards for Excellence

Georgia Southern's Awards for Excellence Program has two purposes: to recognize and reward faculty for exceptional achievement and to provide continuing opportunities for faculty development.

During the first three years, two awards were presented in each of two categories: Excellence in Contributions to Instruction and Excellence in Research/Creative Scholarly Activity. In 1988, the awards were expanded to include Excellence in Service.

Recipients must be nominated by their colleagues or students and are selected through a peer review process. Each recipient receives summer employment to continue instructional, research, or service activities and to develop a mechanism for sharing expertise with faculty, staff, and students.

- The *Award for Excellence in Contributions to Instruction* is not an award for the best teacher or the most popular teacher, but an effort to honor contributions to the teaching-learning process at the institutional level. The recipient must demonstrate excellence in the classroom and beyond by making contributions to the discipline and to the overall institutional mission.
- The *Award for Excellence in Research/Creative Scholarly Activity* seeks to recognize faculty who excel in their research efforts in addition to fulfilling regular full-time teaching responsibilities.
- The *Award for Excellence in Service* is designed to recognize and reward faculty

who use their academic disciplines to provide noncompensated assistance to the community and region, as well as in the academic arena.

216 Summer Teaching and Employment

Summer Assignments for Faculty Opportunities for summer employment are sometimes available as summer enrollment and budget allocations allow. When available, summer teaching is remunerated at the rate of three percent of the previous spring's annualized salary per semester credit hour. Since summer is considered the first semester of the fiscal year in the University System, the University exercises fiscal caution when making summer allocations, because summer school expenditures are charged against the new fiscal year's budget. For this reason, classes must have sufficient enrollment to be offered.

Restrictions on Summer Earnings State and Regents accounting procedures place certain restrictions on summer earnings by nine-month employees. Summer earnings may not exceed 33 1/3 percent of the previous spring's annualized salary.

Extrdepartmental Payments It is the faculty member's responsibility to notify the department chair of any externally funded summer payments. Frequent among these are employment funded by extramural grants and contracts; payments from other departments; stipends from the Faculty Development, Research, and Service Committees; and monetary awards related to Awards for Excellence in Research, Teaching, and Service. All such payments must be processed through the University's payroll system and, therefore, must be listed on the summer employment form that the department chair submits to the dean. Since department chairs, deans, and the Provost's Office do not always receive notice of grant awards, sponsored payments may not be made unless faculty make certain that their department chairs have the pertinent information and know to initiate the appropriate paperwork.

Methods of Pay The summer payroll schedule for faculty follows the various sessions within summer semester. For each of the short terms, one check is issued at the end of the term. Checks for each of the through terms are issued at midterm and at the end of the term. Three checks are issued for three-month non-teaching assignments.

Benefits The only deductions taken out of summer paychecks include retirement, FICA, and FICA-Med.

217 Professional Expectations

217.01 Academic Convocations

Faculty members are expected to participate in commencement exercises and the annual Honors Day program in academic regalia. The academic year contract includes participation in May and December commencement exercises and the Honors Day program. At times, based on limited seating capacity, the Office of the Provost will announce an appropriate percentage of faculty for each college and the Library and will request that units adhere to those limits in submitting the line of march.

217.02 Employment of Relatives

The basic criteria for the appointment and promotion of faculty in the several institutions of the University System are appropriate qualifications and performance as set forth in the policies of the Board of Regents. Relationship by family or marriage constitutes neither an advantage nor a disadvantage provided the individual meets and fulfills the appropriate University System appointment and promotion standards as set forth in the policies.

No individual shall be employed in a department or unit which will result in the existence of a subordinate-superior relationship between such individual and any relative of such individual through any line of authority. As used herein, "line of authority" shall mean authority extending vertically through one or more organizational levels of supervision or management. This standard does not apply to the temporary or part-time

employment of children under age 25, nor to any individual employed as of February 14, 1990, at any institution where a relative of such individual then holds a superior position at least one level of supervision removed from such individual in any line of authority. Exceptions may be approved by the Board of Regents upon recommendation of the Chancellor as being clearly in the best interest of the institution and the University System. For the purpose of this policy, relatives are defined as husbands and wives, parents and children, brothers, sisters, and any in-laws of any of the foregoing (*Board of Regents Policy Manual, § 802.03*).

217.03 Outside Consulting Activities

The Board of Regents has adopted the following statement of policy regarding outside activities:

An employee of the University System of Georgia should avoid actual or apparent conflict of interest between his or her college or university obligations and his or her outside activities.

Occupational

- A. An employee of the University System shall not engage in any occupation, pursuit, or endeavor which will interfere with the regular and punctual discharge of official duties.
- B. All full-time faculty, administrators, and other professional staff members employed by an institution of the University System are expected to give full professional effort to their assignments of teaching, research, and service.
- C. Professional employees are encouraged to participate in professional activity that does not interfere with the regular and punctual discharge of official duties provided the activity meets one of the following criteria: (1) is a means of personal professional development; (2) serves the community, state, or nation; or (3) is consistent with the objectives of the institution.
- D. For all activities, except single-occasion activities, the employee shall report in writing through official channels the proposed arrangements and secure the approval of the President or his/her designee prior to engaging in the activities. Such activities include consulting, teaching, speaking, and participating in business or service enterprises (*Board of Regents Policy Manual, § 802.1601*).

Consulting

Recognizing that teaching, research, and public service are the primary responsibilities of faculty members in the University System of Georgia, it shall be considered reasonable and desirable for faculty members to engage in consulting activities, which are defined for purposes of this policy as any additional activity beyond duties assigned by the institution, professional in nature and based in the appropriate discipline for which the individual receives additional compensation during the contract year (*Board of Regents Policy Manual, § 802.1602*).

Georgia Southern University has adopted the following procedures for implementing these Board of Regents policies, effective July 1, 1993:

- The dean, or department chair if specified by the dean, shall review for approval all faculty consulting/outside activities in advance.
- The faculty member has the responsibility for submitting a plan for reimbursing the institution for use of the institution's personnel, facilities, equipment and/or materials consistent with rates charged outside groups or persons.
- Each college or unit will develop a method of recording prior approval for faculty consulting/outside activities and other procedures for the full implementation of this policy. These procedures will be submitted to the Provost for approval.
- Questions involving conflicts of interest in the area of faculty consulting/outside activities will be resolved by the dean and the Provost.
- For non-faculty, approval for outside activities as described in *Section 802.1601D* shall be the responsibility of the appropriate vice president or his/her designee.

217.04 Consensual Relationships with Students

Purpose and Rationale

The educational mission of Georgia Southern University is enhanced by professionalism in relationships that foster an atmosphere of mutual trust and respect between academic professionals and students. Amorous, intimate, or sexual relationships between academic professionals (meaning, for purposes of this policy, all who teach at the University—faculty members, continuing education instructors, and graduate assistants with teaching, advising, or tutorial responsibilities—and all other members of the university community who have positions of academic authority or decision making over students) and students, even if consensual, diminish this trust and respect and can have the potential for serious consequences, interfering with and compromising the University's mission and exposing the University to civil liability under state and federal law. The ethical principles of most professional academic organizations, including the American Association of University Professors,¹ recognize that professional members of an academic community must avoid situations in which academic authority is exercised over persons with whom the professional has an amorous, intimate, or sexual relationship. Such relations, when combined with a university professional's responsibility in his or her academic and/or evaluative role, are considered a conflict of interest and place in question the voluntary nature of the choices made by the student. All university academic professionals should understand that there are substantial risks in even an apparently consenting amorous, intimate, or sexual relationship where a power differential exists between the parties. Additionally, even if conflict of interest issues are resolved, sexual harassment allegations may arise out of the relationship's effect on the student, or even out of its effects on third parties, due to perceptions of discrimination in academic decision making. By virtue of their greater power and responsibility, academic professionals bear a special burden of accountability in these circumstances.

Policy

Where academic professionals exercise academic authority, and/or decision making with regard to students' participation in a university course, program or activity, it is the policy of Georgia Southern University to prohibit consensual amorous, intimate, and sexual relationships. If a relationship between an academic professional and a student develops, Georgia Southern University requires that the involved academic professional promptly report the existence of such relationship to his or her immediate supervisor so that suitable arrangements can be made by the University to remedy the possible conflict of interest. Failure to abide by the notification requirement of this policy constitutes grounds for disciplinary action against the university academic professional.

End Note

¹Consensual Relations Between Faculty and Students. (1995) *AAUP Policy Documents & Reports*, p. 174.

217.05 Political Activities

As responsible and interested citizens in a democratic society, employees of the University System are encouraged to fulfill their civic obligations and otherwise engage in the normal political processes of society. Nevertheless, it is inappropriate for System personnel to manage or enter political campaigns while on duty to perform services for the System or to hold elective political office at the state or federal level while employed by the System. Therefore, the following policies governing political activities are hereby adopted:

- A. Employees may not manage or take an active part in a political campaign which interferes with the performance of duties or services for which he or she receives compensation from the System.
- B. Employees may not hold elective political office at the state or federal level.

- C. A candidate for or holder of an elective political office at the state or federal level may not be employed or hold a faculty, staff, or other position at an institution of the System, with or without compensation.
- D. Employees seeking elective political office at the state or federal level must first request a leave of absence without pay beginning prior to qualification as a candidate in a primary or general election and ending after the general or final election. If elected to state or federal office, such person must resign prior to assuming office.
- E. Employees may seek and hold elective office at other than the state or federal level, or appointive office, when such candidacy for or holding of the office does not conflict or interfere with the employee's duties and responsibilities to the institution or the System (*Board of Regents Policy Manual, § 802.1603*).

217.06 Tutoring by Faculty

Any tutoring assignment for which the faculty member is to receive extra compensation (overload payment) must have prior approval by the faculty member's department chair, dean, and the Provost. Faculty members who accept private tutoring assignments for pay should not tutor any student who is enrolled in their class.

217.07 Teaching Loads

The standard teaching load for full-time faculty is 12 credit hours per semester. Adjustments to that load may be made with the recommendation of the chair and the approval of the dean.

217.08 Extra Compensation Policy

I. Conditions and Definition of Extra Compensation

The term extra compensation shall be used to describe salary payments above and beyond normal base compensation to faculty and staff who are exempt employees under the *Fair Labor Standards Act* and who provide certain instructional, research, and service activities to the University above and beyond their normal employment duties. Payment of extra compensation at Georgia Southern University shall be appropriate only when all three of the following conditions exist:

- A. The work is carried in addition to a normal full load.
- B. No qualified person is available to carry the work as part of his or her normal load.
- C. The additional duties are not so heavy as to interfere with the performance of regular duties.

(*Board of Regents Policy Manual, § 803.1404*, adds the following condition for research, Saturday classes, and off-campus continuing education: the work produces sufficient income to be self-supporting.)

II. Eligibility for Extra Compensation

Extra compensation shall be available to all eligible employees, as defined above, but only for services rendered other than the individual employee's normal employment duties and that occur outside normal working hours. For purposes of this policy, "normal working hours" for fiscal year (12-month) employees is defined as 8 a.m. to 5 p.m., Monday through Friday, of each week. For academic year (9-month) faculty employees, "normal working hours" for purposes of this policy is defined as all times required, including evening class assignments, student contact hours, and committee assignments, to perform regular instructional, research, and service duties for each academic term from the date of course registration through the examination schedule. Extra compensation shall not be available to an employee in the following circumstances:

- when there exists an actual or apparent conflict of interest;
- when the function performed for extra compensation is for the University and is essentially the same function for which the employee is employed full time;
- when the employee has budgetary control over the account from which extra

- compensation is to be paid;
- when on sick leave; or
- when the employee is a financial contributor to the account(s) from which the extra compensation is to be paid.

In cases where employees control accounts from which their extra compensation is to be paid, the salary supplement policy should be used to avoid conflicts of interest. In situations where use of the salary supplement policy is not practical, the appropriate vice president must make all assignments and authorize all payments for employees who control accounts from which extra compensation is to be paid.

Extra compensation is available for the following activities only if all of the preceding conditions, including paragraphs I(A), I(B), and I(C) of this policy, are satisfied:

A. Teaching credit and non-credit courses

1. Extra compensation is available to employees for teaching non-credit courses outside their home department and/or budget unit only if the courses to be taught go beyond an employee's normal employment duties and only if the courses meet outside normal working hours.
2. Extra compensation for teaching credit courses in excess of the normal teaching load is available only in exceptional circumstances to academic year faculty employees and fiscal year employees. See *Board of Regents Academic Affairs Handbook, Section 4.14.07*. Generally, enrollment demand for credit courses in excess of normal teaching loads shall be accommodated through released time or overload to faculty employees. Extra compensation for teaching credit courses is available to fiscal year employees only if they hold faculty rank and only after all possible arrangements of released time and/or overload among the corps of instruction have been exhausted. The department chair requesting extra compensation must verify that other such arrangements are not feasible. Chancellor's approval is required in advance for extra compensation for teaching credit courses.

B. Research

1. Extra compensation for research activities is available to faculty and staff but only when the employee performs a limited, but specialized, function or task collateral to the main purpose of the research, such as serving as a research subject, collecting data, drawing blood, calibrating equipment, and designing data analysis software. Additionally, the research activity must be unrelated to the employee's normal employment duties, be outside the employee's home department or budget unit, must be conducted outside normal working hours, and must be approved by the Provost and Vice President for Academic Affairs.
2. Principal investigators and those named in grant proposals may not be eligible for extra compensation for research under this policy. Contact the Office for Research Services and Sponsored Programs for further clarification.

C. Service activities, including consultancy activities

1. Extra compensation is available to employees performing service activities and programs unless the clientele to be served by the activity or program is the same clientele as that which the faculty or staff member was employed to serve.
2. Extra compensation is available to employees performing service activities and programs that directly serve the University or that serve entities or agencies external to the University. Consultancy services addressing the technical and professional needs of communities, groups, agencies, businesses, and other entities outside the University are specifically considered to be service activities under this policy.

III. Amount of Extra Compensation

A. Although each department or budget unit may determine the rate of extra

compensation to be paid for a particular activity, the amount and rate of compensation paid to the employee for extra compensation shall be in line with the rate of compensation paid for the performance of the individual's normal duties. Extra compensation for teaching credit course(s) shall be consistent with existing policies regarding the payment for teaching a course.

- B. The maximum total amount of extra compensation paid to an employee during any one fiscal year (July 1 to June 30) shall not exceed 33 1/3 percent of that employee's full time equivalent (1.0 FTE) salary for that fiscal year. Exceptions to this provision can be made by the vice president to whom the employee reports in his or her normal capacity.
- C. The project or activity budget [see part IV below] submitted with each application for extra compensation shall include sufficient funds for the employer's portion of the employee benefits associated with the extra earnings.

IV. Application Procedures for Extra Compensation

The payment of extra compensation to an employee requires approval from the vice president responsible for administering the budget unit seeking to pay extra compensation (approves project and the project budget in the context of the University's policy), from the vice president responsible for administering the unit that employs the individual on a regular basis (approves use of the employee in the context of the policy), and from the Vice President for Business and Finance or his/her designee (approves the availability of funds and reviews for compliance with policy and for adequacy of supporting documentation). In cases where a unit needs to respond to potential clients in a timely manner, the originating unit, prior to the performance of the duties, should submit the project/activity budget by FAX to the appropriate vice presidents or their designees who will confer quickly and communicate their action within 48 hours.

All requests for approval shall include the following:

1. personnel action form
2. extra compensation certification
3. project/activity budget
4. a draft of any written agreement on fees and services (to be reviewed by one of the University's attorneys)

The personnel action form and/or budget must include a description of the duties to be performed, the number of hours required to perform the assignment, the amount and rate of extra compensation requested, and the source of funds used to pay the extra compensation and related employee benefits.

217.09 Class Meetings and Final Exams

The faculty member of record or a qualified substitute will meet all classes promptly at the scheduled time and for the allotted amount of time. Faculty also will give final exams in all courses as scheduled by the Registrar's Office unless a change has been authorized by the appropriate chair or dean (see § 312 of this *Handbook*).

217.10 Faculty Absence from Professional Responsibilities

Faculty traditionally extend professional courtesies to their colleagues for absences resulting from health-related emergencies, attendance at professional conferences, and the like, up to a week's duration.

Consistent with Georgia Southern policy, all absences are to be reported to the department chair, who shall coordinate accommodations for coverage of faculty responsibilities by colleagues. In instances where the absence exceeds one week, the following procedures for remuneration shall apply:

1. Time responsible for coverage shall be determined and approved by the department chair (e.g., one class meeting for a three-day-a-week course counts as one hour regardless of section size). Laboratories shall typically be calculated at the rate of two laboratory hours equaling one hour. Studio time shall be

calculated in accordance with standard practice.

2. Remuneration is determined by prorating the standard overload rate, based on the number of hours taught. A three-credit course shall be assumed to have 45 teaching hours.
3. When the assignment for any individual exceeds one week, remuneration shall be calculated to include the first week's work.
4. In situations where the faculty member assumes responsibility on an intermittent basis totaling more than one week, the department chair shall work with the faculty to determine appropriate remuneration in accordance with procedures in paragraphs 1 - 3.

218 Personnel Policies

218.01 Appointments/Forms

New faculty appointment forms are processed by the department chair, dean, and Provost. The following information is required by the Board of Regents before any action is taken on the appointment recommendations: a fully completed appointment form, the State Security Questionnaire, and official transcripts of all graduate degrees. No contract may be issued without the execution of the Loyalty Oath. (The Loyalty Oath must be completed as required by the laws of the State of Georgia. See *Board of Regents Policy Manual, § 802.04B.*) New faculty members must visit the Division of Human Resources to complete forms relating to benefits, payroll deductions, and employment records. Georgia Southern is an Affirmative Action/Equal Opportunity Employer.

218.02 Fringe Benefits

The University is required to withhold federal and state income taxes from the salary of each employee. The deductions are based on the information given on the employee's withholding exemption certificate.

Social Security All employees are required to participate in old age and survivors insurance under the *Federal Social Security Act*. The University is required to withhold in accordance with the current rates and to match this sum which is paid to the government as a payroll tax.

Teachers Retirement System of Georgia Additional retirement benefits are provided by the Teachers Retirement System of Georgia. Currently, five percent of the faculty member's gross pay is withheld and forwarded to the Retirement System for deposit in the member's account. The System currently matches this amount with 9.28 percent. The faculty member's contribution is with pre-tax dollars for federal and state taxes. The Teachers Retirement System has a 10 year vesting period.

Regents Retirement Plan As an alternative to the Teachers Retirement System, eligible faculty members and key administrators may choose to participate in the Regents Retirement Plan. Five percent of the faculty member's gross pay is withheld and forwarded to the member's choice of four national companies, TIAA-CREF, VALIC, Fidelity, or American Century. The System presently matches this amount with 8.13 percent. All contributions are immediately vested, portable, and paid with pre-tax dollars for federal and state taxes.

All faculty and staff members employed one-half time or more in regular status are eligible to participate in the following group insurance programs. If a faculty member is terminated or resigns from his or her position, the insurance benefits will terminate at the end of the month in which the faculty member's employment is terminated. Therefore, if the faculty member does not sign a contract for the fall semester and is not teaching during the summer session, the insurance will terminate at the end of May of that year.

Employee Health Benefits Plan The University offers three health benefits plan options, an Indemnity plan, a Preferred Provider Organization (PPO), and a Health Maintenance Organization (HMO). In each plan, the University pays 75 percent of the

premium and the employee pays the balance. For specific plan details, contact the Division of Human Resources, Benefits, located in the Rosenwald Building, at 681-0854.

Dental Plan A comprehensive dental plan for faculty, staff, and eligible dependents is available in which the employee pays the entire premium. After the deductible, the dental plan pays 80 percent of covered expenses up to \$1,000 annually.

Group Life Insurance The University provides \$25,000 free basic life to faculty and staff with an option to purchase additional supplemental life in the amount of either one, two, or three times the employee's annual salary.

Long Term Disability This insurance is available to protect the faculty member from loss of income during long periods of disability. There is a 90 or 150 day elimination period.

Short Term Disability This plan protects the faculty member's income in the event that the person becomes sick or injured and is unable to perform the job duties. The waiting period is 14 calendar days. The employee can choose the duration and amount of weekly benefit.

Tax Sheltered Annuity Insurance companies offer tax sheltered annuities under the provisions of *Section 403(b)* of the *Federal Internal Revenue Code*. Additional information is available from the Division of Human Resources.

Deferred Compensation Plan Two companies, TIAA-CREF and VALIC, offer a Deferred Compensation Plan, also known as a 457(b) plan, pursuant to *Section 457(b)* of the *Federal Internal Revenue Code*. Under a 457(b) plan, all regular employees may make contributions on a pre-tax basis. Additional information is available from the Division of Human Resources.

Roth 403(b) Plan This is an after-tax deduction that is taken under the provision of *Section 403(b)* of the *Federal Internal Revenue Code*. Additional information is available from the Division of Human Resources.

Georgia 529 Plan The State of Georgia allows payroll deduction for this qualified tuition program that is designed to help families save for college expenses. TIAA-CREF is the company that is used by the State of Georgia to manage these funds. This is an after-tax deduction.

218.03 Sick Leave

Sick Leave with Pay All regular, full-time employees of the University System of Georgia shall accumulate sick leave at the rate of one working day per calendar month of service. Faculty will accrue 10 days of sick leave each academic year. An additional day will be accrued for teaching in the summer session in keeping with the specific summer teaching commitment. Regular, part-time employees working one-half time or more will accumulate sick leave in an equivalent ratio to their percentage of time employed, but faculty members teaching less than one-half time do not accrue sick leave. Sick leave for employees shall be cumulative.

Sick leave may be granted at the discretion of the institution for any of the following reasons:

- illness or injury of the employee;
- medical and dental treatment or consultation;
- quarantine due to contagious illness in the employee's household; or
- illness, injury, or death in the employee's immediate family requiring the employee's presence.

A terminating employee shall not accumulate sick leave or be entitled to receive sick pay after the last working day of his or her employment.

Sick Leave Without Pay Employees unable to return to work after exhausting all accumulated sick leave and accrued vacation leave may be granted sick leave without pay for a period not to exceed one year. Such approved sick leave shall allow employees

the right to continue their group insurance benefits, and the institution will continue its share of the cost for such period. All other benefits that otherwise would accrue to the employee are prohibited.

Sick Leave for Nine-Month Faculty For the purposes of sick leave, nine-month faculty members should be regarded as working a five-day week. In most cases, these days will be Monday through Friday, although other schedules may sometimes be necessary. For the purposes of sick leave, a workday is defined as eight hours.

In reporting sick leave, nine-month faculty members report leave in whole- or half-day increments, i.e., eight or four hours. A nine-month faculty member, who for appropriate reasons as outlined above in Sick Leave with Pay misses a day on which at least one major duty was assigned by their department chair, will report eight hours of sick leave. Nine-month faculty members who miss one or more assigned duties on a day, but meet one or more assigned duties for that day will report four hours. Nine-month faculty members who take sick leave on two separate days containing assigned duties shall also be charged sick leave for any intervening period on which they have no assigned responsibilities.

218.04 Flexible Spending Accounts

Flexible Spending Accounts tax shelter money that can be used to pay for eligible unreimbursed medical or dependent care expenses. Under a spending account arrangement, employees make contributions to the account from each paycheck—before payroll taxes are computed—and are then reimbursed for eligible expenses from the Flexible Spending Account upon presentation of claims for payment to Human Resources.

218.05 Workers Compensation Insurance

All employees of the University are covered by Workers Compensation Insurance that provides coverage for all medical expenses resulting from a job-related injury.

218.06 Tuition Assistance Program (TAP)

Faculty and staff may seek tuition assistance for courses taken at a University System of Georgia institution. Participants in the tuition assistance program must meet all admissions requirements and must obtain supervisor's approval at least 30 days prior to the employee registration period. The policy allows for a maximum of eight semester credit hours in each of the three designated semester periods: fall semester, spring semester, and summer term; participants must complete their courses with grades of "C" or better to continue in the program. Participants who withdraw from courses or who do not complete courses with a "C" or better may not take additional courses for a period of six months.

Under this program, tuition and certain fees are waived for employees taking courses at any University System of Georgia institution after the application of any grants or scholarships for which the employee is eligible. The Registrar must certify that the courses taken are not available at Georgia Southern. Employees are not eligible to enroll in the following professional schools under this program: dental, medical, pharmacy, veterinary, law, or executive/premiere or comparable graduate programs.

The tuition assistance program applies to full-time employees eligible for benefits who have successfully completed at least six months of employment in a benefits-eligible position as of the date of the Tuition Assistance Program application deadline for the desired semester. This benefit is offered on a space-available, funds-available basis. The supervisor must verify that attendance at classes will not adversely affect departmental services or activities.

Faculty participants must maintain their workload to the satisfaction of the supervisor; this policy does not allow for released time for coursework. Required approvals for faculty include the department chair or director and Provost. The complete tuition assistance program policy, along with the tuition assistance application required for participation, is available on the Division of Human Resources web page under "Policies" at <http://jobs.georgiasouthern.edu/>.

218.07 Leaves of Absence and Vacations

The President of the University may grant leaves of absence, with or without pay, to members of the faculty and administrative staff.

Leave with pay shall be granted only for the purpose of promoting scholarly work and encouraging professional development. No leave will ordinarily be granted until a person has been the employee of the University for a period of three years. The maximum amount of pay is normally one-third of the previous year's salary. (During paid leave of less than 50 percent of the base academic year salary, no retirement contribution is withheld if the faculty member is a participant in TRS, nor does the time on leave count toward creditable service.) Leaves of absence without pay of up to one year may be granted with justification endorsed by the department chair, dean, and Provost and approved by the President. Strong justification is required for a second year of leave.

Professional personnel under fiscal year contracts are given annual vacations with pay at the following accrual rates: for less than five years of service, professional personnel accrue 10 hours of annual leave per month; for five to 10 years of service, professional personnel accrue 12 hours of annual leave per month; for over 10 years of service, professional personnel accrue 14 hours of annual leave per month. In addition, the President designates and announces official holidays. Faculty members employed under the academic year contract neither earn nor receive annual leave.

218.08 Family Leave

Policy

- A. Any faculty or staff member who has been employed on a half-time basis or greater for at least 12 months is eligible upon request to be granted family leave. Family leave allows employees to take up to 12 weeks of unpaid leave during a 12-month period. While family leave is unpaid leave, an employee who is eligible and receives approval from his/her supervisor may utilize accumulated sick and/or annual leave that the employee would otherwise be eligible to use under existing sick and annual leave policies. Whether family leave is paid or unpaid, it is limited to 12 weeks in any 12-month period.
- B. Eligible employees can use family leave for the following reasons:
 - birth of a child to the employee;
 - placement of a child with the employee for adoption;
 - care for the employee's child, spouse, parent, or spouse's parent who has a serious health condition; or
 - diagnosis of a serious health condition that prevents the employee from performing the functions of the job.
- C. Conditions or restrictions applicable to Family Leave are as follows:
 - the 12-month period during which the 12 weeks of family leave may be taken begins on the first day the family leave is taken;
 - the right to take family leave for the birth or placement of an adopted child will expire six months after the date the child was born or placed in the employee's home;
 - if both parents are employed by the University, they may not take family leave at the same time;
 - family leave may not be taken intermittently for the birth or placement of a child unless the employee and employee's immediate supervisor agree. Leave may be taken intermittently in the case of family or personal illness;
 - if both husband and wife are employed by the University and are entitled to family leave, their combined family leave will be limited to 12 work weeks during a 12-month period for either the birth or adoption of a child or care of a sick parent; and

- “serious health condition” means an illness, injury, impairment, or physical or mental condition requiring in-patient care in a hospital, hospice or residential health care facility, or continuing treatment by a health care provider. An employee who applies for leave due to personal or family serious health conditions must submit a statement of his/her condition certified by his/her physician. An employee who requests family leave due to his/her personal health should ask his/her physician to include a statement that the employee is unable to perform his/her job. Immediate supervisors have the option, based on the health conditions involved, to require employees on family leave to periodically recertify the necessity for leave on a reasonable basis.

Procedures

- D. Employees must submit requests for family leave on the Family Leave Request Form to their immediate supervisors with supporting health condition certificates from their physicians.
- Faculty and staff are asked to provide as much advance notice as possible in requesting family leave so that adjustments can be made to handle workloads.
 - After supervisors approve requests for family leave, they should submit them with supporting certificates attached through approved channels to the Division of Human Resources.
 - If a request for family leave is denied, the supervisor should provide the employee with a notice of the denial as soon as possible. The notice should be in writing and include the reasons for the denial.
 - When a request for family leave is denied, the employee has the right to appeal the denial through the University’s grievance procedures.
 - The University reserves the right to designate an employee’s leave as leave under the *Family and Medical Leave Act*.

Employment Rights

- E. When employees return from family leave, they are entitled to their former positions or to equivalent positions with equal benefits, pay, and other terms of employment. Employees on family leave are entitled to continue participation in the University’s group benefit programs. The University will continue to pay its share of the benefits during the family leave. Employees will arrange through the Employee Benefits section in Human Resources to pay their share of the cost for group benefits during family leave.

218.09 Educational Leave

Under the *Board of Regents Policy Manual*, Georgia Southern University grants leave with pay for the purposes of promoting scholarly work, enhancing teaching and encouraging professional development. Educational leave is awarded to highly productive faculty who demonstrate academic excellence. Educational leaves may be year long leaves at half salary or semester leaves at full salary. Faculty approved for an educational leave are required to return to Georgia Southern University for the academic year following their educational leave.

Eligibility A tenured faculty member is eligible to apply for educational leave. Faculty considered must be tenured and have seven or more years of full-time employment at Georgia Southern University. An individual approved for educational leave is eligible to apply for another leave in seven years.

Process

1. The faculty member submits an educational leave proposal to his/her department chair for consideration.
2. An educational leave proposal recommended by the department chair is forwarded to a college level review committee.

3. The college level committee forwards proposals along with its recommendations to the dean for consideration.
4. Educational leave proposals recommended by the dean are forwarded to a review committee appointed by the Provost.
5. The university level committee forwards proposals along with its recommendations to the Provost.
6. The Provost Office notifies the applicant of the final decision, with copies to his/her dean and chair.

Written feedback will be provided to a faculty member whose application is not successful at any stage of the process. Appeals of educational leave recommendations must be carried out in accordance with college procedures, but may culminate in an appeal to the dean. Recommendations made at the college level or beyond may be appealed to the Provost within 14 calendar days of notification of the decision.

Proposal Format

1. Attach the Educational Leave Application Cover Page.
2. Attach an Educational Leave Proposal that addresses the following items. Attach relevant supporting documents.
 - a. Purpose of Activity: State the purpose of the proposed activity to be conducted during the educational leave.
 - b. Expected Outcome(s) with Assessments: State the expected outcome(s) of the proposed project. Identify what is to be accomplished during the educational leave. State how the expected outcome(s) will be assessed. Identify how you will know the outcomes have been accomplished.
 - c. Significance of Project: Identify the significance of the project. Describe how the proposed project addresses the University's, college's, and/or department's strategic plan and mission. Discuss the potential impact of the project.
 - d. Time Frame: Outline a time frame for the project, indicating dates for the accomplishment of specific outcomes.
 - e. Reporting Mechanism: Specify how the results of the project will be reported to the department and college. Identify the time frame for reporting. Please note that the results of an educational leave will be included in the faculty member's annual evaluation.

Timeline A faculty member requesting educational leave for fall semester or for an entire year submits an educational leave application to the department chair by January 10th. Recommendations are due to the university level committee by March 1st with recommendations to the Provost by April 1st. A faculty member requesting an educational leave for spring semester submits an educational leave application to the department chair by June 10th. Recommendations are due to the university level committee by August 1st with recommendations to the Provost by September 1st.

Special Notice Please note that receipt of this award for the development of creative and scholarly works and new material, devices, processes, or other inventions, which may have commercial potential, are governed by the Georgia Southern University Intellectual Property Policy. University personnel are required to provide the Provost with a project disclosure on forms provided by the Office of Research Services and Sponsored Programs. The Intellectual Property Policy is published in the *Faculty Handbook* and can be accessed at <http://welcome.georgiasouthern.edu/president/intpropol.htm>.

218.10 Retirement

All faculty and staff employed one-half time or more on a regular basis at the University are required as a condition of their employment to participate in the Georgia

Teachers Retirement System or the Regents Retirement Plan. A faculty member may elect to retire at any time after reaching age 60 with at least 10 years of creditable service or after completion of 30 years of service regardless of age. According to Board of Regents policy, a faculty member is allowed to keep his or her insurance benefits in retirement under certain circumstances. The employee must have at least 10 years of service in the University System of Georgia and be age 60, or the employee must have 30 years of service in the University System of Georgia (regardless of age).

The University System does not guarantee a retirement allowance to any retiring employee with fewer than 10 years of service, but credit for military service and service in other systems can be purchased under specific conditions. A complete description of this program is available in the Human Resources Division.

Temporary and/or part-time employees who are not eligible for Georgia Teachers Retirement or the Regents Retirement Plan must participate in the Georgia Defined Contribution Plan (GDGP). The contribution rate is seven and a half percent of gross salary—refundable to the member in lump sum upon termination of employment.

218.11 Emeritus Status

Any retiring tenured professor, associate professor, or assistant professor, or any Board-approved non-tenure track faculty member of equivalent rank, or any retiring Board-approved administrative officer who at the time of his or her retirement had 10 years or more service in the University System may be awarded the title "emeritus." The title may be conferred upon the recommendation of the President of the institution (*Board of Regents Policy Manual*, § 803.15).

218.12 Resignations

Faculty and staff members employed under written contract for the fiscal year or academic year of two semesters are expected to give written notice of their intention to resign to the President of the University no later than February 1 immediately preceding the expiration of the contract period.

218.13 Terminations

Faculty members in their first year whose employment is not to be continued shall be given written notice that their contract will not be renewed three months prior to the expiration of the contract period (February 1). Those in the second contract year will be notified six months before the end of the contract period (November 1). Non-tenured faculty in their subsequent years receive written notification at least nine months before the date of termination of the contract whether an employment contract for the succeeding year will be offered them (August 1).

The President of the University may at any time remove any faculty member or other employee for cause provided that the institution has complied with procedural due process requirements (see § 210.02 of this *Handbook* for a list of justifiable causes). Written notice will clearly state the charges against the person removed and must be sent by certified mail and receipted. The individual is entitled to file an appeal in writing to the Board of Regents for a fair hearing before said Board or a committee of the Board. The Board or committee of the Board may grant a hearing within 45 days of the appeal. The action of the Board will be final (*Board of Regents Policy Manual*, § 803.11).

218.14 State Security Questionnaire

As required by state law, employees must complete a state security questionnaire that inquires about any prior criminal convictions and pending criminal charges. Persons who have been convicted of a felony or a crime involving moral turpitude are not eligible for employment by the University System of Georgia.

219 Travel

A person traveling on official University business should be familiar with the University's Travel Regulations which can be accessed on the Controller's website at <http://services.georgiasouthern.edu/controller/APTravelPolicy2.pdf>. Georgia Southern's

travel policy is based on the State-Wide Travel Regulations published by the State Accounting Office. These regulations can be accessed at <http://sao.georgia.gov>.

219.01 General

Each employee required to travel in the performance of official duties and entitled to reimbursement for expenses incurred must have prior authorization from their department head or other designated official prior to traveling. Approval may be in the form of a standing authorization in the case of individuals required to travel on a regular or continuous basis (in-state travel only), or a specific authorization in the case of those individuals who are required to make occasional trips. All out-of-state trips require specific authorization prior to the trip. Specific authorization should be obtained through filing of a Request for Authority to Travel on Official University Business form and should indicate the itinerary, estimate the cost of travel, note the mode of transportation, and specify the general purpose of the travel. A copy must be attached to the travel expense statement when it is submitted for reimbursement. These travel practices protect the best interest of the employee and the University System.

A Request for Authority to Travel on Official University Business form is also required for in-state travel if a vehicle is being rented.

In the case of out-of-state travel, it is necessary to obtain prior approval from the appropriate dean, director, or other unit head's office, and fiscal review by the Accounts Payable Office. Out-of-state travel by a dean or director must have prior approval by the vice president. Out-of-state travel by a vice president must have prior approval by the President. Travel outside of the continental limits of the United States must be approved first by the appropriate vice president and then by the President. No out-of-state travel is to take place, and no claim for reimbursement will be processed, without proper authorization as outlined above. This approval should be obtained through the filing of a Request for Authority to Travel on Official University Business form.

Reimbursement to an individual may cover only those expenses pertaining to that individual. Reimbursement may not include expenses pertaining to another person. Review of all reimbursement requests is the responsibility of the immediate supervisor approving the reimbursement request. It is also the supervisor's responsibility to ensure that place(s) and time(s) of departure and arrival are indicated on the Travel Expense Statement form.

State-owned vehicles may not be used to drive to and from an employee's residence or parked overnight at an employee's residence without prior written approval authorized by the appropriate vice president.

219.02 University Travel Regulations

The following University Travel Regulations refer to specific areas of the reimbursement policy. For additional information, refer to the web page at <http://services.georgiasouthern.edu/controller/APTravelPolicy2.pdf>.

SUBSISTENCE

Reimbursement claims for subsistence (meals and lodging) are to be reported on Travel Expense Statements by date and location. An individual taking annual or sick leave while away from headquarters on official business is not entitled to subsistence for the period of leave. With certain exceptions, reimbursement for subsistence within a 30-mile radius (or within the county) of a person's headquarters or residence is not allowed.

Meals Employees traveling overnight will be paid a per diem amount designed to cover the cost of meals (including taxes and tip), based on the number of meals per day for which the employee is eligible. This per diem amount is currently \$28.00 per day for travel within Georgia in most circumstances. The counties of Chatham, Cobb, DeKalb, Fulton, Glynn, and Gwinnett have been designated as "high-cost" areas and the per diem rate applicable to these counties is \$36.00 per day. Employees are considered traveling in high cost areas of Georgia when their official responsibilities must be performed at a location designated as a high cost area or lodging is obtained in a location designated as a high cost area.

Employees traveling outside of Georgia should make every effort to remain within the meal limits established in the travel regulations. However, employees may experience some high cost areas which may exceed the authorized meal expenses. Employees who experience this situation may receive meal per diem amounts up to the federal per diem rates (less the \$3.00 federal "incidentals" allowance; reimbursement of such incidental expenses are covered elsewhere in these travel regulations), at the discretion of the approving agency head or designee. For more detailed instructions, refer to the web site indicated above.

Lodging Employees who travel more than 50 miles from their home office, residence, or headquarters may be reimbursed for lodging expenses associated with overnight travel. Employees will be reimbursed for the actual lodging expenses, provided the expenses are reasonable.

Responsibilities of Employee Employees traveling overnight are responsible for ensuring the most reasonable lodging rates are obtained. To accomplish this, employees should:

- make reservations in advance, whenever practical;
- utilize minimum rate accommodations;
- avoid the "deluxe" hotels and motels; and
- obtain corporate/government rates, whenever possible.

For additional information, refer to the web site indicated above.

TRANSPORTATION

Vehicles and Common Carriers The University uses a tier structure for mileage reimbursement. The mileage reimbursement encompasses all expenses associated with the operation of a personal motor vehicle, with the exception of tolls and parking expenses, which are reimbursed separately. Employees are encouraged to travel by state-owned or personal vehicles when feasible and cost-effective. However, when commercial transportation is necessary, employees may be reimbursed for the expenses incurred. Employees will be reimbursed for actual expenses incurred, provided the appropriate steps were taken to obtain the lowest possible fare or cost. Travel by rented or public transportation must be approved by the appropriate personnel prior to the date of travel. When considering such a request, Georgia Southern personnel should consider the distance to be traveled, the travel time, and the cost.

Employees should utilize commercial air transportation when it is the more cost effective and efficient way to travel. Under such circumstances, the University may reimburse employees for expenses incurred for air travel, provided these expenses were approved prior to the date of travel. Employees, who choose to travel by personal vehicle, when air travel is more cost effective, should only be reimbursed for the cost of the lowest available airfare to the specified destination. Employees who require air travel should obtain the lowest available airfare to the specified destination, which may include use of the Internet, a travel agency, or the state airfare contract. For additional instructions, refer to the web site indicated above.

MISCELLANEOUS EXPENSES

Registration fees required for participation in workshops, seminars, or conferences that an employee is directed and/or authorized to attend will be allowed when supported by a paid receipt or copy of a check showing payment. Any part of a registration fee applicable to meals will be reported as meal expense and not as a registration fee if the costs can be separately identified.

Employees may be reimbursed for expenses incurred for work related telephone, telegraph, and FAX messages. Employees must document these claims on the Travel Expense Statement and indicate the location from which each call was made, the person contacted, and the reason for the communication. Personal calls made while on travel status are not reimbursable.

Employees may be reimbursed for work-related Internet usage charges. These

charges should be separately identified on the itemized hotel/motel bill, but should not be listed on the travel reimbursement request as "lodging," rather, these charges should be included in the "miscellaneous" section of the travel expense statement.

Reimbursement for stationery, supplies, stenographic or duplicating services may be reimbursed, provided the expense is directly associated with a work related project and the cost is reasonable. In addition, work related postage expenses may be reimbursed. Employees requesting reimbursement for these expenses must document actual expenses on the travel statement and explain the purpose for these expenses. Receipts/invoices should accompany the Travel Expense Statement.

When travel required by the University necessitates the use of a passport and/or visa, and the employee does not currently possess such valid documents, the related visa/passport fee is eligible for reimbursement when documented by a receipt.

The following expenses are not reimbursable unless specific legal authority has been established: laundry (reasonable laundry expenses are allowable when overnight travel exceeds seven consecutive days), valet services for parking when self-parking options are available, theater, entertainment, tipping for hotel concierge or maid services, alcoholic beverages, visa/passport fees (except as noted above), and bank charges for ATM withdrawals. For additional instructions, reimbursement procedures, and forms, refer to the web site indicated above.

219.03 General Business Concerns

Georgia Southern University is funded by the State of Georgia and is bound by very stringent laws and rules governing expenditures of monies. Competitive bidding is mandated for purchases of \$500 or more, and items of a personal nature, such as coffee pots, greeting cards, Christmas decorations, are not allowed.

The *Materials Management Policies and Procedures Manual*, located in each departmental office, explains in detail proper procedures to follow to ensure getting the goods or services required without exposing faculty to personal liability. This manual should be consulted prior to making petty cash purchases or obligating any funds expecting university payment. Forward questions to the respective department chairs or to the Materials Management Office.

220 Grievance Procedures

Conflict is a normal aspect of university life, arising over many issues: competition for limited resources; insufficient information, misinformation, and misunderstandings; or differences in interests, personality, and perspectives. At times conflict can be positive, and its resolution can result in better ideas or modes of operation. Unresolved conflict, however, can grow into more serious disputes. Georgia Southern University encourages resolution of conflicts at their source—between two persons. A situation that escalates to the point of filing a formal grievance involves many more people and becomes far more costly in time, relationships, and money.

220.01 Alternative Dispute Resolution

As methods of dispute resolution, Georgia Southern offers several alternative procedures including:

1. Informal Conciliation. The aggrieved faculty member shall first seek redress in consultation with his or her department chair or equivalent. If the grievance is not resolved at the department level, he or she shall then seek redress in consultation with the dean of the appropriate college.
2. Mediation. In mediation, the two disputing parties negotiate in the presence of a trained, neutral third party who has no power and no role in deciding what to do. The disputing parties decide the course of action that will reduce their conflict. The mediator facilitates the mediation process and may assist communication by restating and clarifying each person's concerns and interests. Mediation is voluntary and confidential. Agreements between disputing parties are binding only by choice. The issues negotiated must be within the power of the disputing parties to resolve.

Mediation is appropriate in at least three circumstances: (1) two parties cannot work together because of a dispute; (2) work performance is negatively influenced by a dispute; and/or (3) one party complains about another party's action/decision. Mediation has the potential to increase or improve communication between parties; to assist parties in looking at issues and deciding whether either person may expect the other to resolve an issue; to clarify the issues or source of the conflict leading to the best way to approach a resolution; and to result in a mutually satisfying resolution that improves the work environment.

Informal conciliation and mediation do not preclude filing a grievance and may continue while a formal grievance procedure is pursued; if these methods succeed, the grievance procedure will be terminated (see § 220.02.G6 below).

For additional information on the University's mediation process, refer to the following web page:

http://welcome.georgiasouthern.edu/president/Mediation_A_MEANS_TO_RESOLVE_CONFLICTS_AND_DISPUTES.pdf.

3. Vice Presidential Resolution. Faculty may seek resolution through the Office of the Provost and Vice President for Academic Affairs.
4. Grievance Procedures. Faculty may follow the formal Grievance Procedure outlined in *Section 220.02* below.

220.02 Faculty Grievance Procedures

Should informal conciliation or mediation prove unfruitful or inappropriate, the University has established the Faculty Grievance Committee (*Statutes*, Article IV, § 4). Its purposes are to conduct inquiries into faculty grievances and to make recommendations. It is not to create policy. These procedures shall be subject to and consistent with the *Statutes* of Georgia Southern University and the *Bylaws* and policies of the Board of Regents of the University System of Georgia.

A. GRIEVANCE COMMITTEE PURPOSE AND JURISDICTION

1. There shall be a standing Faculty Grievance Committee to which all members of the faculty shall have access. The Faculty Grievance Committee shall have the authority to conduct inquiries into faculty grievances and to present to the responsible administrator its recommendations (see § 220.02.C5 and H4 below). The intent is to provide fair procedures to all parties to the grievance. All parties should enter the proceedings in good faith.
2. With the exception of the circumstances mentioned in items 3, 4, 5, and 6, a grievance may be filed for any reason.
3. Grievances against the President must be pursued at the Board of Regents level and not through the Faculty Grievance Committee. Matters resolved by the Board of Regents shall not be in the purview of the Faculty Grievance Committee (*Bylaws of the Board of Regents*, Article VIII).
4. Complaints alleging discrimination, harassment, or retaliation on the basis of sex, race, religion, national origin, disability, age, sexual orientation, veteran status, or other "protected class" basis must be pursued through the Office of Diversity Services.
5. Grievances involving nonrenewal of contracts or denial of tenure or promotion shall be appropriate for the consideration of the Grievance Committee only if the complaint alleges violations of established procedures and/or criteria, harassment (except as specified in item 4), retaliation (except as specified in item 4), or denial of academic freedom.
6. While salary issues may be collateral to many grievances, salary disputes based

on disagreement over qualitative judgments are not in the purview of the Faculty Grievance Committee; such concerns may be pursued via the relevant department chair, dean, and the Provost. Grievances directly involving salary are appropriate for consideration by the Faculty Grievance Committee only if the complaint alleges violations of established practices, procedures, and/or criteria.

B. COMPOSITION OF FACULTY GRIEVANCE COMMITTEE

1. Any full-time faculty member who will have completed a minimum of three years as a full-time faculty member at Georgia Southern at the time of assuming regular or alternate membership on the committee is eligible for election.
2. The Faculty Grievance Committee shall consist of 11 regular members, with the colleges and the Library represented in the following proportions: two members each from Liberal Arts and Social Sciences, Science and Technology, and Education; one member each from Business Administration, Health and Human Sciences, Information Technology, the Jiann-Ping Hsu College of Public Health, and the Library. It shall also include 19 alternate members in the following proportions: three members each from Liberal Arts and Social Sciences, Science and Technology, and Education; two members each from Business Administration, Health and Human Sciences, Information Technology, the Jiann-Ping Hsu College of Public Health, and the Library. Academic department chairs or other individuals who are one-third or more on administrative time are not eligible for election to the Faculty Grievance Committee.
3. The term of regular membership shall be two years, and the term of an alternate shall be two years. An individual may be re-elected to an unlimited number of successive terms. Terms of membership shall begin and terminate on August 1.
4. At the end of each year of service, vacancies in the elected contingent from each college and the Library shall be filled by electoral procedures as determined by the college or Library, but no later than the last day of spring term. Between August 1 and the last day of spring term of an academic year, should a vacancy arise among the regular members, an alternate member from the same unit (the college or the Library) shall fill it. Should a vacancy arise among the alternate members, it shall remain unfilled until the next regular election.
5. If a grievance is unresolved on August 1 and continues into the next academic year, any committee member whose term should end on August 1 shall continue to serve for that particular case until the committee has made a recommendation as outlined in these procedures.
6. Annually, at the earliest convenient time following August 1, the regular members of the committee shall select a chair from among their membership. The committee chair votes only in the event of a tie.
7. The committee shall communicate to the Provost/Vice President for Academic Affairs the name of the chair following each annual election, and the Provost/Vice President shall send an announcement of the name of the chair to each member of the faculty of the University.

C. CONFLICTS OF INTEREST

A conflict between the private interests of an individual and the official responsibilities of that individual when in a position of trust creates a conflict of interest that must be avoided to ensure fair and impartial treatment of complainants and respondents alike.

1. Conflicts of interest include the following:
 - a. A complainant or respondent is in a committee member's department.
 - b. Someone brings a grievance against a committee member's department chair.
 - c. A member of the family of a committee member brings a complaint or is named in a complaint.

- d. There is another professional or personal reason that might impair or appear to impair a committee member's impartiality.
2. Any regular member of the committee with a conflict of interest shall not serve on the committee for that grievance. The chair will contact regular committee members immediately to determine whether they perceive a conflict in a particular case. The chair will determine the validity of conflicts. If a committee member has a conflict, the chair will notify the appropriate alternate(s), who will then attend the plenary session for the initial hearing. This shall be done prior to the convening of the initial hearing. These alternate(s) and the remaining regular committee members will form the 11-member full committee for that case.
3. If the chair has a conflict of interest, with committee approval, he or she will appoint a replacement to serve as chair for that case only. This shall be done prior to the convening of the initial hearing.
4. If a committee member is a complainant in, or a respondent to, a grievance, he or she shall resign from the committee for the remainder of his or her term.
5. Conflicts of interest may also arise for the administrator charged with receiving and acting upon Faculty Grievance Committee reports. If the highest-ranked named respondent is subordinate to the Provost, the Provost shall be the responsible administrator; if the Provost is a named respondent, the President shall be the responsible administrator (see § 220.02.A2 above regarding grievances against the President).
6. During a grievance procedure, all members of the Faculty Grievance Committee must avoid *ex parte* communication or other means of creation of conflicts of interest during contacts with any involved party and must not discuss the grievance with anyone except other members of the committee or the responsible administrator.

D. CONFIDENTIALITY AND OPEN RECORDS PROCEDURES

Open Records legislation applies to all Grievance Committee procedures. Within the constraints provided by law, including the Georgia *Open Records Act*, however, all information presented during proceedings and discussions will be confidential.

1. All plenary sessions of the Faculty Grievance Committee concerning a grievance shall be recorded on audiotape. When the taping begins, the committee chair will identify all who attend that session. These tapes are for the use of the Faculty Grievance Committee only.
2. All committee members' personal notes about any hearing, session, meeting, or interview related to an investigation shall remain confidential.
3. Open Records request procedures are as follows:
 - a. The Faculty Grievance Committee chair, or his/her designee, and the University's designated Open Records custodian shall arrange the examination and copying of records.
 - b. Conditions under which the complainant(s) or respondent(s) examines the records shall be such that they reasonably respect privacy.

E. INITIATING FORMAL PROCEEDINGS

If earlier efforts to obtain redress (see § 220.01 above) have been unsuccessful, prior to considering the complaint, the responsible administrator will meet with the complainant and the chair of the Faculty Grievance Committee (or a member of the Faculty Grievance Committee designated by the chair). The purpose of this meeting will be to establish the path to be followed to resolve the complaint. It will then be the faculty member's decision to follow one of the following courses:

1. If the complainant does not desire to have the complaint reviewed by the Faculty Grievance Committee, then the responsible administrator will act on it.

2. If the complainant chooses to have the Faculty Grievance Committee hear the complaint, he or she shall bring the matter to the chair of the committee. To receive a hearing by the Faculty Grievance Committee, the faculty member must (a) make a written request for a hearing within four weeks of meeting with the responsible administrator and the chair of the Faculty Grievance Committee, and (b) present to the chair a signed and notarized written statement of complaint which includes the following information:
 - Name of complainant
 - Name of person(s) against whom the complaint is made
 - A listing and description of the complaint
 - The redress sought

F. INITIAL HEARING

1. On receipt of the request for a hearing, the Faculty Grievance chair will summon a plenary session of the 11 regular members of the committee at the earliest convenient time in a letter stating the nature of the grievance.
2. When the plenary session is convened, the aggrieved faculty member will appear in person to present the grievance. All 11 members of the full committee must attend this session (subject to substitutions for conflicts of interest noted above).
3. After presenting the grievance and answering such questions as the committee members think appropriate, the aggrieved faculty member will retire, and the committee shall discuss the matter and vote to determine whether the grievance is a matter appropriate to its further inquiry. A minimum of six affirmative votes is necessary for further inquiry into the grievance.
4. In those cases in which it appears essential to the questions at issue, the committee may make the acceptance of a case contingent upon permission from the aggrieved faculty member to allow access by the committee to the faculty member's personnel files. Such permission will be given in writing within five working days of receiving the letter notifying him or her that the committee has decided to investigate the complaint.
5. If the Faculty Grievance Committee determines that the matter is appropriate to its further inquiry, the committee, through the chair, shall inform the faculty member, the respondent(s), and the responsible administrator of this decision in writing. The letter to the aforementioned interested parties will include a listing and description of the complaint(s) being investigated, the redress sought by the complainant, and a statement of the reasons the complaint(s) is (are) appropriate for the Committee to investigate.
6. If the Faculty Grievance Committee does not find the grievance to be appropriate for its further inquiry, then the committee, through the chair, shall inform the aggrieved faculty member and the responsible administrator of this decision in writing.

G. INVESTIGATION

1. If the committee determines that its assistance is warranted, the chair shall appoint a three-member investigative panel from among the membership of the committee to assume responsibility for the case.
2. The aggrieved faculty member and the respondent(s) may each exercise peremptory challenges of up to two members of the panel. Such challenges must be made in writing within five working days of receipt of the letter notifying them of the composition of the panel. Panel members so challenged shall be removed from the panel and replaced by the chair from among the remaining members and alternates of the committee.
3. When duly constituted, subsequent to challenges, the panel shall select one of its

members to serve as chair; all interested parties will be informed in writing of the names of the members of the investigative panel.

4. Only the three members of the investigative panel shall conduct the investigation. Whenever possible, all three shall attend every interview related to the investigation. Under no circumstance will only one of them conduct an interview.
5. The panel shall have cooperation from administrators involved in the grievance and access to pertinent public-domain documents and other data sources. Respondents shall make themselves available in a timely manner to the investigative panel for interviews. If written permission has been granted by the faculty member, the panel shall also have access to the personnel files about the aggrieved faculty member which are in the possession of members of the administration.
6. Under normal circumstances, the panel shall complete its work within three calendar months of the plenary session (see F above). The Faculty Grievance Committee will determine what constitutes normal circumstances. The procedures of the panel will not be interrupted or terminated other than by majority vote of the 11-member committee hearing the grievance, with a listing and description of the reason(s) for this decision supplied in writing by the Faculty Grievance chair to all parties to the grievance; or by mutual agreement, in writing, between respondent(s) and complainant(s), which agreement will be forwarded in writing to all parties to the grievance by the chair of the Faculty Grievance Committee.

H. FINAL REPORT

1. The investigative panel shall report the results of its inquiries to a plenary session of the full committee hearing that grievance. The presence of seven members shall constitute a quorum.
2. Upon reading the panel's report and hearing the panel's recommendation, the full committee will discuss the report and vote to:
 - a. Accept the panel's recommendation, or
 - b. Reject it in favor of an amended recommendation, or
 - c. Request additional information.Either action (a) or (b) requires a minimum of six affirmative votes of the full committee. If neither (a) nor (b) receives six affirmative votes, the full committee will request additional information. Only members present may vote. No proxy votes are accepted.
3. The plenary session shall prepare its recommendation for appropriate action in the case and the chair of the committee and the chair of the investigative panel shall communicate this recommendation orally and in writing to the responsible administrator.
4. The two chairs shall prepare for the aggrieved faculty member a letter indicating the committee's recommendation and the reasons for that recommendation. The letter will not include confidential information gathered during the investigation. The letter shall be given to the aggrieved faculty member in the presence of the members of the investigative panel and the chair of the Faculty Grievance Committee, unless the chair determines that there is a reason to involve the entire committee. The chair of the committee shall send a copy to the responsible administrator.
5. If dissatisfied with the subsequent action of the responsible administrator, the aggrieved faculty member may appeal that recommendation decision to the Board of Regents pursuant to Article VIII of the *Bylaws of the Board of Regents of the University System of Georgia*.

The Georgia Southern University Faculty Grievance Procedures were approved by the Faculty Senate on May 24, 1995, amended June 30, 1999, October 19, 2004, and March 2007.

221 Recruitment of Faculty

Recruiting of faculty at Georgia Southern is considered the responsibility of all faculty members. Searches are conducted according to the faculty search procedures available on the Academic Affairs web page at

http://academics.georgiasouthern.edu/provost/searches/search_pro.html.

301 Academic Programs

Academic programs of the University System of Georgia are administered under broad Board of Regents policies that grant considerable authority and responsibility to the presidents and faculty of the System institutions. *Section 301* of the *Board of Regents Policy Manual* states the general policy, in part, as follows:

"The Board of Regents shall rely on the Chancellor, the presidents of the several institutions in the System, and their deans and faculties to develop, adapt, and administer the academic methods and procedures deemed by them to be most effective in promoting efficiency of operations and most appropriate to the advancement of learning.

"The Board of Regents shall expect of each president, his or her faculty and staff, the deans and the faculties of each institution in the System efficient service measured by approved academic standards, and shall look to them to promote effective higher education, having in view resources available to them, and, in the discharge of its duties as a Board, must hold them responsible for a failure to achieve these results. The Board is of the opinion that it would not be reasonable to make academic authorities in the System accountable for results obtained and at the same time deny them the power to choose ways and means they believe to be best adapted to achieve the ends desired."

302 Center for Excellence in Teaching

The Center for Excellence in Teaching (CET) provides assistance, resources and encouragement to faculty as teacher-scholars. Through a peer, evidence-based, assessment and dissemination model of professional faculty development, grounded in the scholarship of teaching and learning (SoTL), the Center works with individuals, groups, departments and colleges. By means of seminars, publications (newsletters, booklet series), online resources, book groups (Reading Roundtable), writing circles for creative and academic work, Faculty Learning Communities, Innovative Teaching Strategies Retreats, guidance in pedagogical uses of technologies, consultations, an international SoTL eJournal, an annual SoTL conference, Mentoring Program, New Faculty Forum and Seminars, customized support, and a pedagogical lending-library, the Center focuses fully upon providing competent, imaginative, and effective professional development opportunities.

The CET's program, aligned with the central mission of the University, recognizes teaching as a complex intellectual activity and process that develops best in a collegial culture of intellectual inquiry about learning, teaching, scholarship, and the academic life. Participation in the Center's activities is voluntary, formative, confidential, and grounded in theory and practice. The CET's has a regularly updated, resource-laden web site at <http://academics.georgiasouthern.edu/cet/index.htm>.

302.01 The University Mentor Program: A Center for Excellence in Teaching Program

The University Mentor Program is a faculty development opportunity designed to assist new Georgia Southern faculty to achieve excellence primarily in teaching, but also in scholarship and service. University mentors work one-on-one with new faculty to help them reach their full potential through collaborative involvement in a network of successful senior faculty members.

Approximately 40 senior faculty mentor new faculty to prepare course syllabi, teaching evaluations, tenure, and promotion. Mentors volunteer their time and expertise to provide tailored, confidential assistance in the development of a new faculty member's professional career, both in and out of the classroom. Mentors do not evaluate new faculty.

Georgia Southern mentors are not appointed or assigned; new faculty members choose from a list on the New Faculty Mentor web site, <http://academics.georgiasouthern.edu/mentor>. This web site includes each mentor's

name, title, email address, phone number, short biography, and photograph. New faculty are encouraged to participate.

302.02 CET Lab and Workshops

The Center's Faculty Technology Development Lab's mission is to assist Georgia Southern faculty in using emerging instructional tools to enhance learning. The Center's lab offers demonstrations and hands-on workshops on the application of a variety of instructional technology tools, email and online mailing lists, web page design/development techniques, presentation software and other software tools, and uses of peripheral hardware (digital cameras, scanners). Most sessions are held in the Center's networked computer lab.

Demonstrations are short (60-90 minute) and showcase new software or hardware products or their instructional application. Prerequisites for these sessions are few. Workshops are two-hour, hands-on interactive sessions where participants produce a product using a particular software tool or tools. Participants are led step-by-step through the procedure.

In conjunction with Information Technology Services, the Center provides workshops focused on accessing the BANNER data warehouse to advise students and to access student and course records. Details on CET offerings and on registering via the web can be found at <http://academics.georgiasouthern.edu/cet/register>.

302.03 Online Course Development

The CET, in conjunction with the Emerging Technology Center (ETC), supports faculty who want to use online course technologies in a range of course formats: completely online, hybrid, or face-to-face. To use online course technology well, faculty need to understand various software packages and concepts about online classroom management. As faculty become familiar with the tools, they need to understand how to use the tools to blend technology and pedagogy to meet their course goals. The CET fosters the University's growing population and culture of online teachers and learners.

302.04 Retreats

The CET hosts faculty retreats to assist faculty with instructional design and course development. Retreats usually last for four or five days from 9 a.m. until late afternoon. The retreats afford faculty a quiet space and block of time in which they can focus on improving teaching methods and materials. Technical and pedagogical experts provide continuous training and support during the retreats. Over 70 faculty have participated in the CET faculty retreats.

303 Academic Advisement

Philosophy

A student's satisfactory completion of a degree program is his or her own responsibility. Any system of advisement must reflect students' freedom of choice and their right to make their own decisions.

It is the institution's responsibility to provide guidance, information, and assistance to the student whenever possible. It is the institution's responsibility to see that advisors have accurate information, are concerned about students, and are accessible to students on a reasonable basis. The institution also has responsibility to provide the necessary support to those faculty members who choose advisement as an area of service and to see that good advisement is appropriately included in merit considerations.

Georgia Southern accepts the philosophy that faculty members should be involved in student advisement since they provide a necessary academic orientation to the process. It is important that students have as much direct contact with faculty as possible, and advisement is a particularly individualized avenue of communication. Advisement also provides the faculty member with a vital area of service.

Definition of the Role of Advisors

Advisors should fill three roles. They should serve as a resource, providing

information about university programs and institutional requirements to assist students in developing the most coherent plan for their college years. Second, they should serve as a link between students and the university community, referring them to areas of assistance and familiarizing them with the resources provided by the institution to meet their needs and goals. Finally, advisors should assist students in understanding the nature and purpose of higher education and help them develop self-direction in decision making.

Responsibility for Advisement

Advisement for students who are in their freshman and sophomore years is generally provided by a combination of professional advisors and professors in advisement centers. Juniors and seniors are normally advised by faculty members in their major areas—except in the College of Education, which provides faculty mentors to majors, but continues advisement through the College of Education Student Success Center. Undeclared students are advised in the First Year Experience Office. Majors in General Studies are advised in the College of Liberal Arts and Social Sciences Advisement Center. Transients, non-degree students, Accel students (joint enrolled high school students), and post-baccalaureate students are advised in the Registrar's Office. Majors in International Studies and International Trade are advised in the Center for International Studies.

304 Protecting Student Information

Faculty have access to student information used for grading, advisement, counseling, and monitoring progress toward graduation. Much of this information is confidential in nature and must be protected from nonconsensual disclosure to comply with the *Family Educational Rights and Privacy Act of 1974*. Faculty should be familiar with and follow the major components of the *Family Educational Rights and Privacy Act (FERPA)*.

Under this act, Georgia Southern is required to notify its students annually of the types of records maintained and the office responsible for such records. This notification is done by means of the *Student Conduct Code*, containing detailed information on the records maintained.

Directory information which consists of name, post office box, telephone number, date and place of birth, major, participation in activities, weights and height of members of athletic teams, dates of attendance, degrees and awards received, and the most recent educational institution attended is considered public information and will be released to those requesting such information, unless the student has specifically requested that information in this category be restricted. Any student may present a written request to the Registrar that such information not be released. However, requests that directory information be withheld from a written publication must be received in sufficient time to prevent a delay in processing that publication.

Any student has the right to inspect and review his/her educational record, meaning any record maintained by or for Georgia Southern University that contains information directly related to the student. Any student desiring to inspect his/her educational record should consult the office designated in the *Student Conduct Code* as responsible for the record.

Release of personally identifiable information will not be allowed without the written consent of the student except in limited circumstances, including the following:

- Georgia Southern personnel, where such persons have a legitimate educational interest and demonstrate a need to know to the official responsible for the record;
- officials of other schools where the student seeks to enroll;
- representatives of federal and state agencies authorized by law to have access to education records;
- appropriate persons in connection with a student's application for or receipt of financial aid;
- state and local officials to whom information may be released pursuant to certain state juvenile justice statutes;

- organizations conducting studies for educational institutions or agencies;
- accrediting organizations;
- necessary persons in emergency situations to protect health and safety; or
- persons designated in valid subpoenas or court orders.

Since posting of grades by student names and/or by EagleID numbers or Social Security numbers would be considered release of personally identifiable information, faculty should not post grades in this way.

Questions concerning the confidentiality of information should be referred to the Registrar or to the Office of Legal Affairs.

Open Records Act

Under the *Georgia Open Records Act, O.C.G.A. § 50-18-70 et seq.*, a citizen may request access to public records/documents (except for certain records protected against disclosure by law) that are prepared or maintained in the course of the operation of a university office or department. The University is required to respond to such requests within three days. If a faculty or staff member receives such a request citing the right to access under the *Open Records Act*, he or she should immediately refer the requester to the custodian of public records located in the Office of Legal Affairs. If the *Open Records Act* is not referenced and the faculty or staff member is uncertain about responding, he or she should refer the requester to the custodian of public records.

305 Students With Disabilities

Georgia Southern is committed to providing an equal educational opportunity for all qualified students with a disability. Services are offered through the Student Disability Resource Center (SDRC) in the Division of Student Affairs and Enrollment Management. Students must submit documentation meeting Board of Regents standards to qualify for services and accommodations. Upon completion of the eligibility process, students furnish faculty with an accommodation letter outlining the accommodations that must be provided. Faculty who feel that accommodations violate academic integrity should contact the director of the SDRC.

- No accommodations should be provided until a student presents a valid accommodation letter.
- Test proctoring services are provided for faculty who cannot provide them.
- In rare cases, classes may be moved to accessible buildings.

Additional information on the SDRC is available on the Georgia Southern home page, the SDRC web site, and the *Policy Manual*.

306 Resources for Instruction

As an institution devoted to academic distinction in teaching, scholarship, and service, Georgia Southern offers numerous resources in support of faculty. In addition, there are resources available through the University System of Georgia of which Georgia Southern faculty are encouraged to avail themselves.

- **Advanced Learning Technologies**
<http://alt.usg.edu>
- **MERLOT**
<http://www.merlot.org/Home.po>
- **Learning Object Repository**
<http://alt.usg.edu/learn/learning.phtml>
- **eCore™**

<http://alt.usg.edu/projects/ecore/index.html>

- **Teaching and Learning with Advanced Technologies**
<http://alt.usg.edu/tlat/index.html>
- **Awards for Excellence in Contributions to Instruction**
Dr. Alan Altany aaltany@georgiasouthern.edu
- **Awards for Excellence in Research/Creative Scholarly Activity**
Mr. Scott Pierce spierce@georgiasouthern.edu
- **Awards for Excellence in Service**
Dr. Amy Heaston aheaston@georgiasouthern.edu
- **Center for Excellence in Teaching**
Dr. Alan Altany aaltany@georgiasouthern.edu
- **Conflict Resolution Initiative [Mediation]**
Ms. Melanee Morales mmorales@georgiasouthern.edu
- **Educational Technology**
Ms. Pamela A. Deal pdeal@georgiasouthern.edu
- **Educational Leave**
Dr. Alan Altany aaltany@georgiasouthern.edu
- **Faculty Development in Georgia (FDIG) Program**
Dr. Amy Heaston aheaston@georgiasouthern.edu
- **Faculty Technology Development Laboratory**
Mr. Steven Bonham sbonham@georgiasouthern.edu
- **Governor's Teaching Fellows Program**
Dr. Amy Heaston aheaston@georgiasouthern.edu
- **Grants for Development of Instruction**
Dr. Alan Altany aaltany@georgiasouthern.edu
- **Henderson Library Training Opportunities**
Ms. Jocelyn Poole jpoole@georgiasouthern.edu
- **New Faculty Orientation**
Dr. Alan Altany aaltany@georgiasouthern.edu
- **Student Disability Resource Center**
Mr. Wayne Akins cwakins@georgiasouthern.edu
- **Tuition Assistance Program**
Dr. Amy Heaston aheaston@georgiasouthern.edu
- **University Mentor Program**
Dr. Tom Case tcase@georgiasouthern.edu
- **University System of Georgia Awards for Teaching**

Excellence

Dr. Dorothy Zinsmeister dorothy.zinsmeister@usg.edu

- **WebCT Faculty Training**

Mr. Raleigh Way rway@georgiasouthern.edu

307 Academic Work

The Board of Regents will allow reimbursement of tuition for a full-time employee's development activities or courses that have been authorized in advance by his or her institution and are clearly related to the employee's job or career in the University System of Georgia. With prior authorization, full-time employees may register for a maximum of eight semester credit hours in each of the three designated semester periods: fall semester, spring semester, and summer term (see Tuition Assistance Policy in § 218.06 of this *Handbook*).

308 Detail Class List or Summary Class List and Grade Books

Faculty may obtain their detail class list or summary class list from the faculty web information system (WINGS). New faculty should contact the Office of the Registrar at 681-0735 for required training before access is given to WINGS.

Faculty are not authorized to transfer students to other classes or otherwise adjust schedules, but they may make recommendations for such adjustments to the Office of the Registrar. To receive credit for a course, a student must register officially for the course through WINGS or the Office of the Registrar. Students are held accountable for all courses for which they register unless they officially withdraw.

The following suggestions may be helpful in determining a course of action for students who are on the detail class list or summary class list, but are not attending the class. If a student stopped attending class, the faculty member should assign a grade of "F". If a student has never attended the class, the student should be verified as not attending on the Attendance Verification form in WINGS. The student will automatically be deleted from the course by the Office of the Registrar once he or she is reported by the instructor as not attending. If the student withdrew after the last day to drop without academic penalty and was passing, the student may be assigned a "W"; if the student was failing, a "WF" grade should be assigned. If grades are being submitted via WINGS and a discrepancy still exists, click on *Email about Grades* at the bottom right of the Final Grades page and enter all applicable information.

Based on federal and state statutes of limitations, faculty should retain all grade books for at least two years. Upon retirement, resignation, or termination, faculty should leave the previous two years' grade books with the department chair. Faculty who do not return final examinations to students should retain the exams for two years; upon retirement, resignation, or termination, faculty should leave graded final examinations for the previous two years with the department chair.

309 Attendance

University policy requires all students to attend the first class meeting of all classes for which they are registered. Students who do not attend the first class meeting of a course for which they are registered will be dropped from the course. This policy applies to all levels of courses. It is the student's responsibility to verify course drops and check that fees are adjusted. Students who have verifiable extenuating circumstances which prohibit them from attending the first day of classes must contact their instructor or complete the web form available at <https://my.georgiasouthern.edu/> to avoid being dropped from the course. In lieu of contacting the instructor or completion of the web form, students may also call (921) 681-0735.

Students are expected to attend all classes. Each professor has the responsibility for

setting specific policies concerning class attendance beyond the first class meeting, including whether they will accept excused absences and whether they will allow work missed to be made up. Professors should clearly state policies in each class and will make clear what constitutes excessive absences (see § 311 of this *Handbook*). Departments may establish policies concerning class attendance provided there is unanimous agreement by faculty members within the department. The student is responsible for all material presented in class and for all announcements and assignments whether or not the student is in attendance. For Financial Aid reasons, attendance of all students will be officially verified following the first week of classes. Faculty should submit student attendance verification through faculty WINGS. Faculty may refer to the web for complete instructions on submitting their attendance verification at <http://students.georgiasouthern.edu/registrar/regadmin/index.htm>. Students who have been recorded as "not attending" may not receive their financial aid and will be dropped from the class roster.

The University does not issue an excuse to students for class absences. In case of absences as a result of illness, representation of the University in athletic and other activities, or special situations, instructors may be informed of reasons for absences, but these are not excuses.

310 Religious Holidays

It is the policy of the University to permit students, faculty, and staff to observe those holidays set aside in their chosen religious faith. The faculty should be sensitive to the observance of these holidays so that students who choose to observe these holidays are not seriously disadvantaged. It is the responsibility of students who wish to be absent to make arrangements in advance with their instructors.

Faculty and staff who wish to be absent to observe religious holidays set aside by their chosen religion must follow the procedure described here: faculty or staff should request leave through their immediate supervisors following applicable university policies for absence and leave for faculty and classified personnel.

Approved by the Faculty Senate, July 13, 1993.

311 Statement of Course Requirements

According to the Standards of the College Delegate Assembly of the Southern Association of Colleges and Schools, "The process of instruction should be organized so that students and faculty have a clear idea of the aims and the requirements of each course and the method of evaluation employed." In keeping with this philosophy, on June 2, 1982, the Faculty Senate approved a statement strongly suggesting that a written description of course policies be prepared by each instructor and distributed to the class very early in the semester.

Faculty are traditionally granted the right to exercise a great deal of freedom in both methods of teaching and course requirements, and in the spirit of fairness to the student as well as the protection of the faculty member, a written statement might contain any or all of the following: an overview of the content to be studied; an explanation of test procedures; a statement of grading standards, procedures, and relative weights given to various assignments and tests; a statement of attendance policy; and an indication of the time frame when assignments are due if specific dates are not given.

312 Final Examinations

A policy adopted by the Faculty Senate on April 8, 1975, states, "Final examinations must be given in all courses. The only exceptions are courses that the appropriate dean has determined do not fall under the college regulation requiring a final to be given. A test the final day cannot be substituted for a final exam. Graduating seniors cannot be exempted from finals."

University policy also requires that examinations must be held as scheduled unless authorized by the department or school chair/director and the dean. The few classes

operating on an irregular schedule that do not fit into the above plan will have their examinations scheduled and announced by the instructor.

Policy for Changing a Student's Final Examination

A change in a student's final examination schedule will be approved only for emergency reasons, such as serious illness (a note from Health Services or family physician is required) or the death of an immediate family member (a letter or phone call from a parent, guardian, or physician is required). Letters and phone calls should be directed to the appropriate faculty member.

Final examination schedules will not normally be changed for any of the following reasons: wedding of the student, relative, or friend; part-time or full-time job or job interview; internship or field study; vacation; graduation of relative or friend; convenience of travel schedule; or only one final examination remaining at the end of the week. Exceptions to these guidelines can be made, but should be based on a very compelling case.

Using these guidelines, the student may submit a Request to Reschedule a Final Examination form to the instructor, who, with approval of the department chair, has authority to reschedule the final examination to a new time not conflicting with other regularly scheduled examinations or classes if he or she desires. Forms are available in department offices or on the Provost's Office web site at <http://academics.georgiasouthern.edu/provost/forms.html>.

Policy for Changing a Student's Final Examination If There is a Conflict

A conflict is defined as three exams in a calendar day or two exams at the same time. Conflict periods are scheduled at the stated times in the semester exam schedule, which can be accessed at <http://students.georgiasouthern.edu/registrar/>. (At the main menu, scroll down and click on "Final Exam Schedule.") To resolve a conflict in which a student has two examinations scheduled for the same period, the instructor of the lower numbered course shall reschedule the exam to another time mutually agreed upon by the instructor and the student or to one of the conflict periods.

To resolve a conflict in which a student has three examinations scheduled in one calendar day, the examination scheduled for the middle period shall be rescheduled to another time mutually agreed upon by the instructor and the student or to a conflict period on another day. It is incumbent upon the student to petition his or her professor no later than the last week of classes so that an alternative arrangement can be made.

313 Grading System

All institutions of the University System of Georgia shall be on a 4.0 grade point average system. The following grades are approved for use in institutions in the determination of the grade point average (GPA):

Symbols		Explanation	Grade Points
A	=	Excellent	(4.0)
B	=	Good	(3.0)
C	=	Satisfactory	(2.0)
D	=	Passing	(1.0)
F	=	Failure	(0.0)
WF	=	Withdrew Failing	(0.0)

The following symbols are approved for use in the cases indicated, but will not be included in the determination of the grade point average:

Symbols		Explanation	Grade Points
I	=	Incomplete	(0.0)
IP	=	In Progress	(0.0)
S	=	Satisfactory	(0.0)
U	=	Unsatisfactory	(0.0)
V	=	Audit	(0.0)
W	=	Withdrew	(0.0)
WM	=	Withdrew Military	(0.0)

- I** This symbol indicates that a student was doing satisfactory work, but, for non-academic reasons beyond his or her control, was unable to meet the full requirements for the course (see Incompletes, § 314).
- IP** This symbol indicates that credit has not been given in a course that requires an "IP" continuation of work beyond the term for which the student signed up for the course. The use of this symbol is approved for dissertation and thesis hours, and project courses. With the exception of Learning Support courses, this symbol **cannot** be used for other courses. This symbol is not to be substituted for an "I".
- K** This symbol indicates that a student was given credit for the course by examination (e.g., CLEP, Advanced Placement (AP), and Proficiency).
- S** This symbol indicates that credit has been given for completion of degree requirements other than academic course work. The use of this symbol is approved for Regents' Test review courses, dissertation and thesis hours, student teaching, clinical practicum, internship, and proficiency requirements in graduate programs. Also, this symbol is used for mid-term grades for freshmen.
- U** This symbol indicates unsatisfactory performance in an attempt to complete degree requirements other than academic course work. The use of this symbol is approved for Regents' Test review courses, dissertation and thesis hours, student teaching, clinical practicum, internship, and proficiency requirements in graduate programs. Also, this symbol is used for mid-term grades for freshmen.
- V** This symbol indicates that a student was given permission to audit the course. Students may not transfer from audit to credit status or vice versa after the last day of Drop/Add.
- W** This symbol indicates that a student was permitted to withdraw without penalty. Withdrawals without penalty will not be permitted after the last day to withdraw for the semester.
- WF** If a student withdraws from all classes after the last day to drop without academic penalty and is passing, it is recommended to the instructor that he or she assign a "W". If a student withdraws from all classes after the last day to drop without academic penalty and is failing, it is recommended to the instructor that he or she assign a "WF". The grade is the prerogative of the instructor. The "WF" is computed as a "F". If a grade of "W" or "WF" is not assigned by the instructor, the Registrar's Office will enter a grade of "W" for the student.
- WM** This symbol indicates a student was permitted to withdraw under the Board of Regents policy for military service refunds. The use of this symbol indicates that this student was permitted to withdraw without academic penalty at any time during the term.

Other Transcript Designations

- #** Academic Renewal (Forgiveness) Policy—not used in calculating total institution GPA
- *** College Preparatory Curriculum (CPC)—not used for graduation
- %** Institutional Credit—No Earned Hours—not used in calculating GPA
- CR** Credit earned through military experience—not used in calculating GPA
- K** Credit earned through examinations—not used in calculating GPA
- N** When succeeding a grade, used to designate transfer credit—no credit awarded
- NR** No grade reported by instructor
- T** When succeeding a grade, use to designate transfer credit

Undergraduate students must maintain a 2.0 total institution grade point average to be considered in good academic standing. An undergraduate student may repeat any course and the most recent grade becomes the official grade for the course even if the most recent grade is lower. In computing the total institution grade point average and

the Regents' grade point average, all grades will be used. The total institution grade point average is used to determine academic standing and graduation.

Graduate students must maintain a "B" (3.0) average in both the subject matter field and in the total program. No grade below a "C" may apply toward an advanced degree. If a graduate student's average falls below 3.0 upon completion of any multiple of three courses, he or she will be placed on probation. If the cumulative average is still below 3.0 when three additional courses have been completed, the student will be dropped from graduate school.

314 Incompletes

An incomplete grade ("I") indicates that the student was doing satisfactory work, but was unable to meet the full requirements of the course due to non-academic reasons.

It is the student's responsibility to contact the instructor to complete the remaining requirements of the course. The student should not re-register for the course.

An "I" should be removed during the following term, but the instructor may allow the student up to one calendar year to remove the incomplete. If the "I" is not satisfactorily removed by the end of the calendar year, it will be changed to an "F" by the Office of the Registrar.

Justification is required for all "I" grades. The instructor must send justification for the incomplete by emailing grades@georgiasouthern.edu or clicking on the *Email about Grades* link at the bottom of the Final Grades Worksheet page.

315 Grade Reporting

Before the mid-point of each semester (and before the last day to drop without academic penalty), faculty must submit a progress grade of Satisfactory ("S"—equivalent of "C" or better work) or Unsatisfactory ("U"—less than "C" work) for each freshman enrolled in their classes. These progress grades are submitted through WINGS using the Mid-Term Grades form.

At the end of the semester, a full report showing courses taken and grades earned is made available to each enrolled student through the WINGS (Web Interactive Network for Georgia Southern) student information system. All final grades must be entered on WINGS no later than 48 hours after the final exam is given.

316 Academic Honesty

316.01 Georgia Southern University Honor Code

The Georgia Southern University Honor Code was proposed and jointly adopted by the Georgia Southern Student Government Association and the Faculty Senate in 1998 to enhance the University's academic atmosphere. The Georgia Southern University Honor Code states: "*I will be academically honest in all of my course work and will not tolerate the academic dishonesty of others.*" The resolution calls for a discussion of the Honor Code in GSU 1210, University Orientation I, classes.

316.02 University Policy on Academic Dishonesty

Higher education is guided on the principles of academic integrity in the classroom. Without academic integrity and honesty, the learning process is compromised and the emphasis is on the grade, not the learning the grade is supposed to represent. Therefore, establishing academic integrity in the classroom is of significant importance to the faculty of Georgia Southern University.

Students should have a clear and unambiguous understanding that there are consequences associated with violating the academic integrity standards of Georgia Southern University. Academic dishonesty is not just a matter between the instructor and the student. Students have an interest in preventing their colleagues from fraudulently obtaining grades that might affect their academic standing. Some forms of academic dishonesty require the University to respond with severe disciplinary sanctions, up to and including suspension or expulsion. When students violate the academic integrity

standards of the University, it is imperative that incidents of academic dishonesty become part of the student's disciplinary record. Therefore, all cases of academic dishonesty should be reported to the Office of Judicial Affairs. Students charged with academic dishonesty will have their cases heard in a fair and impartial manner. Students who plead "not in violation" will have their cases heard before the University Judicial Board or a University Hearing Officer.

According to the 2007-2008 Georgia Southern University *Student Conduct Code*, the most common forms of academic dishonesty are cheating and plagiarism.

Cheating includes (but is not limited to):

- A. Submitting material that is not yours as part of your course performance.
- B. Using information or devices that are not allowed by the faculty.
- C. Obtaining and using unauthorized material.
- D. Fabricating information, research, and/or results.
- E. Violating procedures prescribed to protect the integrity of an assignment, test, or other evaluation.
- F. Collaborating with others on assignments without the faculty's consent.
- G. Cooperating with or helping another student to cheat.
- H. Any other forms of dishonest behavior.

Plagiarism includes (but is not limited to):

- A. Directly quoting the words of others without using quotation marks or indented format to identify them.
- B. Using published or unpublished sources of information without identifying them.
- C. Paraphrasing material or ideas without identifying the source.
- D. Unacknowledged use of materials prepared by another person or agency engaged in the selling of term papers or other academic material.

(A student cannot drop a course in order to avoid being charged with academic dishonesty.)

Procedures for Adjudicating Academic Dishonesty Cases

First Offense—In Violation Plea

1. When an instructor has decided that a case for academic dishonesty can be made, he or she should contact the Office of Judicial Affairs to determine if it is a first offense.
2. If it is a first offense, the instructor should talk with the student about the alleged violation. If the student pleads in violation in writing and the instructor decides to adjudicate the case, the following procedures will be followed:
 - a. The student would be placed on disciplinary probation for a minimum of one semester by the Office of Judicial Affairs.
 - b. The student will be subject to any academic sanctions imposed by the professor.
 - c. A copy of all the material involved in the case (Academic Dishonesty Report Form and the Request for Instructor to Adjudicate Form) and a brief statement from the professor concerning the facts of the case should be mailed to the Office of Judicial Affairs for inclusion in the student's discipline record.

First Offense—Not In Violation Plea

If the instructor and the Director of Judicial Affairs agree that the evidence is sufficient to warrant a charge of academic dishonesty, the student will be charged with academic dishonesty and the University Judicial Board or a University Hearing Officer would hear the case. If the student was found to be in violation of academic dishonesty,

the following penalty would normally be imposed:

- a. The student will be placed on Disciplinary Probation for a minimum of one semester by the University Judicial Board or the University Hearing Officer.
- b. The student will be subject to any academic sanctions imposed by the professor.

Second Offense of Academic Dishonesty

If the instructor and the Director of Judicial Affairs agree that the evidence is sufficient to warrant a charge of academic dishonesty, the student will be charged with academic dishonesty and the University Judicial Board or a University Hearing Officer would hear the case. If the student was found to be in violation of academic dishonesty, the following penalty would normally be imposed:

- a. Suspension for a minimum of one semester or expulsion.
- b. The student will be subject to any academic sanctions imposed by the professor.

Not in Violation Finding

When a student is found not in violation of academic dishonesty, the work in question (e.g., assignment, paper, test) would be forwarded to the department chair. It is the responsibility of the department chair to ensure that the work is evaluated by a faculty member (or a group of the faculty) other than the individual who brought the charge and, if necessary, submit a final grade to the Registrar. For the protection of the faculty member and the student, the work in question should not be referred back to the faculty member who charged the student with academic dishonesty.

In the case of a department chair bringing charges against a student, an administrator at the dean's level will ensure that the student's work is evaluated in an appropriate manner.

Confidentiality

In accordance with provisions of the *Family Educational Rights and Privacy Act of 1974* and the *Georgia Open Records Act*, any information related to a violation of academic dishonesty or the outcome of a judicial hearing regarding academic dishonesty, is prohibited and must be treated as confidential by members of the faculty.

317 Student Grade Appeal

The evaluation of the quality of a student's performance is the prerogative of the instructor. Nothing stated below is intended to place a limitation on this prerogative, and the instructor will be involved in the review at each stage in the appeal process. All grade appeals should be viewed as confidential matters between the student, the instructor, and the appropriate administrators.

If a student does not understand the reason for a grade, it is the student's responsibility to consult the instructor of the course about the grade. If after such consultation the student does not agree with the basis on which the grade was assigned, the student may initiate an appeal according to the procedures given below. The burden of proof will rest with the student. There are four stages of appeal available to a student, and they must be followed sequentially.

Stages Two through Four must be completed during the term immediately following the term in which the grade was assigned unless an extension is authorized by the Provost. At the completion of each stage of the appeal, the student is to be notified of the decision in writing.

PROCEDURES

Stage One An appeal must be initiated within 14 working days after the first day of class of the term which immediately follows the term for which the grade was awarded. The student should petition the instructor in writing, giving salient reasons for the grade appeal. The student should retain a copy of the written appeal for personal records.

Stage Two If the student is not satisfied after review by the instructor, the student

shall consult the department chair and submit a copy of the written appeal. The department chair will attempt to resolve the grade appeal. The chair will meet with the instructor and may consult with other persons who have relevant information.

Stage Three If all efforts to resolve the grade appeal at the departmental level are unsuccessful, the student may submit the written appeal to the dean of the appropriate college. The dean will examine the appeal and other pertinent materials submitted by the student. The dean will meet with the instructor and also may request from the instructor materials deemed relevant. In an attempt to resolve the grade appeal, the dean may interview the student, instructor, and others who may have pertinent information. If the dean determines the need for a review committee to examine the issue, the committee shall consist of:

- one faculty member from the department;
- one faculty member from the college, but not from the department of the instructor;
- one faculty member from another college; and
- ex officio: a staff member from Student Affairs and Enrollment Management recommended by the Vice President for Student Affairs and Enrollment Management.

The committee, if appointed, will advise the dean regarding the grade under appeal. Whether the dean chooses to appoint a committee or not, the dean will render a final decision on the grade appeal at the college level.

Stage Four If all efforts to resolve the grade appeal at the college level are unsuccessful, the student may submit the written appeal to the Provost. The Provost will examine the appeal and other pertinent materials submitted by the student. The Provost will meet with the instructor and also may request materials deemed relevant. In an attempt to resolve the grade appeal, the Provost may interview the student, instructor, and others who may have pertinent information.

If a committee was constituted at the college level, then the Provost will review the process, the committee findings, and the decision of the dean and render a final university decision.

If a committee was not appointed at the college level, then the Provost has the option of appointing a review committee which will conform to the composition described in Stage Three. The committee, if appointed, will advise the Provost regarding the grade under appeal. Whether the Provost chooses to appoint a committee or not, the Provost will render a final university decision.

318 Disruptive Behavior: Board of Regents Policy Statement

Any student, faculty member, administrator, or employee, acting individually or in concert with others, who clearly obstructs or disrupts, or attempts to obstruct or disrupt any teaching, research, administrative, disciplinary, or public service activity, or any other activity authorized to be discharged or held on any campus of the University System is considered by the Board to have committed an act of gross irresponsibility and shall be subject to disciplinary procedures, possibly resulting in dismissal or termination of employment. (*July 1, 1983*)

319 Student Travel Policy

Students may be reimbursed for travel expenditures from state funds in three types of situations.

(1) Student Employees (Including Graduate Assistants)

Students must be employees of Georgia Southern University and the travel must provide a service to the institution in relation to their job duties. Students may not be reimbursed for travel where the primary purpose is to benefit the student in personal development and/or course-related activities or degree requirements. Travel approval and reimbursement procedures must be consistent with Georgia Southern's Travel Regulations.

(2) Per Diem Travel for Students who are Not University Employees

In situations where non-employed students travel for the benefit of the institution and/or to participate in activities in support of the mission of the institution, they may be reimbursed on a per diem basis for travel costs incurred as part of their participation. The primary purpose of student participation in such functions must be in the capacity of service to the institution rather than travel costs related to course activities, degree requirements, or personal development.

Travel approval is obtained by completing a Request for Georgia Southern Student to Travel on Official University Business form and submitting the form to the Accounts Payable Office 10 days prior to the trip. Travel is reimbursed based on Georgia Southern's Travel Regulations. Reimbursement is requested by completing and submitting the Georgia Southern Travel Expense Statement to the Accounts Payable Office.

(3) Student Travel Funded by Student Activities Funds

In situations where the University has the opportunity to involve students in off-campus experiences related to the mission of the institution and where the travel is not related to the student's employment duties, Student Activities funds may be used.

Travel approval is obtained from the appropriate Student Activities budget manager. Travel is reimbursed based on Georgia Southern's Travel Regulations, and reimbursement is requested by completing the Georgia Southern Travel Expense Statement and submitting it to the University's Accounts Payable Office.

401 Office of Research Services and Sponsored Programs

The Office of Research Services and Sponsored Programs (ORSSP) serves faculty and staff seeking external funding. ORSSP provides the following support:

1. proposal development
 - a. identification and dissemination of funding opportunities
 - b. proposal editorial services
 - c. budget development and assistance with sponsor forms and submission requirements
 - d. vetting proposals and contracts for internal approval
 - e. contract and award negotiation
2. post-award management services
 - a. assistance in managing project budgets
 - b. resolution of questions with financial management issues
 - c. completion of technical reports
 - d. finalization of project close-out

In addition, ORSSP serves as the administrative home for research compliance management, providing support and guidance to the Institutional Review Board for the Protection of Human Subjects (IRB), the Institutional Animal Care and Use Committee (IACUC), the Institutional Biosafety Committee (IBC), and the Intellectual Property Committee. ORSSP also administers the university processes for reviewing financial conflict of interest and scientific or scholarly misconduct in science allegations.

402 Intellectual Property

402.01 General Policy: Board of Regents

The Board of Regents of the University System of Georgia is committed to research, recognizing that its personnel has as two of its major objectives the production of new knowledge and the dissemination of both old and new knowledge. Inherent in these objectives is the need to encourage the development of new and useful devices and processes, the publication of scholarly works, and the development of computer software.

In many instances, Intellectual Property will become, in whole or in part, the property of the Board of Regents. When this policy speaks to ownership of Intellectual Property by institutions, the Board shall be the owner, and unless ownership has been transferred by the Board to an affiliated nonprofit organization, authority to further allocate or to dispose of rights in such Intellectual Property is hereby delegated to the president of the institution.

The foregoing considered, the Board of Regents of the University System of Georgia has established a policy with respect to the development, protection, and transfer of rights to Intellectual Property resulting from the work of its faculty, staff, or students. (For more information, please see *Board of Regents Policy Manual, § 603.*) As required by the Board of Regents, Georgia Southern has developed its own policy reproduced below.

402.02 Intellectual Property Policy: Georgia Southern University

I. PREAMBLE

Georgia Southern University, hereinafter referred to as the University, is dedicated to teaching, scholarship, and the extension of knowledge to the public. Personnel at the University recognize as two of their major objectives the production of new knowledge and the dissemination of both old and new knowledge. Inherent in these objectives is the need to encourage the production of creative and scholarly works and the development of new and useful materials, devices, processes, and other inventions, some of which may have potential for commercialization. Such activities contribute to the professional development of the individual staff members involved, enhance the reputation of the University, provide additional educational opportunities for participating students, and

promote the general welfare of the public at large.

Such creative and scholarly works and inventions which have commercial potential may be protected under the laws of various countries that establish rights called Intellectual Property, a term that includes patents, copyrights, trade secrets, trademarks, plant variety protection, and other rights (definitions are provided in part V of this document). Such Intellectual Property often comes about because of activities of the University's faculty and other employees who have been aided wholly or in part through use of facilities of the University. It becomes significant, therefore, to ensure the utilization of such Intellectual Property for the public good and to expedite its development and marketing. The rights and privileges, as well as the incentives, of the authors, creators, or inventors, hereinafter referred to as the "Originators," must be preserved so that the use of their abilities and the abilities of others at the University may be further encouraged and stimulated.

The Board of Regents of the University System of Georgia has established an Intellectual Property Policy which stipulates that "Each institution of the System is required to develop policies and procedures for the administration of this Intellectual Property Policy." Therefore, in order to establish the respective rights and obligations of the University, its faculty, students, and other employees in Intellectual Property of all kinds now and hereafter existing and of all countries, regions, or other political entities, the University hereby establishes this Intellectual Property Policy.

II. RIGHTS AND EQUITIES IN INTELLECTUAL PROPERTY

A. *Sponsor-Supported Efforts*

Sponsored project agreements with the University or one of its foundations often contain specific provisions with respect to ownership of Intellectual Property developed during the course of such work, in which case the terms of the sponsored project agreement shall establish ownership. When the sponsored project agreement is silent on the matter, all rights in Intellectual Property shall vest in the University. Income, if any, from such Intellectual Property shall be shared with the Originator, subject to the sponsor's requirements, in accordance with part III(J).

B. *University-Assigned Efforts*

Ownership of Intellectual Property developed as a result of university-assigned efforts shall reside with the University. Copyrightable works created by an employee in the course of his/her employment are considered to be works made for hire under copyright law, with ownership vested in the employer. However, any income from such Intellectual Property shall be shared with the Originator, in accordance with part III(J). The above notwithstanding, a faculty member's or student's general obligation to produce scholarly and creative works does not constitute a work for hire or a specific university assignment.

C. *University-Assisted Individual Effort*

Ownership of Intellectual Property developed by faculty, staff, and students who make more than purely incidental use of university resources shall be shared by the Originator and the University. For purposes of this Intellectual Property Policy, the use of the following university resources generally shall not result in shared ownership: all resources available to the public without charge; university-owned/leased office, lab, or studio space or equipment; computer equipment; library resources, including electronic resources; and Internet access.

Use of the following university resources in the production of Intellectual Property generally shall constitute more than purely incidental use, shall be defined as university-assisted individual effort, and shall result in shared ownership of the Intellectual Property under this section: resources provided by university-funded and/or University Foundation-funded grants and stipends; university employees (other than faculty) within the employment period; long distance telecommunication services and other cost-added supplies and services; and university facilities other than offices, labs, studios, or library.

Income, if any, from such Intellectual Property shall be shared as described in part III(J).

D. Individual Effort

Ownership of Intellectual Property developed by faculty, staff, and students of the University shall reside with the Originator of such Intellectual Property provided that the Intellectual Property was not developed in accordance with the terms of a sponsored project agreement [see part II(A)]; the Intellectual Property was not developed by faculty, staff, or students as a specific university assignment [see part II(B)]; and there was no significant use of university resources in the creation of such Intellectual Property [see part II(C)]. The Originator of the Intellectual Property shall have the opportunity to demonstrate that this classification applies.

E. Other Efforts

Ownership of Intellectual Property developed by faculty, staff, and students of the University under other efforts is determined according to the criteria specified in parts II(A) through II(D) above. Such efforts include, but are not limited to, consulting for outside organizations, collaborating with non-university personnel or serving on non-university boards, committees, task forces. Any agreement should include a statement that the faculty member has intellectual property obligations to the University, and this Intellectual Property Policy should be attached to the agreement. In the event of conflict between the obligations of university employees to this Intellectual Property Policy and their obligations to the entity or collaborative arrangement for which they provide these efforts, the obligations to this Intellectual Property Policy shall control.

III. ADMINISTRATIVE PROCEDURES

A. Responsibility and Organization

The Provost is responsible for the administration of the principles and policies set forth in this document, through the Office of Research Services and Sponsored Programs (ORSSP) and with the advice of the University Intellectual Property Committee and a university attorney. The Intellectual Property Committee shall be appointed by the President and consist of no fewer than five, nor more than nine, members. One of these members shall be designated by the President to serve as chair. The committee shall include representatives of the Provost, the Vice President for Business and Finance, and the Faculty Senate. The chair may add ad hoc members as necessary.

B. Disclosure of Intellectual Property

For circumstances meeting the criteria for II(A) through II(C), university personnel shall promptly provide the Provost with a disclosure describing their creative and scholarly works and new material, devices, processes, or other inventions which may have commercial potential, using forms provided by the ORSSP. University personnel shall also cooperate with the ORSSP and sign all papers deemed necessary to protect and commercialize Intellectual Property covered by this Intellectual Property Policy.

Disclosures are not required for circumstances meeting the criteria delineated in part II(D) or for works of authorship where there is no intent to commercially exploit the Intellectual Property (examples include, but are not limited to, articles for publication in scholarly or professional journals and instructional or research material for internal use), even though the ownership of the copyright may reside in the University as determined by parts II(A), II(B), or II(C). In cases where disclosure is not required, the University shall assign the copyright to the author for publication purposes.

C. Obligations of Principal Investigators/Project Directors

Principal investigators/project directors shall be responsible for informing coworkers of their rights and obligations under contracts, grants, for example, before the initiation of research or other sponsored projects.

D. Confidentiality

Certain contractual obligations and governmental regulations require that information be maintained in confidence. Some works, such as certain computer software, may best be protected and licensed as trade secrets. Additionally, inventions must be maintained in

confidence for limited periods to avoid the loss of patent rights. Accordingly, the timing of publications is important, and university personnel shall use their best efforts to keep the following items confidential (to the extent allowed by law): all information or material designated confidential in a contract, grant, or the like; all information or material designated or required to be maintained as confidential under any applicable governmental statutes or regulations; and all information relating to Intellectual Property developed by university personnel which may be protected under this policy until application has been made for protection.

E. Collaboration

Collaboration between university personnel and persons not employed or associated with the University, including researchers at other universities or companies, can result in the development of Intellectual Property jointly owned by the University and other persons or their employers. Protection and commercialization of such joint Intellectual Property can be difficult without extensive cooperation and agreement among the owners. Accordingly, it is important for university personnel involved in, or contemplating collaborative activities that may result in, the development of Intellectual Property to advise their immediate supervisors and the ORSSP of such activities.

F. Administration of "Sponsor-Supported Efforts" [II(A)] and "University-Assigned Efforts" [II(B)]

The Intellectual Property Committee has the responsibility to evaluate Intellectual Property developed through sponsor-supported efforts and university-assigned efforts and to determine whether to administer such Intellectual Property by undertaking those efforts it determines to be appropriate to protect and license or otherwise commercialize such Intellectual Property.

G. Administration of "University-Assisted Individual Effort" [II(C)]

Any Intellectual Property, which is the result of university-assisted individual effort, shall be administered by the Originator unless the Originator and the committee agree to have it administered by the ORSSP. Such Intellectual Property which is administered by the ORSSP shall be treated as "university-assigned effort" [II(B)] Intellectual Property and shall require the Originator to assign to the University his/her share of the ownership rights in such Intellectual Property, but the Originator shall retain the right to a division of revenue as prescribed by part III(J) of this policy.

H. Administration of "Individual Effort" [II(D)]

Intellectual Property which is administered by the Originator shall be assigned to the Originator under a simple agreement which provides for periodic reports describing the Originator's administrative activities, generation of payments or royalties, and, if appropriate, payment to the University of a portion of net revenue from the exploitation of the Intellectual Property. "Individual effort" Intellectual Property may be assigned to the University to be treated and administered as university-assigned effort [II(B)] Intellectual Property if both the committee and the Originator agree to do so [see the discussion in part III(G)].

I. Declined Intellectual Property

Whenever the University chooses not to administer Intellectual Property or chooses to cease administering Intellectual Property, such Intellectual Property, subject to any obligations to a sponsor, may be released to the Originator to dispose of as Originator sees fit.

J. Revenue Sharing with Originators

The proposed division of net revenue is presented below.

Net revenue is defined as gross receipts received by the University from license activity minus contract amounts due sponsors, if any, and the out-of-pocket costs incurred by the University in protecting and licensing the Intellectual Property.

The Originator's share of net revenue shall be divided (equally) among joint

Originators of jointly developed Intellectual Property unless a written statement signed by all joint Originators which provides for a different distribution is filed with the University prior to the first distribution of shared net revenue.

The percentage for the Originator's research program applies only while the Originator is employed by, and conducting research at, the University. If this is not the case, this share is reallocated to the Faculty Development, Research, and Service Committees.

In the event the Intellectual Property is licensed to the Originator, or the Originator has a significant financial interest in an external entity which holds license rights,* the Originator shall waive the right under the University Intellectual Property Policy to receive the Originator's share of royalties identified in the table (except when the development of the Intellectual Property meets the criteria established for the individual effort category, in which case this clause does not apply).

In the event the Originator does not receive the Originator's share, that share shall be distributed to the other parties in the proportions detailed in the table.

Revenue Distribution	Originator	Originator's Department	Originator's Research Program	University's Research & Service Foundation**	Faculty Development, Research, & Service Committees**
Sponsor Supported	70%	5%	5%	10%	10%
University Assigned	50%	15%	10%	10%	15%
University Assisted	70%	5%	5%	10%	10%
Individual Effort	100%	—	—	—	—
Other	To be determined on a case-by-case basis				

* Under both of these circumstances, either the Originator or an entity in which he/she has a significant financial interest, already is taking a significant share of the royalties "off the top."

**For sponsor-supported efforts, university-assigned efforts, and university-assisted efforts, the University Intellectual Property Policy may recommend a lower percentage of the net revenue be distributed to the Georgia Southern Research and Service Foundation and the Faculty Development, Research, and Service Committees if it seems evident that the use of university resources warrants smaller payment provisions.

In the event the terms of the license of the Intellectual Property provide the University with equity, or an option to acquire equity, in the entity which licenses the Intellectual Property, the share of such equity due to Originators as identified in the table will be distributed to the Originators when such equity is transferable or convertible to cash.

K. Interpretation, Decision, and Appeal

Cases where the Originator and the University agree to the classification and proposed mechanism of commercialization of the Intellectual Property will be processed by the University in accordance with this policy. All cases in which questions arise as to equities, rights, division of royalties, or any other Intellectual Property-related matter shall be referred to the Intellectual Property Committee for consideration, interpretation of policy, and decision. Appeal of an Intellectual Property Committee decision shall be to the Provost, then to the President, and, finally, to the Board of Regents. Appeals within the University must be made in writing within sixty (60) days of written notice of a final decision. Appeals to the Board of Regents shall be made in accordance with Article VIII of

the *Bylaws* of the Board, which requires that all appeals be filed within twenty (20) days of the final decision of the President of the University.

IV. PREVAILING POLICY AND HEIRS AND ASSIGNS

A. *Prevailing Policy*

In the event of conflicts between the Intellectual Property Policy of Georgia Southern University and the Intellectual Property Policy of the Board of Regents of the University System of Georgia, the Intellectual Property Policy of the Board of Regents shall prevail.

B. *Heirs and Assigns*

The provisions of this policy shall fix the interests of and be binding upon the heirs and assigns of (1) all university personnel and (2) all others who agree to be bound by it.

V. DEFINITIONS

Intellectual Property shall be deemed to refer to copyrighted materials, patentable materials, software, trademarks, and trade secrets, whether or not formal protection is sought.

Copyrighted Materials shall include the following: (1) books, journal articles, texts, glossaries, bibliographies, study guides, laboratory manuals, syllabi, tests, and proposals; (2) lectures, musical or dramatic compositions, unpublished scripts; (3) films, filmstrips, charts, transparencies, and other visual aids; (4) video and audio tapes or cassettes; (5) live video and audio broadcasts; (6) programmed instructional materials; (7) mask works; (8) research notes, research data reports, and research notebooks; and (9) other materials or works other than software which qualify for protection under the copyright laws of the United States (see *17 U.S.C. § 102 et seq.*) or other protective statutes whether or not registered thereunder.

Mask Work means a series of related images, however fixed or encoded: (1) having or representing the predetermined, three dimensional pattern of metallic, insulating, or semiconductor material present or removed from layers of a semiconductor chip product; and (2) in which series the relation of the images to one another is that each image has the pattern of the surface of one form of the semiconductor chip product (see *17 U.S.C. § 901 et seq.*).

Novel Plant Variety means a novel variety of a sexually reproduced plant (see *7 U.S.C. § 2321 et seq.*).

Patentable Materials shall be deemed to refer to items other than software which reasonably appear to qualify for protection under the patent laws of the United States (see *35 U.S.C. § 101 et seq.*) or other protective statutes, including Novel Plant Varieties and Patentable Plants, whether or not patentable thereunder.

Patentable Plant means an asexually reproduced distinct and new variety of plant (see *35 U.S.C. § 161*).

Significant Financial Interest means anything of monetary value, including, but not limited to, salary or other payments for services (e.g., consulting fees or honoraria); equity interests (e.g., stocks, stock options, or other ownership interests); and intellectual property rights (e.g., patents, copyrights, and royalties from such rights). This definition applies equally to the Originator, his or her spouse, or his or her dependent children.

Software includes one or more computer programs existing in any form, or any associated operational procedures, manuals, or other documentation, whether or not protectable or protected by patent or copyright. The term "computer program" shall mean a set of instructions, statements, or related data that, in actual or modified form, is capable of causing a computer or computer system to perform specified functions.

Trademarks shall include all trademarks, service marks, trade names, seals, symbols, designs, slogans, or logotypes developed by or associated with the University System or any of its institutions (see *17 U.S.C. § 1127*).

Trade Secrets means information including, but not limited to, technical or nontechnical data, a formula, a pattern, a compilation, a program, a device, a method, a technique, a drawing, a process, financial data, financial plans, product plans, or a list of

actual or potential customers or suppliers which (1) derives economic value, actual or potential, from not being generally known to and not being readily ascertainable through proper means by other persons who can obtain economic value from its disclosure or use; and (2) is the subject of efforts that are reasonable under the circumstances to maintain its secrecy (see *O.C.G.A. § 10-1-761*).

Approved by action of the Faculty Senate, June 2, 1998.

403 University-Sponsored Faculty Grants

The Faculty Development, Research, and Service Committees review proposals for faculty and award funds provided by the University that enable faculty to fulfill their teaching, research, and service roles. Categories of funding include grants for the development of instruction, professional travel grants, summer instructional projects, grants in support of research, summer research stipends, and faculty service grants. Application forms and additional information are available from the following offices.

Committee	Contact	Telephone Number
Faculty Development Committee	Center for Excellence in Teaching	681-0049
Faculty Research Committee	Office of Research Services & Sponsored Programs	681-5465
Faculty Service Committee	Provost's Office	681-5258

404 Scholarly Misconduct

POLICY AND PROCEDURES ON SCHOLARLY MISCONDUCT

Definitions

Complainant is an individual filing a written complaint of scholarly misconduct.

Inquiry is an information-gathering and initial fact-finding process to determine whether an allegation or apparent instance of misconduct warrants an investigation. An inquiry should be conducted with minimum publicity and maximum confidentiality.

University is Georgia Southern University.

Working Days are the days, Monday through Friday, when the University is open for business. Accommodations will be made in the event that the faculty member is not under contract during the fact-finding process.

Investigation is an informal examination and evaluation of all relevant facts to determine if an instance of misconduct has taken place, to evaluate its seriousness, and, if possible, to determine responsibility and the extent of any adverse effects resulting from the misconduct.

Misconduct or scholarly misconduct is the fabrication or falsification of data, plagiarism, or other practice that seriously deviates from those that are commonly accepted within the academic or research community for proposing, conducting, or reporting research or scholarly activity. It does not include honest error or honest differences in interpretation or judgments of data.

Plagiarism is the act of appropriating the literary composition of another, parts or passages of his or her writings, or the ideas or language of the same, and passing them off as the product of one's own mind. It involves the deliberate use of any outside source without proper acknowledgment. Plagiarism is scholarly misconduct whether it occurs in any work, published or unpublished, or in applications for funding.

Respondent is an individual who is the subject of an inquiry or investigation.

PROCEDURES

Applicability

This policy shall apply to all instructional faculty, research faculty, and other members of the University's community, including, without limit, graduate student research assistants, graduate student teaching assistants, graduate student staff, undergraduate students employed in research or other scholarly activity, postdoctoral fellows and postdoctoral research associates, visiting faculty or staff, faculty or staff on sabbatical leave, adjunct faculty when performing university work, and faculty or staff on leave

without pay. This policy applies to students only when acting in the course of their employment with the University.

Report of Possible Misconduct

Actions constituting misconduct as defined herein shall not be appropriate for review by the Faculty Grievance Committee. All allegations of misconduct shall be made in writing, signed by the Complainant, and shall be made in confidence directly to the Provost and Vice President for Academic Affairs (hereafter referred to as Provost).

Upon receipt of a complaint, the Provost shall inform the President of the allegation. In the event that the person making the allegation considers the Provost to have a conflict of interest, the allegation may be reported directly to the President. The Provost shall consult with the appropriate (including legal) advisors to determine if an Inquiry is necessary. If the issue involved does not amount to misconduct, satisfactory resolution through means other than this policy should be sought, and, to the extent possible, the identity of the informant(s) shall remain confidential.

Interim Administrative Action

The Respondent will be notified of the complaint and provided with the allegation(s). Upon recommendation of the Provost, the appropriate dean (or Provost) may meet with the Respondent for the purpose of imposing temporary interim administrative actions prior to the completion of an Inquiry or Investigation, if necessary, to safeguard the integrity of the research or scholarly activity, prevent inappropriate use of sponsored funding, or otherwise protect the interests of a sponsor, the University, or the public. If temporary suspension of duties is imposed, such suspension shall be without loss of pay, pending the conclusion of the process described herein. The Respondent will be given the reasons for any temporary interim administrative action and afforded the opportunity to oppose such action.

The Respondent may be accompanied by legal counsel to any meeting on this matter. The role of respondent's legal counsel is limited to advising the respondent. Respondent's legal counsel may not participate in any administrative proceedings.

Inquiries

The purpose of an Inquiry is to determine if an investigation is warranted. If it is determined that an informal Inquiry is necessary, every reasonable effort shall be made to protect the identity of the individual(s) involved. (If the process reaches the investigative phase, however, the right of the Respondent to confront the Complainant requires the identity of the Complainant to be revealed as allowed by law.) The Provost shall direct the Inquiry. The Provost may, in his/her sole discretion, form an Inquiry Committee, the membership of which shall be determined by the Provost. The Inquiry Committee's membership will be at least two-thirds members from the corps of instruction at Georgia Southern University. The Inquiry Committee shall include one or more senior colleagues where specific technical expertise is required. The Provost will take precautions against conflicts of interest. The Provost may confer with appropriate legal advisor(s), as needed.

When an Inquiry is initiated, the Provost shall notify the Respondent in writing and advise the Respondent of the inquiry. The Provost, in consultation with appropriate (including legal) advisor(s), shall determine what additional notification is necessary including if and when external funding agencies should be notified. Any such notification shall include a complete description of the evidence and shall be provided by the Provost.

The Provost or the Inquiry Committee, as determined by the Provost, shall separately meet with the Respondent and Complainant and shall review all necessary and reasonable documentation to determine if an Investigation should be recommended. Refusal on the part of the Respondent to cooperate shall be grounds for recommendation of an Investigation.

The Inquiry shall be completed and a final written report of the findings shall be prepared within thirty (30) working days of its initiation. The final report shall summarize the process followed and state the conclusion of the Inquiry. If the Inquiry cannot be completed within thirty (30) working days, a report shall be made to the Respondent and

Complainant citing progress to date, the reasons for the delay, and the estimated completion date.

If the Inquiry does not produce substantial evidence of misconduct, the Provost shall so inform the person who made the allegation, the Respondent, and the President. The Provost shall also so inform any other individual(s) involved in the Inquiry to whom the identity of the Respondent was disclosed.

If the Inquiry results in substantial evidence of misconduct, the Provost shall conduct an Investigation as outlined herein. The Complainant and the Respondent shall be notified that an Investigation will follow. The Provost shall reach his/her determination on a case by case basis, considering all relevant factors, including, but not limited to: (1) the accuracy and reliability of the source of the allegation of misconduct; (2) the seriousness of the alleged misconduct; (3) the scope of the alleged incident and the context in which it became known; and (4) other information obtained during the Inquiry.

If an Investigation is initiated, any outside sponsoring agency which may be involved or have an interest in the alleged misconduct shall be notified. The Provost, in consultation with appropriate advisors, shall determine what such notification will include and to whom it will be directed.

Investigation

The purpose of the Investigation is to determine whether misconduct has been committed. Upon determining that an Investigation is warranted, the Provost shall appoint an ad hoc Investigation Committee (herein the "Investigative Committee"). The Investigative Committee's membership will be composed of at least two-thirds members from the corps of instruction at Georgia Southern University. The Investigative Committee shall include one member who possesses specialized expertise in the same field as that of the Respondent and may include one member from outside the University as deemed appropriate by the Provost. Once formed, the Investigative Committee shall, in consultation with the Provost, confirm the procedure to be followed in conducting the Investigation. The Complainant and Respondent shall be fully informed of the procedure. In undertaking this Investigation, the Investigative Committee shall act promptly, ensure fairness to all, secure the necessary and appropriate expertise to carry out a thorough and authoritative evaluation of the relevant evidence, and take precautions against conflicts of interest. The Investigation may consist of a combination of activities including, but not limited to: (1) review of documents; (2) review of report from the Inquiry; (3) interviews of parties and witnesses who may have been involved in or have knowledge about the case; and (4) review of any document or evidence provided or properly obtainable from the parties, witnesses, or other sources.

The Investigative Committee shall take no more than one hundred and twenty (120) working days to complete the Investigation, prepare a report of its findings, including recommended action(s), and submit the report to the Provost. The Investigative Committee shall be responsible for examining all pertinent information, reviewing all records, and taking statements or testimony as necessary. The Investigative Committee shall provide the Respondent an opportunity to comment on the allegations and shall include his or her comments in its report. The Provost shall, after consultation with appropriate advisor(s), notify any affected outside sponsor of any developments during the course of the Investigation which disclose facts that may affect current or potential funding for the individual(s) under investigation or information that the sponsor needs to know to ensure appropriate use of funds or otherwise protect the public interest.

If misconduct is not confirmed, the University shall make diligent efforts to restore the reputation of the Respondent by promptly providing all relevant parties with a factual report of the outcome and conclusion of the investigation. The Provost may initiate appropriate action against the Complainant if the Investigative Committee determines the charges were malicious or intentionally dishonest.

If misconduct is confirmed, the Provost shall notify the President of these findings and shall impose appropriate sanctions against the Respondent.

Possible sanctions include, but shall not be limited to, the following:

- removal from any and all project(s) or activity
- letter of reprimand
- special monitoring of future work
- salary or rank reduction
- termination of employment

If sanctions less than termination are recommended, the Respondent may appeal the findings and sanctions to the President. If an appeal is not requested within fifteen (15) working days of receipt of notification of the sanctions to be imposed, the Respondent shall be deemed to have waived his or her right to appeal or contest the sanctions.

If an appeal is received by the President, the President will render an institutional decision on this matter after considering the report of the Investigative Committee, the recommendations of the Provost, and any additional rebuttal by the Respondent. The Respondent and interested parties will be notified of the President's decision which is subject to appeal to the Board of Regents under Article VIII of the Board of Regents *Bylaws*.

If termination is the recommended sanction, a tenured faculty member or nontenured faculty member in the middle of the contract will be notified that he/she is about to be terminated for cause and may request a hearing before a faculty Hearing Committee as described in the Board of Regents *Bylaws*. The report of the Hearing Committee will be considered by the President. The President may retain the faculty member or remove for cause. The decision of the President will be delivered to the faculty member in writing and will include the reasons for dismissal and notice of right of appeal to the Board of Regents under Article VIII of the Board of Regents *Bylaws*.

Approved by action of the Faculty Senate, June 2, 1998.

(The Scholarly Misconduct Policy for Federal Research Agencies is available at http://ori.dhhs.gov/policies/model_policy.shtml.)

405 Research and Service Foundation, Inc.

The Georgia Southern University Research and Service Foundation, Inc., is a nonprofit, 501(c)(3) organization that assists, supports, and furthers the research, service, and educational missions of Georgia Southern University. The Foundation functions as a cooperative organization to the University and is subject to and complies with all policies of the Board of Regents of the University System of Georgia regarding cooperative organizations (*Board of Regents Policy Manual, § 1905*). The Foundation secures gifts, contributions, grants, and contractual obligations from individuals, government agencies, public agencies, industrial organizations, financial organizations, and private organizations to support sponsored research and service activities at Georgia Southern University.

Through memoranda of understanding with the University, the Foundation subcontracts the performance of sponsored research projects and service delivery programs to the various colleges and departments of the University, providing to the University the financial means needed to complete the research projects and operate various external educational service programs. Grants to Georgia Southern University are reviewed and transferred, if appropriate, to the Georgia Southern University Research and Service Foundation. The Foundation also provides capital resources needed to purchase/lease research equipment and facilities that support the University's research component. The activities of the Foundation are conducted by its board of directors. Daily operations are managed by the Executive Director.

501 Overview

The University System of Georgia includes 35 state-operated institutions of higher education located throughout the state. An 18 member constitutional Board of Regents governs the University System which has been in operation since 1932. Appointments of Board members, five from the state-at-large and one from each of the state's 13 congressional districts, are made by the Governor, subject to confirmation by the State Senate. The regular term of Board members is seven years.

The chair, the vice chair, and other officers of the Board are elected by the members of the Board. The Chancellor, who is not a member of the Board, is the chief executive officer of the Board and the chief administrative officer of the University System. The System's programs and services are offered through three major components: instruction, public service/continuing education, and research.

Instruction consists of programs of study leading toward degrees, ranging from the associate level to the doctoral level and certificates. Instruction is conducted by all institutions. Requirements for admission of students to instructional programs at each institution are determined, pursuant to policies of the Board of Regents, by the institution. The Board establishes minimum academic standards and leaves to each institution the prerogative to establish higher standards. Applications for admission should be addressed in all cases to the institutions.

A core curriculum, consisting of freshman and sophomore years of study for students whose educational goal is a degree beyond the associate level, is in effect at the universities, state colleges, and two-year colleges. The core curriculum facilitates the transfer of freshman and sophomore degree credits within the University System. Each institution's core curriculum consists of 60 semester hours as follows:

Area A	Essential Skills Specific courses in English composition and mathematics	9 semester hours
Area B	Institutional Options Courses that address institution-wide general education outcomes of the institution's choosing	4-5 semester hours
Area C	Humanities/Fine Arts Courses that address humanities/fine arts learning outcomes	6 semester hours
Area D	Science, Mathematics, and Technology Courses that address learning outcomes in the sciences, mathematics, and technology	10-11 semester hours
Area E	Social Sciences Courses that address learning outcomes in the social sciences	12 semester hours
Area F	Courses Related to the Program of Study Lower division courses related to the discipline(s) of the program of study and courses that are prerequisite to major courses at higher levels	18 semester hours

Public service/continuing education consists primarily of non-degree activities and special types of college degree credit courses. Non-degree activities may include short courses, seminars, conferences, lectures, and consultative and advisory services in many areas of interest. Non-degree public service/continuing education is conducted by all institutions. Typical college degree credit, public service/continuing education courses are those offered through extension center programs and teacher education consortia.

Research encompasses investigations conducted primarily for the discovery and application of knowledge. These investigations include clearly defined projects in some cases, non-programmatic activities in other cases. Research is conducted both on and off campus and explores a variety of matters related to the educational objectives of the institutions and to general societal needs.

The policies of the Board of Regents for the government, management, and control of the University System and the administrative actions of the Chancellor provide autonomy

for each institution. The executive head of each institution is the President, whose election is recommended by the Chancellor and approved by the Board.

The 36 University System Advisory Committees engender continual system-wide dialogue on major academic and administrative matters. They also make recommendations to the Chancellor for transmittal to the Board of Regents as appropriate regarding academic and administrative aspects of the University System.

The Advisory Committees consist of the Chancellor, the vice chancellors, and all presidents as voting members; other officials and staff members of the institutions are included as nonvoting members. There are 23 Academic Advisory Committees and 13 Administrative Advisory Committees.

Committees dealing with matters of system-wide application include, typically, at least one member from each institution. State appropriations for the University System are requested by, and are made to, the Board of Regents, and allocations are made by the Board.

502 Institutions of the University System

Institution Address URL	Telephone	Type
Abraham Baldwin Agricultural College 2802 Moore Highway Tifton, GA 31793 http://www.abac.edu	229-391-5000	4-Year
Albany State University 504 College Drive Albany, GA 31705-2717 http://www.asurams.edu	229-430-4600	4-Year
Armstrong Atlantic State University 11935 Abercorn Street Savannah, GA 31419-1997 http://www.armstrong.edu	912-927-5277	4-Year
Atlanta Metropolitan College 1630 Metropolitan Parkway, SW Atlanta, GA 30310-4498 http://www.atlm.edu/amc_site/	404-756-4000	2-Year
Augusta State University 2500 Walton Way Augusta, GA 30904-2200 http://www.aug.edu	706-737-1444	4-Year
Bainbridge College P.O. Box 990 2500 East Shotwell Street Bainbridge, GA 39819-0990 http://www.bainbridge.edu	229-248-2500	2-Year
Clayton State University 2000 Clayton State Boulevard Morrow, GA 30260-0285 http://www.clayton.edu	678-466-4000	4-Year
Coastal Georgia Community College 3700 Altama Avenue Brunswick, GA 31520-3644 http://www.cgcc.edu	912-264-7235	2-Year
Columbus State University 4225 University Avenue Columbus, GA 31907-5645 http://www.colstate.edu	706-568-2001	4-Year
Dalton State College 650 College Drive Dalton, GA 30720 http://www.daltonstate.edu	706-272-4436	4-Year

Darton College 2400 Gillionville Road Albany, GA 31707-3098 http://www.darton.edu	229-317-6000	2-Year
East Georgia College 131 College Circle Swainsboro, GA 30401-2699 http://www.ega.edu	478-289-2017	2-Year
Fort Valley State University 1005 State University Drive Fort Valley, GA 31030-4313 http://www.fvsu.edu	478-825-6211	4-Year
Gainesville State College 3820 Mundy Mill Road Oakwood, GA 30566 http://www.gc.peachnet.edu	678-717-3639	4-Year
Georgia College & State University P.O. Box 23 Milledgeville, GA 31061 http://www.gcsu.edu	478-445-5004	4-Year
Georgia Gwinnett College 1000 University Center Lane Lawrenceville, GA 30043 http://www.ggc.usg.edu	678-407-5000	4-Year
Georgia Highlands College 3175 Cedartown Highway, SE Rome, GA 30161 http://www.highlands.edu	706-802-5000	2-Year
Georgia Institute of Technology 225 North Avenue, NW Atlanta, GA 30332 http://www.gatech.edu	404-894-2000	4-Year
Georgia Perimeter College 3251 Panthersville Road Decatur, GA 30034-3832 http://www.gpc.edu	678-891-2300	2-Year
Georgia Southern University P.O. Box 8055 Statesboro, GA 30460-8055 http://www.georgiasouthern.edu	912-681-5611	4-Year
Georgia Southwestern State University 800 Georgia Southwestern State University Drive Americus, GA 31709-4693 http://www.gsw.edu	800-338-0082	4-Year
Georgia State University P.O. Box 3965 Atlanta, GA 30302-3965 http://www.gsu.edu	404-651-2000	4-Year
Gordon College 419 College Drive Barnesville, GA 30204-1762 http://www.gdn.edu	800-282-6504	4-Year
Kennesaw State University 1000 Chastain Road Kennesaw, GA 30144-5591 http://www.kennesaw.edu	770-423-6000	4-Year
Macon State College 100 College Station Drive Macon, GA 31206 http://www.maconstate.edu	478-471-2800	4-Year
Medical College of Georgia 1120 Fifteenth Street	706-721-0211	4-Year

Augusta, GA 30912 http://www.mcg.edu		
Middle Georgia College 1100 Second Street, SE Cochran, GA 31014-1599 http://www.mgc.edu	478-934-6221	4-Year
North Georgia College & State University 82 College Circle Dahlonega, GA 30597 http://www.ngcsu.edu	706-864-1400	4-Year
Savannah State University 3219 College Street Savannah, GA 31404 http://www.savstate.edu	912-356-2186	4-Year
Southern Polytechnic State University 1100 South Marietta Parkway Marietta, GA 30060-2896 http://www.spsu.edu	678-915-7778	4-Year
South Georgia College 100 West College Park Drive Douglas, GA 31533-5098 http://www.sga.edu	912-389-4510	2-Year
University of Georgia Athens, GA 30602 http://www.uga.edu	706-542-3000	4-Year
University of West Georgia 1601 Maple Street Carrollton, GA 30118 http://www.westga.edu	678-839-5000	4-Year
Valdosta State University 1500 North Patterson Street Valdosta, GA 31698 http://www.valdosta.edu	229-333-5800	4-Year
Waycross College 2001 South Georgia Parkway Waycross, GA 31503-9248 http://www.waycross.edu	912-285-6133	2-Year

503 Financial Exigency Policy

Anything in the *Bylaws* of the Board of Regents or the *Board of Regents Policy Manual* to the contrary notwithstanding, if the Board of Regents finds that a condition of financial exigency exists either at an institution, within an academic or other unit of an institution, or in the University System generally, then the layoff or termination of tenured faculty, non-tenured faculty, or other contract employees before the end of their contract term, will be handled in accordance with the Financial Exigency policy set forth below. As used herein, the term "unit" means any identifiable component of the System at any level of its organization which has an annual budget for the operation of such component.

Definition of Financial Exigency

Financial exigency occurs when circumstances cause a shortfall in projected revenues for general operations as compared with projected expenditures over the same period and such shortfall would have a material adverse effect on the operation of either an institution, an academic or other unit of an institution, or the System generally. In the event of reduced appropriations, declining enrollments, or other actions or events that compel a reduction in the System's or an institution's current operations budget, the Board of Regents may, in its exercise of fiscal responsibility, reduce the operation of, modify, or close one or more institutions of the System. Such reductions, modifications, or closings may require the reduction of salaries, layoffs or terminations of tenured faculty, non-tenured faculty, or other contract employees before the expiration of their contract term.

Any response to a financial exigency shall be developed with the understanding that

action taken will be consistent with the basic mission of the System to provide the best possible education for its students. The System shall make reasonable efforts to ensure that students affected will be allowed to complete their programs, within the limits of budgetary constraints, at the institution or by transfer to another institution in the System.

The determination of the existence and extent of a financial exigency affecting the System, or any institution, or within an academic unit of an institution shall be the sole responsibility of the Board of Regents, but the president of an institution, after consultation with representative faculty members, may request such a determination by the Board. A request for the declaration of a financial exigency at any level below the institution level must originate at the institution. When such determinations are made, this policy, along with approved implementing procedures, will take precedence over those applicable Board policies which govern normal operating procedures. The president of each institution shall follow implementing procedures prescribed by the Chancellor.

Layoffs or Terminations

The term *layoff*, as used in this policy, is defined as the temporary dismissal of any employee, including tenured faculty members, non-tenured faculty, or other contracted employees before the end of their contract term. Layoffs may lead to eventual termination. Layoffs or terminations may occur within an academic or other unit of an institution without a net loss of faculty members or other personnel at the institution; that is, layoffs or terminations in some academic or other units may occur with simultaneous authorization of new positions for different duties in academic or other units depending upon the needs of such units. The president of each institution, after consultation with faculty and staff, shall determine whether layoffs or terminations are required and which employees will be affected. This determination shall be made in accordance with the procedures established by the Chancellor, which will give primary consideration to the maintenance of a sound and balanced educational program that is consistent with the functions and responsibilities of the institution.

Faculty and other employees under contract who are laid off or terminated before the end of their contract term for reasons of financial exigency shall, whenever possible, be notified at least ninety (90) days in advance of the date of layoff or termination. The notice of layoff or termination shall be delivered personally or by certified mail, with return receipt requested. This notice shall include, in writing, a statement of the conditions requiring layoff or termination, a general description of procedures followed in making the decision, and a statement of the employee's right to respond orally and in writing to the appropriate official at the institution as to the reasons for the layoff or termination. The employee(s) shall also have the right, upon written request within twenty (20) days from the date of the final decision of the president to apply to the Board of Regents for a review of the president's decision in accordance with the provisions of the *Bylaws* of the Board.

Program Modification or Discontinuance in the Event of Financial Exigency

Anything in the policies to the contrary notwithstanding, if the Board of Regents finds that a condition of financial exigency exists either at an institution, either within an academic or other unit of an institution, or in the System as provided in the *Board of Regents Policy Manual*, then program modifications or discontinuances recommended by the Chancellor and approved by the Board may be made at any such institution, within an academic or other unit of any such institution, or the System generally. If any such program modifications or discontinuances involve the layoff or termination of any tenured faculty, non-tenured faculty, or other contract employees, before the end of their contract term, the provisions of *Section 805.02* [of the *Board of Regents Policy Manual*] shall apply to any such layoffs or terminations.

(Board of Regents Policy Manual, § 805)