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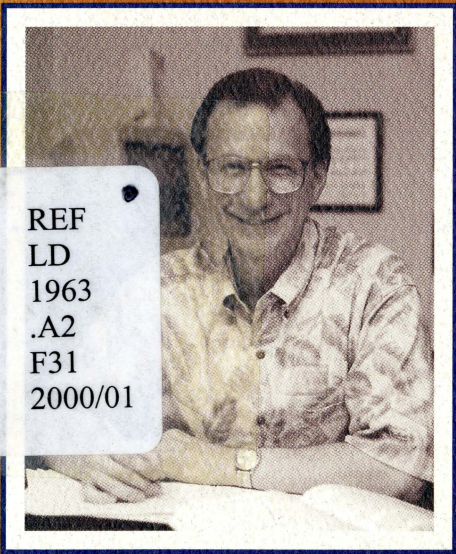
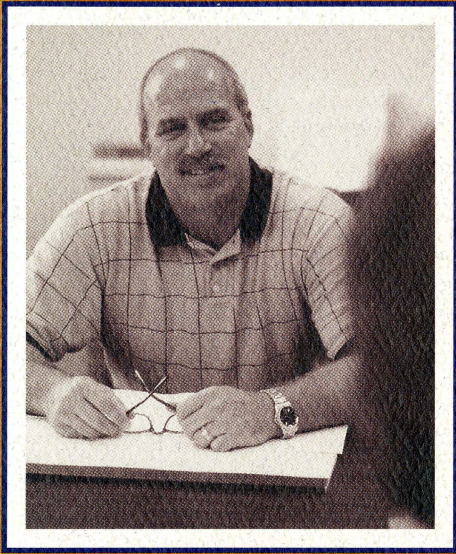
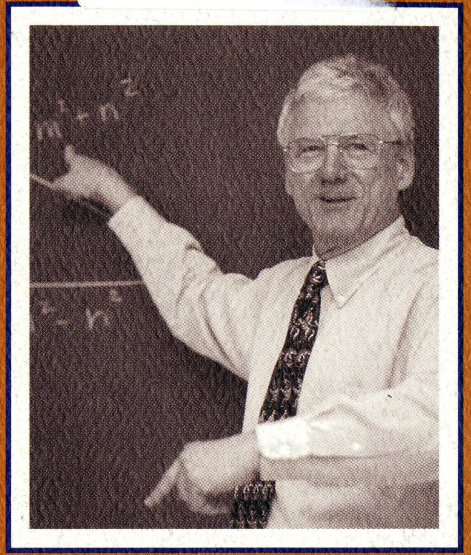
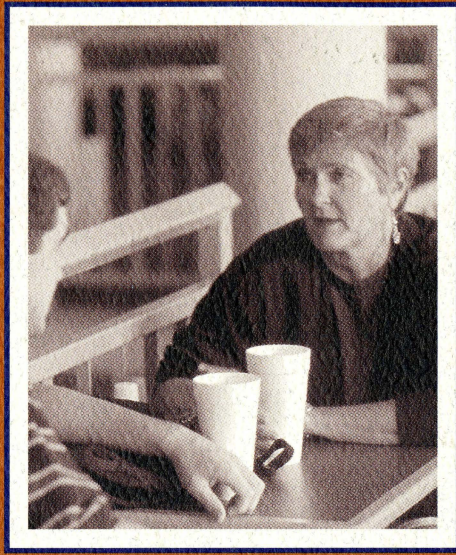
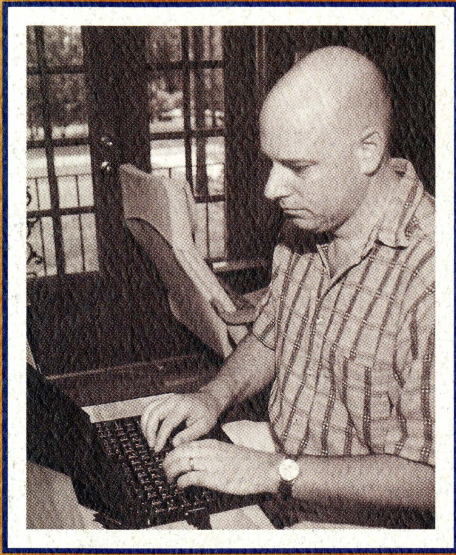
Georgia Southern University

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GEORGIA SOUTHERN UNIVERSITY

FACULTY HANDBOOK 2000-2001



GEORGIA SOUTHERN UNIVERSITY

FACULTY HANDBOOK 2000-2001

Published by

The Office of the Provost and Vice President for Academic Affairs

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Academic Affairs Web address: <www2.gasou.edu/acadaff/>

COVER IMAGES

This year's cover features faculty members honored for their exemplary efforts in teaching, scholarship, and/or service. At the University Convocation this fall, these six faculty will receive Awards for Excellence for their contributions to Instruction, Research/Creative Scholarly Activity, or Service. Each will share their expertise with faculty, staff, and students during the 2000-2001 academic year and receive a bronze medallion and a summer stipend to continue instructional, research, or service activities.

Clockwise, from top left, are Dr. **Charles Briggs**, associate professor of history, for Research/Creative Scholarly Activity; Dr. **Cathy Swift**, professor of marketing, for Research/Creative Scholarly Activity; Dr. **David Stone**, professor of mathematics, for Service; Dr. **Greg Russell**, associate professor of management, for Instruction; Dr. **Craig Roell**, professor of history, for Instruction; and Dr. **Russell Kent**, professor of management, for Service.

HOW TO USE THIS HANDBOOK

The 2000-2001 *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 (see Section 107.01). For the most current information about policies and issues pertaining to Georgia Southern faculty, please visit the University's site on the World Wide Web at <<http://www.gasou.edu>> or the Academic Affairs Web site at <www2.gasou.edu/acadaff>.

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. Robert Haney, Associate Vice President for Academic Affairs, P.O. Box 8022, or via electronic mail, <rhaney@gsvms2.cc.gasou.edu>.



GEORGIA
SOUTHERN
UNIVERSITY

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August 1, 2000

Dear Faculty,

As we prepare for the 2000-01 academic year, I am pleased to extend a welcome, best wishes, and my congratulations to you. In the time I have spent learning about Georgia Southern University prior to my arrival in July, and in my subsequent experiences, I have been and continue to be most impressed with the vibrant community of learning you have created. I am looking forward to my role as Provost and Vice President for Academic Affairs as an opportunity to work with you to build on the academic success that characterizes Georgia Southern.

The immediate future of Georgia Southern will provide us all an opportunity to see a great institution become even better. Under the leadership of President Bruce Grube, we have already embarked on the next phase of development, focusing on six strategic themes with academic distinction at their core.

Your participation in formulating and implementing the plans for our future is essential, and I look forward to hearing your suggestions about strategic directions as we move toward our goal of becoming a nationally recognized comprehensive university. Over the next several months we will focus on Phases II (University-wide functional plans) and III (implementation plans for each unit) of the strategic plan. I know that each of you will want to be involved in the process.

You will note several changes in this year's *Faculty Handbook*. The new policy on extra compensation appears at 216.06 and the student travel policy at 319; organizational changes within the University are reflected throughout the *Handbook*.

Let me again welcome those of you returning for the new academic year and those of you who, like me, are just beginning their Georgia Southern careers. I look forward to meeting each of you over the next few months as I plan to visit all units before the end of the academic year. In the meantime, please accept my appreciation for what you have done and will do to provide a superior academic experience for our students.

Sincerely,

A handwritten signature in black ink that reads "Vaughn Vandegrift".

Vaughn Vandegrift
Provost and Vice President for Academic Affairs

Section 100 GEORGIA SOUTHERN UNIVERSITY

101 Mission

GEORGIA SOUTHERN UNIVERSITY is a predominantly undergraduate university devoted to “teaching first,” a student-centered residential campus that nurtures a fulfilling college experience, and a serving institution strongly identified with the heritage and hopes of its region. The University’s uncommon breadth of nationally accredited academic programs in the liberal arts and professional studies attracts a statewide enrollment of undergraduate students. As a University granting professionally-oriented doctoral degrees and an array of master’s degrees designed to meet the needs of the region, Georgia Southern is cultivating a resident cadre of leaders with advanced education in critically needed professions.

OUR MISSION IS ROOTED in South Georgia, a largely rural region that encompasses coastline, wetlands, cities with rich histories, and areas of endemic privation but abundant potential. Our quest is to uplift our region’s educational attainment, cultural opportunities, economic growth, environmental quality, scientific and technological progress, and social and personal well-being. Our hallmark is a comprehensive university experience that promotes student growth and success through creative strategies for using technology, enhancing learning, and connecting all we do to those around us.

MOST OF OUR STUDENTS are Georgians who begin as full-time freshmen, reflect Georgia’s and the globe’s cultural diversity, and have the motivation and ability to complete our increasingly demanding programs. Working professionals and transfer students are a growing presence. Student life is characterized by a culture of learning inside and outside the classroom. A safe campus serves as a laboratory for developing citizenship and leadership in a collegial environment. The Georgia Southern experience promotes the development of students who value honesty, civility, and the dignity of work. Our mission is to graduate students who are knowledgeable, clear-thinking, articulate, and effective in problem-solving.

OUR COMPREHENSIVE CURRICULUM FOCUSES on undergraduate programs of high quality, enhanced by master’s and professionally-oriented doctoral programs pertinent to the region. At the University’s core is excellent instruction, strengthened by research and service. Innovative classes increasingly incorporate new instructional techniques and technologies.

THE UNIVERSITY IS A CENTER OF LEARNING APPLIED to regional planning, economic development, partnerships in schools, science, industries, international trade, community needs, and the health of South Georgians. We expand horizons through outreach in sciences and liberal arts, preservation of distinctive cultural legacies, and attention to the integrity of South Georgia’s environment. Faculty, staff, and students exemplify service, contributing time and expertise to enhance the quality of life.

SCHOLARSHIP IS CENTRAL TO THE MISSION OF THE UNIVERSITY. We practice scholarship in terms of the discovery, integration, application, and teaching of knowledge and creative activity. Scholarship of relevance to South Georgia, and of a standard that can earn national or international recognition, is especially esteemed.

GEORGIA SOUTHERN WILL BE one of the nation’s best public undergraduate universities by nurturing a faculty who are devoted to teaching able and diverse students. We will provide society with graduates who are both equipped to master a competitive world and educated to build a better civilization. Georgia Southern exemplifies how kindness, quality, and collaboration can complement efficiency, effectiveness, and integrity. Georgia Southern University will be a catalyst for the aspirations of South Georgians and an emblem of their achievements.

Approved by the Board of Regents, July 9, 1996.

102 History

On December 1, 1906, the newly appointed First District Board of Trustees convened in Savannah, Georgia. It was one of 11 such boards created for each congressional district by state legislation that year to build and oversee agricultural and mechanical schools for elementary and secondary students. The trustees were prepared to hear bids from local leaders who wanted the First District A&M School to be built in their communities and were willing to provide the funding to do so. Among the bidders were 50 representatives from Bulloch County, who had journeyed from Statesboro on a train called the “College Special.” Their bid of \$125,000 in cash and in-kind contributions—including donation of 300 acres for a campus—won handily. Early in 1908 just outside Statesboro, the First District A&M School opened its doors with fifteen students, four faculty members, and three buildings.

By 1920 the First District A&M School had 150 students and was fielding teams in football and baseball; the “Aggies” typically won more than half their games in any given season. But by 1921 a combination of rapidly growing debt and drastically declining enrollments almost spelled the end of the fledgling school.

Hard work and commitment prevailed, however, and by 1924 not only were the school’s finances and enrollments back on track, but the Georgia Assembly upgraded the school to a two-year college for teacher training and retitled it the Georgia Normal School, one of three in the state. With this first change in the school’s status, “Principal” Ernest V. Hollis became “President” Hollis, Georgia Southern’s first president. The following year private donors funded the first scholarships for the campus.

In 1929 the General Assembly was persuaded that yet another major institutional promotion was due, and the Georgia Normal School became South Georgia Teachers College via state legislation, converting the Statesboro campus from a two-year junior college to a four-year teachers college. The Aggies had receded, and the “Blue Tide” had rolled in, bringing programs not only in football and baseball, but also basketball and track; basketball was played in a tobacco warehouse until the first gymnasium was built in 1931.

Also that year the long-supportive First District Board of Trustees, like all freestanding boards of college trustees in the state, was dissolved by state legislation. Higher education in Georgia was reorganized into its present form, with all state colleges and universities reporting to a single Board of Regents. Now the Regents, not the General Assembly, were responsible for determining any changes in mission for the college in Statesboro. In 1939 South Georgia Teachers College became Georgia Teachers College by action of the Board of Regents. This new title represented less a change of status for the college and more a recognition by the Regents that the Statesboro campus was the statewide college for teacher education.

When Eugene Talmadge was elected governor in 1940, he remembered, according to some observers, that the electoral district dominated by Georgia Teachers College had voted for his opponent. Within a year the governor had initiated an effort to remove President Marvin Pittman on charges that included advocating “racial equality and teaching communism” (the latter conclusively disproved). President Pittman was fired, and as a direct result of his dismissal, all state-supported institutions of higher education in Georgia lost their regional academic accreditation by what is now the Southern Association of Colleges and Schools. In 1942 a new governor was elected, and the Board of Regents was reorganized; a year later Georgia Teachers College and the University System of Georgia were reaccredited, and Dr. Pittman was reinstated by the Board as president of Georgia Teachers College.

This incident, which received international media coverage at the time, was a formative and symbolic experience in the history of Georgia Southern University and a measure of its resilience in the defense of academic and institutional integrity—qualities that remain today.

In 1957 the college in Statesboro was authorized by the Board of Regents to offer its first graduate degree, a Master of Education. In some ways, that benchmark was the beginning of the ultimate evolution from a college to a university.

Only two years later Georgia Teachers College was upgraded by the Board of Regents to Georgia Southern College, a recognition by Georgia's policymakers that the College was now a comprehensive institution with responsibilities well beyond the specialized mission of educating teachers. In 1960 the "Blue Tide" was formally put to rest as the name of Georgia Southern's intercollegiate teams, and by student vote "The Eagles" were hatched.

The first fraternities and sororities were chartered on the campus in 1967 and 1968. The first three Schools—Arts and Sciences, Education, and Graduate Studies—were established in 1968, followed by the School of Business in 1971, and the School of Technology and the School of Health and Professional Studies in 1980. In 1981 football was reintroduced to Georgia Southern after a hiatus of almost forty years, inaugurating a new winning tradition of Division I intercollegiate sports.

Beginning in the early 1970s, a resurgent effort to acquire university status for the Statesboro campus emerged, culminating in 1989 with the Board of Regents vote to promote Georgia Southern College to Georgia Southern University. When university status became effective on July 1, 1990, Georgia Southern received its sixth and final name, was ceded primary responsibility for the conduct of graduate education in the region, and was authorized to offer doctoral degrees. Georgia Southern became the first new university in Georgia in 21 years and the third largest university in Georgia. The University was accredited by the Southern Association of Colleges and Schools in December 1994.

The Georgia Southern story is a story of determination to be the best one can be.

103 Statesboro and Bulloch County

Statesboro offers diverse recreational, cultural, commercial, and spiritual opportunities for people of varied backgrounds and interests. Newcomers to this county of 55,000 residents are often surprised to find a symphony orchestra, opera theater, museum, botanical garden, wildlife center, regional art association, art gallery, writers' groups, and a wide range of religious congregations. A 160-acre multimillion dollar park on GA Highway 24 offers soccer, softball, and football fields plus a paved and well-lit trail around a lake. A nine-screen theater offers current films; on campus, Cinema Arts brings alternative and classic films to the Union Theater.

Statesboro's population is 22,000, altitude is 240 feet, rainfall is 47 inches per year, and temperatures average 52 degrees in January and 82 degrees in July. The University is the county's largest employer with more than 1,800 employees, but agriculture accounts for one-third of the total economy at approximately \$100 million annually. Bulloch is the top agricultural-income producing county in the 40-county East Georgia Extension District which stretches from above Augusta to the Florida line. Major money-makers include peanuts, forestry, cotton, vegetables, swine, and tobacco.

Statesboro is governed by a mayor and council and Bulloch County by a Board of Commissioners. In addition to the Statesboro Police Department and Bulloch County Sheriff's Department, the Georgia Bureau of Investigation is headquartered in Perimeter Center South on U.S. Highway 301 south, and the Georgia State Patrol is headquartered north of the city limits on Highway 301.

Library The Statesboro-Bulloch County Regional Library at North Main and East Grady Streets serves five counties and contains 172,000 volumes, 217 periodicals, a children's library, booktapes, videos, genealogy collection, literacy programs, outreach service, and Internet access. With 31,569 square feet, the library also offers two large public meeting rooms, a distance learning center, and enhanced reference/research areas with CD-ROM technology.

Education Approximately 8,500 students in grades K-12 attend 16 public schools countywide. Four private schools are also available. Student test scores tend to be among the highest in the state. Bulloch also is home to Ogeechee Technical College, a modern facility which enrolls

more than 3,000 students in programs as diverse as nursing, cosmetology, computer networking, marketing, and commercial truck driving.

Health Care Statesboro's new 150-bed East Georgia Regional Medical Center, a member of Health Management Associates, has opened on a 40-acre tract on GA Highway 67, just south of the University. Approximately 70 medical doctors are on staff, including specialists in cardiology, ear-nose-throat, family practice, gastroenterology, nephrology, neurology, obstetrics-gynecology, oncology, ophthalmology, orthopedics, pathology, pediatrics, plastic surgery, psychiatry, radiology, and urology. Patients suffering severe trauma can be transferred by ambulance or helicopter to Memorial Medical Center in Savannah or to the Medical College of Georgia in Augusta.

Other local health care services include two hospitals for rehabilitation and treatment of alcoholism and other drug addictions, four nursing homes, six assisted-living facilities, a public health clinic on Pulaski Road, and an enhanced emergency 911 system. Statesboro also has several dentists, chiropractors, optometrists, veterinarians, physical therapy centers, home health agencies, and hospice care.

Religion Some 130 congregations meet regularly in Bulloch County, including but not limited to the following: African Baptist, African Methodist, Baptist, Catholic, Christian Science, Church of Christ, Church of God, Church of Jesus Christ of Latter Day Saints, Episcopal, Jehovah's Witness, Jewish, Lutheran, Methodist, nondenominational, Presbyterian, Primitive Baptist, Seventh Day Adventist, and Unitarian Universalist.

Transportation A new terminal was dedicated in 1996 at the Statesboro Municipal Airport, which has two paved runways, a Unicom system, and beacon lighting. Savannah International Airport is 50 miles from Statesboro via Interstate 16, and Hartsfield International Airport in Atlanta is 170 miles via Interstates 16 and 75.

Media Local residents are served by daily and regional newspapers; *The Statesboro Herald* is published daily and *The Savannah Morning News* staffs a bureau office here. Northland Cable Television provides cable TV access to nearly 50 channels plus local news and programming. Radio stations include FM WPMX and WMCD; WVGS, WHKN, student/campus alternatives; and AM stations WPTB and WWNS.

Recreation/Leisure In addition to the 160-acre regional park on Ga. Highway 24, two state parks within a half-hour drive of Statesboro offer camping, fishing, hiking, and picnic facilities: Magnolia Springs State Park in Millen and George L. Smith State Park near Twin City and Metter. Closer to home, the Ogeechee River winds through the county on its way to the Atlantic Coast, which is 65 miles from Statesboro. Along with 28 tennis courts, a bowling center, a skating rink, hunting clubs and preserves, horseback riding, public gymnasiums and exercise facilities, Statesboro is home to three 18-hole golf courses: the public Eagle Creek Golf Club and Southern Links Golf Club, and the private Forest Heights Country Club. The area also offers over 800 motel rooms, over 100 restaurants, and more than 200 stores and shops.

The Statesboro-Bulloch County Chamber of Commerce and the Statesboro Convention and Visitors Bureau are eager to serve faculty and may be reached at 764-6111 and 489-1869, respectively. For information about campus resources, call the University's public relations office at 681-5549 or stop by the Welcome Center on Sweetheart Circle.

104 Protected Rights Issues

104.01 Equal Opportunity

Georgia Southern University implements affirmative equal opportunity for all employees, students, applicants for employment or admission, and participants in any of the University's programs without regard to race, color, gender, sexual orientation, national origin, religion, age, veteran status, political affiliation, or disability. Georgia Southern is committed to the fulfillment of this policy including, but not limited to, the following actions:

- recruiting, enrollment, and educational practice
- hiring, placement, upgrading, transfer, or promotion

- terms, conditions, and benefits of employment
- recruitment or advertising for employment, admission, and service opportunities provided by the University
- selection for training

As an equal opportunity institution, Georgia Southern 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 (#38 USC 2012), 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 Affirmative Action Office. Any questions regarding the University's policy of equal opportunity should be addressed to the Director of Affirmative Action at (912) 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 will provide reasonable accommodation to all employees, applicants for employment, students, and patrons who have physical and mental disabilities.

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 to ensure that the Institution's nondiscriminatory policy and practices are followed and upheld.

The Affirmative Action Plan is available for inspection by any employee, student, or applicant for employment. The full plan may be viewed, during normal business hours, in the President's Office (Administration Building, Room 1007), the Affirmative Action Office (Administrative Annex, Room 1101A), the Division of Human Resources (Blue Building), or at the Reference Desk of the Henderson Library. Copies of the abridged plan have been provided to each department/division unit. Requests for additional copies may be made to the Affirmative Action Office.

104.02 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 (BOR Policy 802.18 and US Code: Title 42, Section 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 implicitly 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 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 Affirmative Action Officer 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 Director of Affirmative Action at 681-5136 or TDD: 681-0273.

104.03 Affirmative Action Program

An *Affirmative Action Plan* 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.* This *Plan* 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 (Section 799A) and Title VIII (Section 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 *Plan* 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 legislation.

The Affirmative Action Plan is available for inspection by any employee, student, or applicant for employment. The full plan may be viewed, during normal business hours, in the President's Office (Administration Building, Room 1007), the Affirmative Action Office (Administrative Annex, Room 1101A), the Division of Human Resources (Blue Building), or at the Reference Desk of the Henderson Library. Copies of the abridged plan have been provided to each department/division unit. Requests for additional copies may be made to the Affirmative Action Office.

Recognizing that equal opportunity can be achieved only through demonstrated leadership and aggressive implementation of a viable program, Georgia Southern's Affirmative Action Plan 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 equal opportunity and affirmative action objectives. The University's goal continues to be an EEO/Affirmative Action 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 will continue to implement the goals and objectives outlined in its Affirmative Action Plan.

104.04 Institutional Policy on Employment of Veterans with Disabilities, Veterans of the Vietnam Era

Georgia Southern University reaffirms its commitment to the principles of equal employment opportunity for qualified disabled veterans and veterans of the Vietnam era. In accordance with *PL-93-508* as amended (the *Vietnam Era Veterans Readjustment Assistance Act of 1974*), 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.

104.05 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 ensure equal opportunity in employment for all qualified persons with disabilities. Georgia Southern 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 or by another entity on behalf of Georgia Southern, are conducted on a nondiscriminatory basis.

Recruiting, advertising, and job application procedures have been reviewed to provide persons with disabilities meaningful employment opportunities. Applications in alternative accessible formats, and assistance in completing the application, are available upon request made to the Director of Human Resources at 681-5171. Pre-employment inquiries are made only regarding an applicant's ability to perform the essential duties of the position.

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, 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 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 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 will take all other actions necessary to ensure equal opportunity for persons with disabilities in accordance with the ADA applicable federal, state, and local laws.

104.06 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 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 qualified disabled individual. 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 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.

104.07 ADA Request for Accommodation Procedure and Guidelines

Georgia Southern University is an Equal Opportunity and Affirmative Action 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. Georgia Southern reserves the right to require documentation for accommodations from (including, but not limited to) 1) patrons and visitors to University-sponsored events; 2) registered participants in University-sponsored clinics, camps, conferences, and workshops; 3) persons using the services of the Testing Office; 4) classified or faculty job applicants and employees; 5) current and prospective students; and 6) student participants in co-curricular activities.

To Request Accommodation

- Visitors to University-sponsored events or registered participants in University-sponsored, fee-related events (e.g., workshops, camps, conferences) should contact the sponsor of the event for assistance in arranging accommodation.
- Persons wishing to take examinations administered by the Georgia Southern University Testing Office should request specific accommodation through the testing agent; the Student Disability Resource Center 871-1566 or TDD: 681-0666; or the Testing Office at 681-5415.
- Upon request made to the Director of Human Resources at 681-5171, persons applying for positions as employees at Georgia Southern will be provided reasonable accommodations in completing the application and/or interview process.
- Students requiring academic accommodation should contact the Director of the Student Disability Resource Center for assistance at 871-1566 or TDD: 681-0666.
- Students requiring accommodation in University-owned housing may request such assistance from the Director of Housing at 681-5406.
- Students who wish to participate in co-curricular activities should contact the sponsoring office for assistance in arranging accommodation.
- Employees requesting accommodation should discuss accommodation needs with their supervisors.

Questions concerning Georgia Southern University's policy or disability accommodations should be directed to the individuals on the program or service advertisement, the Director of the Student Disability Resource Center at 871-1566 (TDD: 681-0666), the Director of Affirmative Action at 681-5136 (TDD: 681-0273), or Dr. Robert Haney, Associate Vice President for Academic Affairs at 871-1408 (TDD: 871-1654).

105 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 of 1989 and the Drug Free Workplace Act of 1988.

In order to receive federal financial assistance of any kind, an institution of higher education must 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, in compliance with the provisions of the Drug Free Schools and Communities Act Amendments of 1989.

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 policies by either employees or students will result in appropriate disciplinary penalties being imposed by the university. Appropriate disciplinary action will be consistent with institutional, Board of Regents, local, state, and federal policies/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. As a recipient of federal funds, Georgia Southern University supports and complies with the provisions of the Drug Free Workplace Act of 1988.

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. Human Resources Office will maintain a listing of referral agencies and have resources for drug educational 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 for 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 thirty 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.

In addition, 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. Institutional Personnel Policies pertaining to faculty and staff personnel are amended to incorporate this policy. The policy shall be communicated to new faculty and new classified staff by the Division of Human Resources.

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 termination of employment. Detailed sanctions are defined in the *Georgia Southern University Student Conduct Code Policies and Procedures, Board of Regents Policy Manual, and Classified Employee Handbook*.

106 Policy on Serving Alcohol

All individuals and groups using the University's facilities are expected to operate within the constraints of federal, state, and local laws and ordinances as well as University policies, procedures, and regulations. When alcoholic beverages are involved, the University expects sponsors to exercise sufficient control to ensure compliance with the University's policy regarding the dispensation of alcoholic beverages.

The spirit of this policy is as follows: Although persons of lawful drinking age and those under the lawful drinking age may socialize together while alcoholic beverages are present, only those individuals (students, nonstudents, and guests) who are of lawful drinking age may consume, serve, transfer, or possess beer, wine, or distilled spirits in a low-risk manner. This policy is subject to change in order to comply with changes in University operating procedures or new local, state, or federal laws pertaining to the possession and consumption of beer, wine, or distilled spirits.

The policy specifies guidelines for individual or group activities during which alcoholic beverages will be served, consumed, or present. These guidelines are attached to the official Alcohol Request Form, which must be completed and approved before a person or group serves or consumes alcohol on campus. The form and guidelines are available in the administrative offices of the Russell Union, Room 2024, P.O. Box 8066, 681-0399.

107 Organizational Structure

107.01 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 will 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 has 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, Section 2).

The *Associate Vice President for Academic Affairs and Dean of Graduate Studies* oversees the University's graduate and research programs, faculty service efforts, off-campus instruction, and continuing education and public services. The Associate Dean of Graduate Studies, the Director of the Office of Research Services and Sponsored Programs, the Director of the Office of Distance Learning, and the Director of the Southern Center for Continuing Education answer to the Associate Vice President for Academic Affairs and Dean.

The *Associate Provost for Enrollment Management and Information Technology* oversees enrollment management, serves as chief information officer, and chairs the Information Technology Services Advisory Board and the Enrollment Management Advisory Board. The Registrar, the Associate Graduate Dean, the chair of Learning Support, and the directors of Admissions, Advisement and Retention, the First-Year Experience, Financial Aid, the honors programs, information technology services, and Institutional Research report to the Associate Provost.

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, Section 3).

The 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.

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, Section 2).

107.02 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, or the Vice President for University Advancement.

The *Vice President for Business and Finance*, an ex-officio member of the faculty and an administrative member of the Faculty Senate, 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.

The *Vice President for Student Affairs*, an ex-officio member of the faculty and an administrative member of the Faculty Senate, is responsible for student life programs and services. Administrators who report directly are the Associate Vice President for Student Affairs, Assistant Dean/Testing, Director of the Counseling Center, Director of Residence Life, Director of the Russell Union, and Director of Educational Opportunity Programs. Campus Recreation and Intramurals, Greek Life, Student-Parent Orientation, Multicultural Programs, Volunteer Services, Judicial Affairs, International Students, and Off-campus Housing also report.

The *Associate Vice President for Student Affairs* reports to the Vice President for Student Affairs. Departments and areas which report to the Associate Vice President are Career Services, Health Services, Judicial Programs, Multicultural Programs, International Student Programs, and Outreach Programs (Off-Campus Housing and Volunteer Services). The Associate Vice President also provides leadership to the division on special projects, assists students and parents with problems, and serves as the chief student affairs officer in the vice president's absence.

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, Articles VII, VIII, and IX).

107.03 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.

107.04 Faculty

The University faculty consists of the President, the Provost and other vice presidents, the academic deans, the Registrar, the Director of Admissions, the University Librarian, and the corps of instruction. The faculty of each undergraduate college consists of the professors, associate professors, assistant professors, and instructors. The members of the graduate faculty are appointed by the President on recommendation by the Provost, the Associate Vice President for Academic Affairs and Dean of Graduate Studies, and the Graduate Council. 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 for 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, Section 1).

The faculty is 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, Section 2).

107.05 Colleges and Academic Units

Following the attainment of university status in 1990, all schools within Georgia Southern were upgraded to colleges. The six colleges with their original dates of establishment follow: College of Graduate Studies (1968), College of Education (1968), College of Business Administration (1971), College of Health and Professional Studies (1980), College of Liberal Arts and Social Sciences (1994), and Allen E. Paulson College of Science and Technology (1994). 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 Catalog*.

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.R.A., M.Ed., Ed.S., and Ed.D. The graduate faculty comprises 347 full and associate members.

Graduate faculty members teach in areas of specialization which include accounting, art, art education, biology, business administration, business education, counselor education, curriculum studies, early childhood education, educational administration, educational leadership, English, English education, family nurse practitioner, French education, German education, health and physical education, health services administration, higher education administration, history, instructional technology, kinesiology, mathematics, mathematics education, middle grades education, music, music education, nursing, political science, public health, psychology, public administration, recreation administration, reading education, rural community health nurse specialist, science education, school psychology, social science education, sociology, Spanish education, special education, sport management, technology, and technology education.

For program information, contact Dr. G. Lane Van Tassell, Associate Vice President and Dean of Graduate Studies, 681-0578, e-mail address <hvantassell@gsvms2.cc.gasou.edu>. For graduate admissions information, call Dr. John Diebolt, Associate Dean for Graduate Studies, 681-5384, e-mail address <gradschool@gsvms2.cc.gasou.edu> or visit the website at <<http://www2.gasou.edu/gradcoll/>> for details.

The College of Education is organized into four departments: Early Childhood Education and Reading; Middle Grades and Secondary Education; Curriculum, Foundations, and Research; and Leadership, Technology and Human Development.

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, 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 which prepare *reflective educators for diverse learners*. Programs prepare professionals for positions in teaching, curriculum, student services, instructional technology, and educational leadership and assist in-service educators in their development. Pre-service and in-service orientation provides a unified approach to serve verifiable professional needs.

The College of Business Administration offers a fully accredited program of instruction leading to the Bachelor of Business Administration and the Master of Business Administration and the Master of Accounting degrees. The departments of Finance and Economics, Information Systems and Logistics, and Management and Marketing, and the School of Accountancy have a full schedule of appropriate courses necessary to support majors.

All undergraduate business students are expected to complete, during their first two years of study, a broad common core background. 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 the core of the business field.

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

The College of Health and Professional Studies provides undergraduate and graduate programs of instruction. Academic units within the College include the Department of Family and Consumer Sciences, Department of Health and Kinesiology, Department of Recreation and Sport Management, and the School of Nursing.

The Department of Family and Consumer Sciences offers the Bachelor of Science degree with majors in fashion merchandising and apparel design, child and family development, nutrition and food science, interior design, and hotel and restaurant management. The Department also supports the B.S. Ed. in Family and Consumer Sciences.

The Department of Health and Kinesiology offers undergraduate degrees which include the Bachelor of Science in Health Science with majors in community health and health behavior; the Bachelor of Science in Kinesiology with majors in exercise science and sports medicine—athletic training emphasis; and the Bachelor of Science in Medical Technology. Graduate programs within the Department include the Master of Public Health (M.P.H.) with emphases in community health education and biostatistics, the Master of Health Services Administration (M.H.S.A.), and the Master of Science with a major in kinesiology which offers emphases in exercise science, sports medicine, sport psychology, and coaching behavior. In addition, the Department supports health and physical education majors for the B.S. Ed., the M.Ed., and the Ed.S.

The Department of Recreation and Sport Management offers fully accredited programs in recreation and in sport management at the graduate and undergraduate levels. Degrees include the Bachelor of Science with a major in sport management and a major in recreation which includes emphases in community leisure services, therapeutic recreation, tourism and commercial recreation, and natural and cultural resource management and two graduate programs, the Master of Science with a major in recreation administration and a major in sport management.

The School of Nursing offers a fully accredited program of instruction leading to the Bachelor of Science in Nursing (BSN) and the Master of Science in Nursing (MSN). Undergraduate options include Pre-Licensed BSN, LPN-BSN, RN-BSN, and RN-MSN programs. Graduate options within the Master of Science in Nursing Program include a family nurse practitioner major, women's health nurse practitioner emphasis, and a rural community health nurse specialist major, as well as post-master certificate options in the aforementioned areas.

The College also houses the Center for Rural Health and Research, a student services center, and supports computer labs in the Hollis Building, Nursing

Building, and Family and Consumer Sciences Building. Magnolia Coastlands Area Health Education Center (MCAHEC) is located within the College.

The College of Liberal Arts and Social Sciences represents those disciplines that explore society, behavior, communication, and artistic achievement. The mission of Georgia Southern's College of Liberal Arts and Social Sciences (CLASS) reflects the significance with which it regards the University's status as a teaching first institution. The single most important goal of the College is thus to provide excellent instruction at all levels: general education, service courses, major programs, and graduate programs.

CLASS departments include Art, Communication Arts, Foreign Languages, History, Literature and Philosophy, Music, Political Science, Psychology, Sociology and Anthropology, and Writing and Linguistics. Students can major in anthropology, art, broadcasting, communication arts, economics, English, French, German, history, journalism, justice studies, music, philosophy, political science, psychology, public relations, sociology, Spanish, speech communication, and theatre. Minors are available in most of these fields and also in Africana studies, American studies, classical and medieval studies, comparative literature, international studies, Irish studies, Japanese studies, Latin American studies, linguistics, religious studies, women's and gender studies, and writing.

Scholarship, research, artistic expression, and creative activity are vitally important to the mission of CLASS because through these pursuits knowledge is expanded and the human experience is enriched. The College regards scholarship, research, artistic expression, and creative activity as integral to its teaching mission. Service embraces every aspect of the work of the College. Faculty serve their students through teaching and advisement; their disciplines through scholarship/creative activity and professional work; and their communities through public service, applied research, and the exhibits, performances, and consulting.

Georgia Southern's College of Liberal Arts and Social Sciences

- offers programs of study in the liberal arts, many of which lead to the B.A. degree;
- offers preparation in professions, often leading to advanced degrees, primarily in the B.S., B.M., and B.F.A. degrees
- offers training in selected vocations;
- infuses professional and vocational programs with a solid grounding in the liberal arts; and
- provides core curriculum and elective courses for all students and promotes the values of the liberal arts.

A student majoring in any discipline represented by the College will have the opportunity to explore many aspects of the human experience as represented by the humanities, the fine and performing arts, and the social and behavioral sciences. Because a vital part of life is the work that one does, the College also offers a number of programs geared to career preparation.

The Allen E. Paulson College of Science and Technology offers programs and instruction in the areas of mathematics, computer science, technology, and the natural sciences through the following departments or programs: biology, chemistry, geology and geography, mathematics and computer science, military science, physics, and the School of Technology. Numerous majors are available: biology, building construction and contracting, chemistry, civil engineering technology, computer science, electrical engineering technology, geography, geology, industrial engineering technology, industrial management, mathematics, mechanical engineering technology, physics, and printing management. The College also offers a Bachelor of Applied Science with a major in technology.

The Department of Military Science administers the army ROTC program, which leads to a commission as a second lieutenant at the time of graduation. The Georgia Tech Regional Engineering Program (GTREP), the Regents Engineering Transfer Program (RETP), and the Technology Options Program (TOP) are administered by the School of Technology through the engineering studies program. The dual-degree program, a cooperative program of study with Georgia Institute of Technology, is administered by the

Physics Department. Minors are available in apparel manufacturing, biology, chemistry, computer science, geography, geology, Geographical Information Systems (GIS), industrial safety and environmental compliance, manufacturing, mathematics, physics, and printing management.

The *Zach S. Henderson Library* is a major academic resource for the campus, with its extensive collections of academic books and journals, government publications, special book and manuscript collections, and links to networked information resources in various electronic formats. The service patterns established by the Library accommodate more than 3,000 users each day during the academic terms.

The Henderson Library is centrally located on campus in a four-story building constructed in 1975. The building has 158,000 square feet of space, will hold 800,000 books at total capacity, and seats 950 people in the book stack areas. The Library currently offers the most extensive operating schedule of any academic library in the state of Georgia. During the academic terms, the first and second floors of the Library remain open on a 24-hour basis for 148 of the 168 hours in each week to provide access to the Library's computer resources, periodical collections, reserve reading collections, study facilities, and circulation procedures.

As of July 1999, the Library's collections contained 517,575 bound volumes; 822,672 microform units; and approximately 646,964 government documents. The Library maintains subscriptions to 3,520 serial and periodical titles. In addition to the extensive collections in paper and microform, the Library has a large set of informational materials in electronic format, including full-text copies of articles from thousands of academic periodicals and newspapers. These electronic resources are accessible from a networked group of more than 300 microcomputers within the Library building and from any Internet-connected computer or telephone dial-in location in the world.

The Library network also provides access to many standard software applications in the areas of word processing, spreadsheets, database management, programming languages, and graphical design. Other programs, more directly related to specific curriculum-based needs for designated courses, are also available via the network. All of the Library's publicly accessible microcomputers are linked to the Internet through high-speed network connections. The Library's networked computers thus serve as one of the University's large general-purpose student computer laboratories, operated in coordination with the other student computing facilities.

The Library has installed a comprehensive library information system that links the online catalog, circulation procedures, periodical indexes, full-text databases, and in-process library acquisitions into one integrated system. The Library's catalog is available online through the Internet and is also incorporated as a part of a combined catalog for the University System of Georgia, making an additional three million book titles and thousands of academic journals available within days of a request. The Library is a full participant in the GALILEO project, Georgia's statewide library sponsored by the University System of Georgia, providing more than 100 major databases and more than 1,500 academic journals in full-text format, as well as rapid interlibrary loan across the state. Computer stations, which are used to access GALILEO, may also be used to access other library catalogs and databases located throughout the world via the Internet.

The Library employs 61 faculty and staff members and approximately 125 student assistants. The functional areas of the Library are organized into the following five departments:

- Access Service
- Collection and Resource Services
- Government Documents
- Information Services
- 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), academic reserves, audiovisual services, photocopier maintenance, and building security.

Collection and Resource Services (CRS) is responsible for purchasing all materials that are to be added to the Library's collection. This department also processes gift materials and supervises the binding of paperback books and individual periodical volumes. All activities involving serial publications, including subscriptions, cataloging, cancellations, and microformats, are also handled in this department. Faculty may request materials to be ordered through their departmental library representative, who administers a special fund for this purpose and who also works in close coordination with the Acquisitions staff to see that appropriate books are received by the Library automatically upon their publication through the approval purchase program.

CRS catalogs all books and audiovisual materials added to the collection, with the exception of serials (noted above) and government documents (noted below). The Library of Congress classification system is used. The Library's online catalog is available on the campus network.

Government Documents is responsible for a large collection of publications of the agencies of the U.S. Government. These publications are classified and shelved according to the Superintendent of Documents classification system. Faculty and staff members within the Government Documents Department are available to assist students and faculty with the use of this valuable collection. An online catalog of this collection is available in CD-ROM format. As a depository for publications of the U.S. government, the library has a special responsibility to make those publications available to the general public in accordance with the rules and policies of the Government Printing Office and the Federal Depository Library Program.

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 and also supervises a traditional collection of reference books and periodical indexes. Information Services librarians are on duty at the Reference Desk (second floor) to assist users with these collections and to answer general questions about the Library, and staff members and student assistants are available at the first floor Help Desks to assist users with the resources and programs available on the many networked microcomputers and the Internet. The librarians are also available to instruct classes on the use of library materials in specific subject areas and for individual consultations with students and faculty members.

Systems is responsible for installing and maintaining the computers and software in the Library. This includes more than 300 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.

The Henderson Library publishes a newsletter, available electronically through the Library homepage, which has links to many other information resources. Back issues are available through the homepage. Through the newsletter and other avenues, the Library's administration seeks comments and suggestions concerning any aspect of its operations and collections. The University Librarian is available to meet with members of the academic community to discuss Library resources and its connections to other information networks and services.

The Bell Honors Program All full-time regular faculty who have been members of the Georgia Southern faculty for at least two years are annually invited to submit proposals for teaching courses in the Bell Honors Program curriculum. The Orell Bernard Bell and Sue Louise Floyd Bell Honors Program offers a special approach to general undergraduate education to a select group of gifted students with exceptionally strong preparation for collegiate study. Eighteen new students are chosen annually from among the entering freshman class as Bell Honors Program Scholars; each receives a renewable tuition scholarship from the Georgia Southern Foundation. For further information on the program, contact the director, Dr. Hew Joiner, at 681-5773 in the Forest Drive Building, Room 1127, P.O. Box 8036 or e-mail to <hewjoiner@gasou.edu>.

The University Honors Program offers enhanced learning opportunities to exceptionally able and highly motivated students. Among its benefits are smaller classes taught by select faculty, an ideal of community service which obliges students to contribute time and talent to campus and community, and an honors director and staff whose mission is to offer a curriculum and services which enrich the academic and cultural life of the UHP students. Students accepted to the program as new freshmen are awarded a \$500 annually renewable scholarship, as well as other scholarships and grants (like HOPE) for which they may qualify.

The core (lower-division) honors program requires students to take at least one honors course, and as many more as they wish, during each of their first four semesters. The college (upper-division) honors program requires 12 more hours of honors credit, including a capstone experience, to be earned in the student's major field of study. To continue in the program, students must maintain a 3.0 grade point average (3.2 for students entering in the fall of 2000) in their studies. At graduation the University Honors scholar receives a special seal on her/his diploma to indicate graduation with honors.

Criteria for admission to the program are a 3.5 adjusted grade point average and a minimum SAT score of 1150 (ACT 26). Interested students who do not meet these criteria may request a probationary term in order to qualify on the basis of their university grade point average for admission to the program without scholarship.

Faculty who wish to know more about the program, including teaching opportunities, should contact Dr. Fred Richter, Director, at 681-0357 or <frichter@gasou.edu>.

The Center for International Studies offers a course of study designed to provide students with a basic knowledge of world affairs and how they affect American foreign and domestic policies. One of the main objectives of this program is to prepare students to cope realistically and intelligently with the changing world, a world which is becoming increasingly interdependent and in which vast new multiplications of cultural forces are emerging.

Two degrees are offered through the Center: the Bachelor of Arts in International Studies is designed to provide students with an undergraduate, interdisciplinary social science background for careers both inside and outside the U.S.; the Bachelor of Science in International Trade is a technical degree designed to provide students with an interdisciplinary business background for careers outside the U.S. or with international businesses and agencies in the U.S. Study abroad or an internship overseas is required for this degree. Minors in international studies, Irish studies, and Latin American studies along with undergraduate concentrations in Asian studies, European studies, and Latin American studies complement many Georgia Southern degrees and provide an opportunity for students to gain a global perspective. The Center also administers the English language program for nonnative speakers of English. For details, contact the director of the Center for International Studies at 681-0332.

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, Psychology, or History. 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 biting midges, horseflies, 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. The collection can be visited on Wednesdays between 1:30 pm and 2:30 pm, or as arranged by the director.

107.06 Centers and Institutes

Brunswick Center Coastal Georgia Community College

Mr. Henry E. Barber, Director
Administration Building
3700 Altama Avenue
Brunswick, GA 31520-3644
(912) 264-7227
<hbarber@bc9000.bc.peachnet.edu>

Bureau of Business Research and Economic Development

Dr. Phyllis Isley, Director
P.O. Box 8151
Statesboro, GA 30460-8151
(912) 681-0872
<pisley@gsaix2.cc.gasou.edu>

Bureau of Public Affairs

Dr. Karen McCurdy, Director
P.O. Box 8101
Statesboro, GA 30460-8101
(912) 681-0066
<kmccurdy@gasou.edu>

Center for Africana Studies

Ms. Mildred Pate, Acting Director
P.O. Box 8049
Statesboro, GA 30460-8049
(912) 681-0641
<mmpate@gasou.edu>

Center for Economic Education

Dr. Bill Levernier
P.O. Box 8151
Statesboro, GA 30460-8151
(912) 681-5161
<sofinbl@gsaix2.cc.gasou.edu>

Center for Educational Leadership and Service

Dr. Robert Martin
P.O. Box 8131
Statesboro, GA 30460-8131
(912) 681-5307
<bobmart@gsvms2.cc.gasou.edu>

Center for Excellence in Banking

Mr. James E. Davis, Jr., Director
P.O. Box 8151
Statesboro, GA 30460-8151
(912) 681-5820 • FAX: (912) 871-1835
<jimdavis@gasou.edu>

Center for Excellence in Teaching

Dr. Alison Morrison-Shetlar, Director
P.O. Box 8143
Statesboro, GA 30460-8143
(912) 681-0049
<<http://www2.gasou.edu/cet/>>

Center for Global Business

Dr. Cathy Swift, Director
P.O. Box 8141
Statesboro, GA 30460-8141
(912) 681-5526
<cswift@gsvms2.cc.gasou.edu>

Center for International Studies

Dr. Nancy W. Shumaker, Director
 P.O. Box 8106
 Statesboro, GA 30460-8106
 (912) 681-0332 • FAX: (912) 681-0824
 <shumaker@gasou.edu>

Center for Irish Studies

Dr. Frederick K. Sanders, Director
 P.O. Box 8023
 Statesboro, GA 30460-8023
 (912) 681-5899 • FAX: (912) 681-5471
 <fsanders@gsvms2.cc.gasou.edu>

Center for Management Development

Dr. Russell Kent, Director
 P.O. Box 8153
 Statesboro, GA 30460-8153
 (912) 681-5700
 <rkent@gasou.edu>

Center for Printability/Runability

Dr. Don Armel
 P.O. Box 8046
 Statesboro, GA 30460-8046
 (912) 681-5167
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107.07 Administrative Units

The Office of the Registrar has the primary responsibility of maintaining statistics and the academic records of students and of making them available to all other University officers. Upon the recommendation of the Admissions Committee, the office processes the readmission of students. The office is responsible for registration, for reporting grades to students, for maintaining and providing transcripts of student records, for clearing students for graduation, for certifying student enrollment, and for veterans affairs. 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.

Continuing Education and Public Services Created in 1969 to meet the Regents commitment to offer continuing education and public service programs at all University System units, the Division of Continuing Education and Public Services (DCEPS) provides the avenue for the University to fulfill its service mission to the community.

The division's mission is to meet the lifelong learning needs of the region. The division provides a variety of programs designed to improve skills in the professions, to enhance societal and cultural understanding, to facilitate healthy life-styles and proper use of leisure time, and to address the personal development and enrichment needs of the region.

In accordance with Southern Association of Colleges and Schools and University System of Georgia requirements, DCEPS is responsible for keeping an account of the University's non-credit programs of instruction via continuing education units, or CEUs. The CEU is a nationally recognized unit of measure for non-credit instructional participation in continuing education programs.

The division provides a number of services, available for internal or external use, including needs assessment/market analysis, marketing services, registration services, facilities coordination, and program evaluation.

The Nesmith Lane Continuing Education Center provides space for continuing education training and development. Closed due to construction, the current facility contains 11,600 square feet of meeting space, including a 412-seat auditorium and nine meeting rooms (15 if divided). The expanded Center will consist of an 850-seat Performing Arts Theater, a 600-seat multipurpose room, and other meeting rooms and office space. Training support systems such as audiovisual equipment and teleconferencing equipment will be available.

A component of DCEPS, the University's Facilities Scheduling Office schedules meeting facilities and obtains support services for external groups desiring to use University facilities.

Computer Services includes the Computer Center which houses institutional mini and mainframe computers; Data Communications and Networking, responsible for managing the campus network; Technical Support which provides consulting services, software distribution, and operation of the Help Center; and software development and support for major administrative systems.

Computer accounts are available to students, faculty, and staff and may be obtained at the Computer Services window on the ground floor of the Administration Building. Although many information resources, such as library catalogs and databases, are available without a personal computer account, an assigned account is necessary to use e-mail, statistical software, other special purpose software, and to validate services for off-campus users.

Most student accounts are established on two IBM RS/6000s. Some special accounts are also maintained on a DEC Alpha system. The system software for the IBM RS/6000 is AIX, a version of UNIX, and the DEC Alpha operating system is VMS. Faculty and staff use these systems, as well as other DEC VAX, IBM, and HP computers depending on the application needed. The Computer Center also maintains the WebCT machine, a Sun Microsystems computer. WebCT 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.

Many popular software packages are available free of charge or at a discount from Technical Support. Contact the Help Center for information or assistance. See <<http://www.gasou.edu/techsupp/docs/suppsft.html>> for information on available software and support status.

Workstations on the campus network, GSnet, have access to the local computing resources, resources on PeachNet, the statewide network of the University System of Georgia, and worldwide resources on the Internet. Local resources include the Georgia Southern Information Services, a menu-based access to local and Internet services.

108 Faculty Governance

108.01 Faculty Senate

The Faculty Senate is established by the *Statutes* of the institution and is the elected legislative agency of the faculty. As such, it is the official faculty advisory board 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.

108.02 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. These Bylaws establish the operating procedures and committee structure and membership.

ARTICLE I

PURPOSE 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. 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.

NOTE: The term "College" shall refer to the five major academic units administered by the Provost and Vice President for Academic Affairs of Georgia Southern University.

ARTICLE II

MEMBERSHIP AND MEETINGS Membership criteria are described in detail in Article V of the Statutes of Georgia Southern University. Policies for scheduling regular and called meetings and the frequency of meetings are described in the Statutes. Any member of the University community is welcome to attend any meeting of the Faculty Senate as an observer.

Faculty Senate meetings will normally be scheduled at 4 pm and will either adjourn or recess at 6 pm. A half hour extension is possible on a motion to that effect approved by a majority of those present. If business is then not completed, a continuation session will be used to complete the agenda items. By direction of the Board of Regents, the President of Georgia Southern University shall preside at all meetings of the Faculty Senate. The Provost and Vice President for Academic Affairs shall preside in the absence of the President. The President shall provide abbreviated minutes summarizing all action items to the faculty *within ten working days* following the meeting.

ARTICLE III

OFFICERS The Secretary and the Librarian of the Faculty Senate shall be elected from the membership of the Senate at the first meeting of

the Faculty Senate of the academic year. The Chair of the Executive Committee of the Faculty Senate shall be elected by the members at a meeting called by the President prior to the first meeting of the academic year of the Faculty Senate. All officers shall be elected for one-year terms and may succeed themselves for no more than one additional term (a total of two consecutive years). Persons elected to these positions will have had at least one prior year of service on the Faculty Senate.

The duties of these Senate officers are described below.

- A. The SECRETARY shall collect, write, and distribute minutes to the faculty (as defined in the *Statutes of Georgia Southern University*) with staff assistance from the Office of the President. The minutes will be distributed at least 10 working days prior to next scheduled Faculty Senate meeting. The Secretary shall serve as faculty representative on an advisory council to the President and shall prepare and distribute a brief statement of the issues addressed at meetings thereof to the Senate.
- B. The LIBRARIAN shall 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 of the Faculty Senate. The Librarian shall provide the "Librarian's Report" (with staff assistance from the Office of the President) to the Senate at least ten working days prior to the scheduled meetings of the Faculty Senate. The Librarian shall serve on an advisory council to the Provost and shall prepare and distribute a summary of the issues addressed at meetings thereof to the Senate.
- C. The CHAIR OF THE SENATE EXECUTIVE COMMITTEE shall ensure that the Senate Executive Committee fulfills its responsibilities as described in Article IV, Section 1 of these Bylaws.

ARTICLE IV

COUNCILS and COMMITTEES The Faculty Senate shall discharge its responsibilities through a system of councils and committees appointed 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 *ad hoc* committees.

Faculty membership on councils and standing committees is designated by the *Bylaws*. Committees shall be chaired by elected faculty or a faculty senator unless specifically provided otherwise. Chairs of standing committees shall provide minutes of each meeting to the Librarian for inclusion in the Librarian's Report. The faculty members shall be elected at the request of the President by the colleges and the library using procedures defined in the *Statutes*, Article V, Section 10.B. Vacancies of elected positions on councils and committees that occur following the regular election period are to be filled for the remainder of the terms using procedures internally devised by the colleges and the library. Serious consideration will be given to the election and appointment of all members to standing committees to ensure that the interests and backgrounds of the elected and appointed members are appropriate for the functions of the specific standing committees. Membership on standing committees and councils will 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 or council.

An *ad hoc* committee may be created to address a particular area or areas of interest, shall have a specific charge concerning its activities, and may be dissolved by the Executive Committee of the Faculty Senate after accomplishing its purpose.

SECTION 1. FACULTY SENATE EXECUTIVE COMMITTEE

- A. The Executive Committee of the Faculty Senate 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 (SEC) to guide the actions of the Senate so as to enhance all Faculty Senate activities. Specifically, the Executive Committee shall

- 1) instruct the entire Senate at the beginning of each Senate term in the matters of Senate procedures and protocol. Additionally, the Executive Committee shall meet separately with all first-time senators at the beginning of each Senate term to discuss the philosophy and activities of the Faculty Senate at Georgia Southern University.
- 2) may appoint a parliamentarian for each Senate term, if requested by presiding officer. This parliamentarian may be chosen from any member of the University community. This individual will be confirmed by a majority vote of the Senate. This individual will counsel the presiding officer regarding matters of parliamentary procedure.
- 3) shall review the report of the Senate Librarian prior to its distribution to the faculty as a means of expediting all Senate activities.
- 4) shall receive, prior to the construction of each Senate's agenda, all proposed agenda items. The Chair of the Executive Committee shall advise the President regarding the inclusion of these items on the agenda.
- 5) nominate one faculty member to serve as the institutional representative to the National Collegiate Athletic Association. This appointment will be confirmed by a majority vote of the Faculty Senate. There shall be a two-year apprenticeship prior to becoming the institutional representative. The institutional representative will serve a six-year term of office (a total of eight years) and may not succeed himself/herself.
- 6) appoint members to both standing committees and *ad hoc* committees. In general, members will be chosen to ensure representation from across the University community. The Executive Committee will solicit interest for any nomination or appointment to a standing committee or *ad hoc* committee. However, in some cases qualifications for committee membership will accrue directly from the nature of the committee activity and the interest and talents of certain individuals.
- 7) ensure that each *ad hoc* committee has a specific charge that outlines measurable objectives for the committee and time constraints for the accomplishment of these objectives.
- 8) meet at least once a session with the Chair of each *ad hoc* committee to discuss the status of its activities and may meet with the Chair of any standing committee at the request of the Executive Committee's Chair. The Executive Committee will review these activities and provide advice and assistance to facilitate the successful completion of these committees' tasks.
- 9) ensure that each *ad hoc* committee submits to the Executive Committee a written final report summarizing its activities. These reports will be provided to the Senate for review and action, as needed.
- 10) The charge to the committees, their creation, membership, and leadership shall be the function of the Executive Committee of the Faculty Senate. The Senate may override the decision of the Executive Committee of the Faculty Senate by a majority vote of those present.

Membership The Executive Committee of the Faculty Senate shall consist of one Senator from each college and the library elected by the membership of that college and the library. Additionally, the Senate Librarian shall serve an advisory role as nonvoting member of the Executive Committee. A nonvoting staff member designated by the President will serve on the Executive Committee and act as a liaison with the Executive Committee, providing staff assistance and administrative support. Senators shall be elected to the Executive Committee for two-year staggered terms. The Executive Committee shall elect one of its Senate members to serve as Chair at a meeting called by the President prior to the first meeting of the Faculty Senate.

SECTION 2. COUNCILS

A. The Faculty Senate shall discharge its responsibilities for academic programs and policy through two academic councils, the Undergraduate Council and the Graduate Council. The membership of these bodies is described below. The recommendations of these Councils will be forwarded to the Faculty Senate for action after review and recommendation by the Provost and Vice President for Academic Affairs.

1) Undergraduate Council

a. The purpose of the Undergraduate Council shall be to recommend to the Faculty Senate policy and procedures concerning undergraduate programs and curricula; to review and approve all changes in undergraduate courses, major and minor programs, emphases, and degrees; and to implement continuous review of all undergraduate academic programs.

Membership Membership shall be composed of the Dean of Undergraduate Studies as chair, the academic deans, the University Librarian, the Registrar, the Director of the First Year Experience, and Director of Advisement and Retention, one senator, six faculty members, and either the Student Government Association President or Student Government Association Vice President for Academic Affairs. The six faculty members shall consist of one faculty member from each college and the Library elected by the membership of that college. Procedures for nomination and election shall be determined by the college.

2) Graduate Council

a. The purpose of the Graduate Council shall be to recommend to the Faculty Senate policy and procedures concerning graduate programs and curricula; to review and approve all changes to graduate courses, graduate programs and degrees; and to maintain continuous review of all graduate academic programs.

b. The Graduate Council shall review and approve policies for the appointment and retention of faculty members to the Graduate Faculty. Recommendations for appointment to the Graduate Faculty will be forwarded to the Provost and Vice President for Academic Affairs by the Dean of Graduate Studies.

Membership Membership shall be composed of the Dean of Graduate Studies as chair, the academic deans, the University Librarian, the Registrar, one senator who is a full member of the graduate faculty, ten faculty members who are full members of the graduate faculty and one graduate student. One alternate will be elected from each college annually. The student member shall be selected using procedures devised by the Graduate Council. The ten faculty members shall consist of two graduate faculty members from each college elected by the membership of that college. Procedures for nomination and election shall be determined by the college.

SECTION 3. STANDING COMMITTEES

A. The following committees shall be designated as permanent standing committees of the Senate.

1) Admissions The Admissions Committee shall

a. recommend policy and procedures concerning undergraduate admissions, academic suspension and academic exclusion, special admission and readmission, provisional and probationary procedure, and the learning support program.

b. hear and act upon student appeals concerning admission, exclusion, and readmission.

c. address other specific questions in this area that may be requested by the Senate Executive Committee.

Membership The Director of Admissions and the Registrar shall co-chair the Admissions Committee. In addition, one faculty

member from each college and the library, one senator, and two students shall serve on this committee. The Judicial Affairs Officer shall be an ex-officio member of this committee.

2) Athletics The Athletics Committee shall

a. ensure continuing oversight of all athletic programs in three major areas: academics, health/medical, and financial operations.

b. provide a summary report to the Senate on all infractions of National Collegiate Athletic Association rules and regulations which are reported to the National Collegiate Athletic Association.

c. recommend policy and procedures for all aspects of intercollegiate athletics.

d. address other specific questions in this area that may be requested by the Senate Executive Committee.

Membership Athletic Director, Vice President for Business and Finance, one Senator, one faculty member from each college and the Library, two students appointed by the Student Government Association, and the faculty member designated as the institutional representative to the National Collegiate Athletic Association. The chair and president of Southern Boosters shall serve as a non voting member.

3) Campus Life Enrichment (CLEC) The Campus Life Enrichment Committee shall

a. 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.

b. manage all the budget allocated for these activities as well as coordinate all contracts, facilities, scheduling, and promotion for these activities.

c. address other specific questions in this area that may be requested by the Senate Executive Committee.

Membership The CLEC Executive Director (shall serve as a staff member employed by the Provost), Chair, one Senator, three faculty members with primary teaching and research/artistic interests in the fine arts or performing arts appointed by the Senate Executive Committee, one elected faculty member from each college and the Library, a member of the Student Government Association, and a number of students (including the Student Government Association representative) equal to the number of faculty members. The students will be appointed by the Student Government Association from a slate of students recommended by the Executive Director in consultation with the faculty members on the committee.

4) Faculty Development, Research, and Service Committee The Faculty Development, Research, and Service Committee shall

a. recommend policy and procedures covering all aspects of faculty development, research, and service.

b. review and evaluate proposals for faculty development, research, and 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.

Membership The Provost or designee, Dean of Undergraduate Studies, Dean of Graduate Studies, the Director of the Office of Research Services and Sponsored Programs, three senators, three elected faculty from each college and the Library shall be members. The Provost may serve as chair or designate the chair from among the administrators on the committee.

5) Honors The Honors Committee shall

a. plan, make all arrangements for, and conduct the Honors Day program.

- b. secure nominations, evaluate nominations, and select finalists for awards to students such as Who's Who Among Students in American Colleges and Universities, Leadership and Service Awards, and other special awards presented at Honor's Day.
- c. evaluate proposals for new awards as they are presented to the administration.
- d. address other specific questions in this area that may be requested by the Senate Executive Committee.

Membership One Senator, one administrator from Academic Affairs, one administrator from Student Affairs, one representative from the Office of the Registrar, the President of the Student Government Association, the Executive Vice President of the Student Government Association, and four faculty appointed by the Senate Executive Committee.

- 6) *Library* The Library Committee shall
 - 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.

Membership The University Librarian, one senator, one elected faculty member from each college and the Library, one undergraduate student and one graduate student selected by the Deans of Undergraduate and Graduate Studies, respectively.

SECTION 4. AD HOC COMMITTEES

- A. The following procedures shall apply in requesting and forming *ad hoc* committees.
 - 1) Any member of the faculty may request that an *ad hoc* committee be formed by the Senate Executive Committee. The faculty member shall submit the request in writing to the Senate Executive Committee and state specifically the problem, issue, and/or area of concern. The requestor 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.
 - 2) The member of the faculty should outline what result he or she wishes to see 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.) The faculty member requesting the formation of a committee may suggest the names of eligible persons who are interested or have special expertise in the particular problem area. These recommendations shall be considered, but final determination of the membership of a committee shall be made by the Senate Executive Committee.
 - 3) The faculty member requesting the formation of a committee shall consult formally or informally with the Chair of the Senate Executive Committee when drafting a request.
 - 4) The Senate Executive Committee will make a judgment on whether to proceed. All requests will be answered in writing. All requests will be provided to the Faculty Senate with a statement from the Senate Executive Committee indicating approval or disapproval and the rationale for the decision. The faculty member requesting the formation of a 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.
 - 5) If the request is approved, the Senate Executive Committee shall prepare a document showing the specific area of inquiry by the new committee and the likely duration of the committee activity. The Senate Executive Committee will select members for the committee and appoint a Senator to the committee.

- 6) *Ad hoc* committees shall provide an interim report to the Senate Executive Committee either verbally or in writing at least once each session. The final report of an *ad hoc* committee will be presented in writing to the Senate Executive Committee and will be submitted in a regular agenda item at a meeting of the Faculty Senate by the Chair of the *ad hoc* committee.

SECTION 5. COMMITTEE MEMBERSHIP

All members of the faculty, administrators, and students at Georgia Southern University shall be eligible for membership on Faculty Senate committees. No faculty member may serve as an elected member on more than one Senate standing committee nor more than two consecutive terms on the same committee. A faculty Senator may be appointed to an *ad hoc* committee as an at-large member. Any Senator is also eligible for election by a college or the library to serve on a standing committee of the Senate but may not also serve as the appointed Senator to the committee.

ARTICLE V

RATIFICATION AND REVISION These 1991 *Bylaws* were approved by the Faculty Senate by two-thirds vote, on November 14, 1991. 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. The President shall call a meeting of the corps of instruction upon a petition of ten per cent 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.

Bylaws approved by the Faculty Senate January 22, 1996.

Bylaws revision to the Graduate Council, May 29, 1996.

Bylaws revision to the Athletics Committee, November 21, 1996.

109 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, provide a process to determine institutional priorities that are mission centered, focus the energies and resources of the institution toward the accomplishment of goals, and document 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 on-going activities toward the accomplishment of the stated mission of Georgia Southern University.

109.01 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, and master plan that articulate institutional objectives regarding academic programming, 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.

109.02 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 twelve 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 ten-year cycle of accreditation involving a comprehensive self-study 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.

109.03 Institutional Planning Groups

Planning at Georgia Southern is integrated into 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 bench mark 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 **Executive Planning Council (EPC)** is composed of

- President
- Provost and Vice President for Academic Affairs
- Vice President for Student Affairs
- Vice-President for University Advancement

- Vice President for Business and Finance
- One Faculty Senate Representative (joint EPC/SPC)

The purpose of the EPC is to assist the President by providing suggestions, advice, and assistance on all matters related to institutional planning and budgeting. Specific responsibilities include the following:

- maintain and publish documentation on the planning process and related activities.
- serve as primary locus of institutional strategic planning.
- make available to pertinent units campus strategic plans.
- serve as the principal locus for resource allocation.
- coordinate and facilitate operational planning via annual budget hearings.
- conduct an annual review of the assumptions and goals of the university including a review of the progress toward the goals.

The **Strategic Planning Council (SPC)** is charged with facilitating the strategic planning process by serving as advisor and articulator. The principal 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 and the Executive Planning Council. 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.
- meet annually with the EPC for the purposes of affirming the Assumptions for Planning, reviewing the progress toward meeting the goals of the University, and advising the President on institutional goals for the next planning cycle.
- upon request of the EPC or 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 EPC 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 jointly on the EPC and 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 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 of the Office of Planning 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:

2000	Elected Faculty #1 Appointed Faculty #3 Business & Finance Staff #1 Academic Affairs Staff
2001	Appointed Faculty #1 Faculty Senate #1 Student Affairs Staff #1 President's Staff
2002	Elected Faculty #2 Appointed Faculty #2 Business & Finance Staff #2 Student Affairs Staff #2 [Cycle will repeat each 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, and as chair of the Executive Planning Council, 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 Planning and Analysis (OPA), a staff unit reporting to the President, 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 coordinate the assessment of institutional effectiveness.

The Office of Planning and Analysis incorporates the traditional duties of institutional research and reporting in its structure. The office collaborates with other agencies on campus to produce both information and analysis. The office includes a research function that is used in identifying and establishing institutional direction, policy, objectives, and procedures.

The OPA provides to executives and managers information that is used in the annual planning-budgeting process. The office supports the administrative and research needs of the institution's planning bodies, providing services such as record-keeping, longitudinal and comparative studies, environmental scanning, and development of decision models. The office supports and coordinates the annual budget hearings that lead to institutional allocation of resources. The office compiles operational profiles and histories of each budget unit to facilitate unit-level planning and requests for resources.

The Office of Planning and Analysis is responsible for coordinating the assessment of institutional effectiveness. This function includes design and implementation of new methods of measuring the features and processes that establish the identity and individuality of Georgia Southern University. The office serves as a coordinating point for institutional accreditation.

The Office of Marketing and Communications reports to the President and is responsible for coordinating strategic initiatives and providing services that enhance the University's image, brand-building, market position, media and public relations, and potential for recruiting and fund raising. The Office encompasses the University's primary communications services: media relations and news services, design and production of all major institutional publications, photo and video production, advertising, the institutional logo and identity program, and oversight of the gasou.edu website. The office works closely with other University departments, including athletics media and marketing, to ensure consistency of the University's message, image, and standard of quality in all communications. Agenda and activities are guided by an institutional advisory council representing a broad spectrum of interests affecting enrollment, external constituencies, athletics, public/outreach programs, brand-building, and regional development.

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
- Associate Provost

The purpose of this group is operational decision making, to include the current operational budget once established. General issues of planning and strategic decisions, such as long term budgets and facilities, are considered in the broader forum of the Executive Planning Council.

109.04 Other Advisory Groups

Three committees advise the President on issues related to personnel, technology, diversity, and wellness. The President appoints committee members.

The **Personnel Advisory Committee, or 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.

The **University Wellness Council** was formed at the request of the President in spring 1997. The council's mission is to "advise the President on ways to promote wellness for all Georgia Southern employees and students by supporting the integration of wellness into the culture and curriculum of the University."

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.

110 Membership on Committees, Task Forces, and Councils

The following policy was implemented regarding the appointment of committees, task forces, and councils in order 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.

111 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, the faculty or staff member should first discuss the proposal with his/her 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 be involved to 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.

112 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 one of the University attorneys. Agreements which obligate the University must be signed by the President or his/her designee. After review, the appropriate attorney will obtain the correct signature.

Section 200 FACULTY EMPLOYMENT

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 FREEDOM⁽⁴⁾

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 opinion 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.

This statement was 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 Section 318, Disruptive and Obstructive Behavior, in this *Handbook*.)

203 Professional Standards

The following code of professional standards was adopted by the Faculty Senate on 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 policy handbook of the Board of Regents 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 pre-announced 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 Salary Increases

The Board of Regents each year receives an 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” (*Regents Policies, Section 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*).

205 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 a summer contract 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.

206 Promotion Guidelines

Georgia Southern recommends faculty to the Board of Regents for promotion based upon Regents policies (Section 803.08). Promotions in rank are based on merit and are not automatic. The Board of Regents has fixed certain minimum criteria for promotion from one rank to another; these criteria include superior teaching, outstanding service to the institution, academic achievement, and professional growth and development. In at least two of these four areas, the faculty member's accomplishments should be noteworthy, with the greatest emphasis on teaching. At Georgia Southern, these four criteria are expressed as the three criteria of teaching, scholarship, and service (see Section 210.01 of this *Handbook*). Regents policies also state that there should be appropriate involvement of faculty in making recommendations for promotion. Each department or school should have written procedures for making recommendations, and these procedures should be available to all faculty members.

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 also taken into consideration.

Promotions in minimum time are rare, requiring clearly outstanding performance in all three areas of evaluation. The Board of Regents defines minimum time in rank for promotion to the next rank as follows:

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

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.

Promotion committees at the college level should comprise tenured full or associate professors. Membership should rotate so that no

individual serves more than two consecutive years on such a committee. Exceptions to this policy must be approved annually by the Provost.

207 Tenure Guidelines

The institution grants 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 at Georgia Southern University may be awarded after six years of full-time service 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 satisfy 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 be initiated at the departmental level 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.

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 eight or nine 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 ten 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 in VII below and will be independent of administrative performance.

Tenure committees at the college level should be made up of tenured faculty. Membership should rotate so that no individual serves more than two consecutive years on such a committee. Exceptions to this policy must be approved annually by the Provost.

The criteria for evaluation for the award of tenure and annual renewal at Georgia Southern University include the following:

1. teaching
2. service (institution or profession)
3. scholarship

4. needs of the institution
5. ability of the professor to function within the Georgia Southern academic community
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;
2. at least six months before the date of termination of a second one-year contract;
3. at least nine months before the date of termination of a contract after two or more years of service in the institution.

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 adjunct appointments shall not acquire tenure, nor does tenure apply to honorific appointments.

Sample Tenure Timetable

The following Sample Tenure Timetable illustrates the probationary period of a new assistant professor hired in August 2000 who receives positive annual evaluations and who is continued from year to year throughout the probationary period:

Date	Year	Action
2000-01	1	Annual Evaluation
2001-02	2	Annual Evaluation
2002-03	3	Annual Evaluation and Pre-tenure Review
2003-04	4	Annual Evaluation
2004-05	5	Annual Evaluation
Aug. 2005- Jan. 2006	6	Tenure Review completed at the institutional level
Feb. 2006		Tenure Recommendation submitted to Board of Regents if review is positive.
Feb. 2006- Aug. 2007		Nonrenewal letter (2006-07 last year of employment) if review is negative.

Exceptions will be extremely rare. In such cases, the individual must be outstanding in all areas of evaluation, and there must be a compelling reason to award tenure early.

208 Renewal/Nonrenewal of Faculty

208.01 Renewal/Nonrenewal of Probationary Faculty

Department chairs will seek the advice of the tenured faculty on decisions of renewal or nonrenewal of probationary 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.

208.02 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 (*Regents Policies 803.09*).

209 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.

210 Faculty Evaluation

210.01 Faculty Evaluation Criteria

Teaching

Teaching represents professional activity directed toward the dissemination of knowledge and the development of critical thinking skills. Such activity typically involves teaching in the University classroom. Teaching activities also include the development of new courses, programs,

and other curricular materials for both University and other students. Judgment of the quality of teaching activities are based on student ratings of instruction, examination of course syllabi and other course materials, peer evaluations when available, critical review and acceptance of teaching products, performance of students in subsequent courses, and follow-up of graduates in graduate school or in their employment.

Scholarship

Scholarship includes academic achievement and professional growth and development. Scholarship is the integration, development, and extension of knowledge and is often demonstrated by publications and presentations designed for professional audiences. Scholarship includes 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, work toward terminal degrees, academic honors and awards, and creative consulting.

Service

Service represents professional activities directed toward the development and maintenance of the University and of professional organizations, as well as activities undertaken on behalf of the University or the profession that do not entail systematic instruction (e.g., advisement, manuscript reviewing, design and development of professional conferences). Service includes the application of the individual's expertise in his/her discipline for the benefit of an organization, the community, or the institution. This type of activity is typically not reimbursed or reimbursed at a nominal rate and is directly related to the individual's academic discipline.

210.02 Evaluation of Non-tenured Faculty: Regents Policy

Under the policies of the Board of Regents, the maximum probationary period for a newly employed 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 other ranks. A probationary faculty member is evaluated each year. 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.

Faculty contracts in the University System of Georgia cannot exceed one year. An evaluation of the work of every non-tenured 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 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. 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 will be described to faculty by the department chair and provided in a written set of departmental procedures (*Regents Policies, Section 803.09*).

210.03 Faculty Evaluation Guidelines

(The following Guidelines for Faculty Evaluations were approved by the Faculty Senate on 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” (*Regents Policies, Section 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.

210.04 Types of Evaluations

- A. An annual evaluation of the work of every faculty member is made for the primary purpose of aiding in improvement. It also serves as the basis for determining merit salary increases and reappointment of probationary faculty.
- B. Special evaluations are made for the following specific decisions:
 - promotion
 - tenure
 - required annual continuation of probationary faculty (each year of the probationary period)
 - pre-tenure review
 - post-tenure review

210.05 Schedule for Completion of Evaluations

Evaluations vary greatly in the time required for completion.

Consequently, this schedule specifies the date when each must be completed.

A. Annual Evaluations

1. Salary determinations: April
2. Continuation of probationary faculty: just prior to the date of notification that a contract for the next year will or will not be offered. These official dates fall in early February for first year faculty, early November for the second year, and early August for subsequent years.

B. Special Evaluations

1. Promotion: January
2. Tenure: April preceding the year in which tenure would be recommended to the Board of Regents.

For example, a faculty member in his/her sixth year as assistant professor would be considered for tenure in the spring of that sixth year so he/she may be informed by August 1

whether or not a recommendation for tenure will be sent to the Regents in the winter of the seventh year. An exception is the case in which tenure is recommended after fewer than the maximum allowable years of service. Then the evaluation must be completed by December so that a recommendation may be sent to the Regents in February.

3. Pre-tenure review of probationary faculty: March of third probationary year.
4. Post-tenure review: January.

210.06 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 (*Regents Policies, Section 803.08.A*). At Georgia Southern, these four are combined as the three criteria of teaching, scholarship, and service (see Section 210.01 of this *Handbook*). Regents Policies also state that “effective advisement shall be credited toward retention, tenure, and promotion. It should be a specific topic of faculty evaluation” (*Regents Policies, Section 308*).

B. Faculty input and initiative

1. Each faculty member is encouraged to provide any information he or she wishes to assist in the evaluation.
2. Either the faculty member or department chair may initiate an evaluation for promotion, but in either case the faculty member should provide 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 should be to provide information for the faculty member’s professional development and to let him or her know any recommendations made and their basis. 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 (*Regents Policies, Section 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, continuation of probationary faculty, 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.

210.07 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 required by Regents policy. Eight common items are supplemented with items selected by individual units and approved at the college level. 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.

211 Policy on Pre-tenure Review

In addition to the annual review of nontenured 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 apprises 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 March 15. Subsequent annual reviews should assess continued achievement and provide feedback regarding acceptable progress toward tenure and/or promotion.

212 Policy on Post-tenure Review

I. Introduction

"At the University's core is excellent instruction, strengthened by research and service." Consistent with this statement from the Georgia Southern University Mission (July 9, 1996) is the obligation of the University to evaluate all tenured and nontenured faculty. The University evaluates and reviews faculty through annual evaluations for merit pay and/or special evaluations for promotion and/or tenure. Post-tenure review, the systematic, periodic, cumulative review of all tenured faculty, is an extension of the evaluation system already 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 and at five-year intervals 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. Three criteria, teaching, scholarship, and service, are described in Section 210.01 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

Review of the tenured members of the corps of instruction will take place at least once every five years. Review will be initiated five years after the most recent promotion or personnel action as defined below and continue 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 his/her return. 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 vitae and copies of the annual performance review for 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 nonteaching 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. The Dean of Graduate Studies will receive copies of the reports for full graduate faculty because post-tenure review will replace the periodic review formerly required for continuing full graduate faculty status. 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 (reflected in merit increases and other rewards) 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 803.09.K.2*, 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

Recognition of Superior Tenured Faculty Each college and the Library at Georgia Southern University may select no more than two Tenured Faculty Members of the Year from among those tenured faculty members who have undergone post-tenure review in that year. The selected faculty members will receive a significant cash award, and their names and portfolios will be forwarded to the University-wide awards committee, who will select the University Tenured Faculty Member of the Year. The recipient will receive an additional cash award and other appropriate recognition comparable to the University Awards for Excellence.

Merit Pay In years when merit funds are made available by the Board of Regents, persons who have positive post-tenure reviews will receive special consideration for merit increases at the department/unit, college, and Provost level.

Professional Development The Provost will sponsor professional development opportunity grants (two initially) each year for tenured faculty who undergo five-year reviews. These will be in the form of a \$2500 grant and/or appropriate released time which will allow the faculty member to pursue continuing education opportunities of his or her choice. Recipients will be selected from among the applicants by a University-wide committee. In addition, positive post-tenure review will be a selection criterion for the granting of research and study leave under Regents policy.

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 Policies, 803.09*.

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 Section 201 of this *Handbook*).

213 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 3% of the previous academic year's contract salary per semester credit hour. Since summer is considered the first semester of the fiscal year in our 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 33.33% of the previous year's nine-month contract 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 Committee; 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 Academic Affairs 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 nonteaching assignments.

Summer Employment Form Departments and colleges use the summer employment form to initiate summer school payments for regular, full-time faculty. A completed form includes payroll information such as the teaching load, nonteaching assignments, account numbers, EFT, and salary. Each form is signed by the department chair, dean, and Provost and then forwarded to the budget and payroll offices for processing. Since teaching loads are not finalized until late registration for summer semester has occurred, copies of the signed forms are distributed *after* the semester has begun. The Provost's office furnishes file copies to faculty, department chairs, and deans. Departments and colleges use a personnel action form to report summer employment for temporary and part-time faculty.

Pay Changes When changes in course load or other factors necessitate changes in summer salary, the department initiates a revised summer employment form and forwards it through the channels described above. If the change is submitted after the payroll office deadline for salary information, the change may not be reflected in the first paycheck received after the change.

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

214 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. Due attention will be given in the report to special qualities of excellence in the performance of teaching and other responsibilities.

215 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. Summer employment includes participation in August graduation (substitutes are allowed). 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.

216 Professional Expectations

216.01 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. 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 (*Regents Policies, Section 802.03*).

216.02 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 that will interfere with the regular and punctual discharge of official duties.
- B. All full-time faculty, administrators, and other professional staff members employed by a unit 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 designee prior to engaging in the activities. Such activities include consulting, teaching, speaking, and participating in business or service enterprises (*Regents Policies, 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 (*Regents Policies, Section 802.1602*).

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

- The dean (director) 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 806.1601D shall be the responsibility of the appropriate vice president or his/her designee.

216.03 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:

- 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.
- Employees may not hold elective political office at the state or federal level.
- 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.
- 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 (*Regents Policies, Section 802.1603*).

216.04 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.

216.05 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.

The University has converted its academic calendar from the quarter system to the semester system. Under the semester system, faculty teach one fewer course per year than under the quarter system, but students need one additional course per year to graduate on time. The institution is challenged to absorb the additional workload created by the calendar change. Therefore, units must continue to be at least as productive (on the basis of student credit hour generation) as they have been in the past in order to make academic programs available to students.

216.06 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 must not be so heavy as to interfere with the performance of regular duties.

(Board of Regents Policy §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 8:00 am to 5:00 pm., 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 §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 are not eligible for extra compensation for research under this policy.

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% of that employee's full time equivalent (1.0 EFT) 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 Section 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.

216.07 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 Section 312 of this handbook).

217 Personnel Policies

217.01 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: fully completed Regents appointment form, the State Security Questionnaire, and official transcripts of all college work. 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. *Board of Regents Policies 802.4 B*) New faculty members should visit the Office of Human Resources to complete forms relating to payroll deductions and completion of employment records. *Georgia Southern is an Equal Opportunity/Affirmative Action Employer.*

217.02 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 presently matches this amount with 11.29 percent. The faculty member's contribution is with pre-tax dollars for federal and state taxes.

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 8.79%. 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**.

Employee Health Benefits Plan A comprehensive health benefits program for faculty/staff and eligible dependents in which the University contributes 77% of the premium and the employee pays the balance. After the deductible, the Health Benefits Plan pays 90% of covered in-hospital

expense plus 80% of all covered out-patient expenses. See Health Benefits Booklet for full details.

Dental Plan A comprehensive dental plan for faculty/staff and eligible dependents in which the employee pays the entire premium. After the deductible, the dental plan pays 80% 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.

Note: *The employee's premium contribution to both the Health and Life Insurance Plans will be on pre-tax dollars as a part of the University System Section 125 Plan.*

Tax Sheltered Annuity Three insurance companies offer tax sheltered annuities under the provisions of Section 403(b) of the Federal Internal Revenue Code. Additional information is available in the Human Resources Office.

217.03 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 ten days of sick leave each academic year, with an additional two days for teaching the summer session. 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
- 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 are prohibited which otherwise would accrue to the employee.

217.04 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 as the employee presents claims for payment to Human Resources.

217.05 Workers Compensation Insurance

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

217.06 Tuition Remission and Reimbursement Policy

Faculty and staff may seek tuition remission for courses taken at Georgia Southern and tuition reimbursement for those taken at other regionally-accredited, degree-granting institutions. Participants in the tuition remission/reimbursement 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 three courses per term; participants must complete their courses with grades of "C" or better and maintain adjusted grade point averages of 2.0 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 tuition remission, tuition and certain fees are waived for employees taking courses at any University System of Georgia institution. Under tuition reimbursement, the institution reimburses employees for tuition and certain fees paid to other institutions that were not covered by grants or scholarships; the University Registrar must certify that the courses taken are not available at Georgia Southern.

The tuition remission/reimbursement policy applies to full-time employees eligible for benefits who have been employed at Georgia Southern for at least six months. 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 school director, college dean, and Provost. The complete tuition remission/reimbursement policy, along with Form TR-01 required for participation, is available on the Division of Human Resources Training and Development home page at http://www2.gasou.edu/human_resources/ on the World Wide Web.

217.07 Leaves of Absence and Vacations

The President of the University may, with the approval of the Chancellor and the Board of Regents, 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 salary for the previous year.

Professional personnel under fiscal year contracts are given annual vacations with pay for twenty-one working days during each twelve months of employment. In addition, the President designates and announces official holidays. Faculty members employed under the academic year contract neither earn nor receive annual leave.

217.08 Family Leave

Policy

- A. Any faculty or staff member who has been employed on a half-time basis or greater for at least twelve months is eligible upon request to be granted family leave. Family leave allows employees to take up to twelve (12) weeks of unpaid leave during a twelve (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;
 - to care for the employee's child, spouse, parent, or spouse's parent who has a serious health condition; or
 - because of a serious health condition which prevents the employee from performing the functions of the job.
- C. Conditions or restrictions applicable to Family Leave are as follows:
 - The twelve month period during which the twelve 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. However, 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 twelve work weeks during a twelve month period for either the birth or adoption of a child or to care for a sick parent.
- "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. Employees who apply for leave due to personal or family serious health conditions, must submit statements of their condition certified by their physicians. Employees who request family leave due to their personal health should ask their physicians to include statements that the employees are unable to perform their jobs. 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 notice as possible in requesting family leave so that adjustments can be made to handle the workload.
 - 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.

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 cost 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.

217.09 Research and Study Leave

Under Regents policy, Georgia Southern grants leave with pay for research and study, using criteria announced by the Faculty Development Subcommittee of the Faculty Development, Research, and Service Committee in advance of each funding cycle. A limited number of year-long leaves at half salary or semester leaves at full salary are available.

217.10 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.

The University System does not guarantee a retirement allowance to any retiring employee with fewer than ten years of service, but credit for military service and service in other systems can frequently 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 (GDCP). The contribution rate is 7.5% of gross salary which is refunded to the member in lump sum upon termination of employment.

217.11 Emeritus Status

Any retiring tenured professor, associate professor, or assistant professor; any Board-approved non-tenure track faculty of equivalent rank; or any retiring 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 conferring of this title shall be done by Board action taken upon the recommendation of the President of the institution (*Regents Policies, Section 803.17*).

217.12 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.

217.13 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. Those in the second contract year will be notified six months before the end of the contract period. 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.

The President of the University may at any time remove any faculty or staff member for cause provided that the institution has complied with procedural due process requirements (see Section 208.02 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 (*Regents Policies, Section 803.11*).

217.14 State Security Questionnaire

As required by state law, employees are asked to complete a state security questionnaire which 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.

218 Travel

A person wishing to travel should be familiar with the following forms, which may be obtained from the departmental secretary:

- Travel Request
- Travel Statement
- Sales Tax Exemption Form HMTAXI

218.01 General

Each employee required to travel in the performance of official duties and entitled to reimbursement for expenses incurred must have approval from the appropriate department chair or other designated official prior to performing the travel. For in-state travel each department is responsible for maintaining the approval record of employees authorized to travel. It is not necessary to obtain prior authority or otherwise notify the University Business Office of impending in-state travel. Official travel to points outside the state, but within fifty miles of the state border, will be construed as in-state travel.

In the case of out-of-state travel, it is necessary to obtain prior approval from the appropriate dean, director, or other unit chair and fiscal review by the University Business Office. Out-of-state travel by a dean or director must also be approved by the appropriate vice president. Out-of-state travel by a vice president must be approved by the President. Travel outside of the continental 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. Approval shall be obtained by filing 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.

218.02 Regents and University Travel Regulations

The following Board of Regents and University Travel Regulations refer to specific areas of reimbursement policy:

SUBSISTENCE

Reimbursement claims for subsistence (meals and lodging) are to be reported on Travel Expense Statements by date, location, and *actual amount* for each meal and lodging claimed. An individual taking annual or sick leave while away from headquarters on official business is not entitled to subsistence while on leave. With certain exceptions, reimbursement for subsistence within a 30-mile radius (or within the county) of a person's home office, residence, or headquarters is not allowed. Out-of-state travel expenses for meals and lodging only in high cost areas may exceed the following limits for within the state, but they should be reasonable and should be justified.

Meals Reimbursement will be made for actual costs of meals within certain limits. Charges for three meals in excess of the applicable daily limit must be explained on the travel expense statement. Meal rates may be considered as a single daily total as follows: three meals per day, breakfast/lunch/dinner, \$28; two meals per day, breakfast/lunch \$13, breakfast/dinner, \$21, lunch/dinner \$22; one meal per day, breakfast \$6, lunch \$7, dinner \$15. Some high-cost areas are now being recognized in Georgia-Atlanta, Augusta, Brunswick, and Savannah-where \$36 maximum will be allowed. Tips should be included in the price of each meal.

Employees are entitled to reimbursement for breakfast expenses if they depart prior to 6:30 am and for dinner expenses if they return later than 7:30 p.m. The noon meal is not reimbursable unless overnight lodging was incurred, if the noon meal was an integral part of a scheduled meeting as defined later, if provided by law, or if the employee is away from the duty station on official university business for more than 13 hours. Meals may be reimbursed for the day of departure and return from overnight trips subject to departure and arrival time restrictions. Receipts for meals are not required.

Reimbursement is limited to the cost of meals for the individual employee. Reimbursement may be allowed for meals within the 30-mile radius and for noon meals not associated with overnight lodging if the meals are an integral

part of a scheduled meeting and the individual is an official representative of the University, or if the meals are a part of a required registration fee.

Lodging Reimbursement may be made for actual lodging expenses based on reasonable rates as determined by the circumstances of the trip. All lodging claims must be documented by the hotel or motel bill receipts. It is expected that reservations will be made in advance whenever practical, that minimum rate accommodations available will be utilized, that deluxe hotels and motels will be avoided, and that commercial rates will be obtained whenever possible. Many hotels and motels grant commercial rates upon request to state employees who show identification. The Accounts Payable Department can provide information or a list of hotels and motels that provide discounts to University employees on official business. Charges exceeding reasonable rates must be explained on the Travel Expense Statements. These rates may be exceeded and justified if an employee stays at a higher cost motel where a meeting is held in order to avoid excessive transportation costs between a lower cost motel and the location of the meeting. A "no show" charge cannot be reimbursed or paid by the University.

Georgia Legislative Act 621 exempts Georgia state or local government officials or employees who are traveling on official business from municipal excise tax on lodging. Employees are required to present a completed hotel tax exemption card, HMTAXI, to hotels within Georgia. The tax exemption form can be obtained from the Accounts Payable office, phone 681-5009. Any hotel that refuses to exempt the traveler from local excise taxes should be reported to Accounts Payable; the traveler will be reimbursed for the cost. The provisions of the Act apply only to lodging expenses incurred for official business and that any personal lodging expenses (even if incurred at the same hotel before or after official travel) would not qualify for the exemption. When a room is shared with other state employees on travel status, reimbursement will be calculated on a pro rata share of the total cost. A state employee on travel status, accompanied by someone who is not a state employee on travel status, would be entitled to reimbursement at the single room rate. (Single room rate should be noted on the paid receipt provided by the hotel or motel.)

TRANSPORTATION

Vehicles and Common Carriers Use of common carrier or private aircraft will be left to the discretion of the unit head responsible for authorizing travel. A traveler will be authorized to choose between a personal vehicle, a common carrier, or private aircraft only after a careful analysis of the distance, timeliness, and overall cost factors of a trip have been considered. Reimbursement for the most economical mode of transportation, consistent with the purpose of the travel, will be authorized.

Transportation outside the state will be by common carrier unless specific authorization is received prior to the trip for the use of a personally owned vehicle. If authorization is received for the use of a personally owned vehicle, reimbursement therefrom may not exceed the common carrier rate between the two points traveled. Furthermore, meals and lodging en route may not be claimed for reimbursement during the days which the traveler would not be en route if travel was by common carrier.

Reimbursement for transportation incurred by use of personally owned vehicles will be at the rate per mile as provided by law for the actual miles traveled in the performance of official duties. The mileage reimbursement rate is 28 cents per mile. The initial point of departure during an employee's normal work week shall be the individual's residence or headquarters, whichever is nearer the destination point. The initial point of departure on weekends or holidays, however, should be the individual's actual point of departure. No transportation costs will be allowed between an employee's place of residence and official headquarters. Reimbursement will be allowed for expenses other than those incurred by the employee in travel status; payments to friends or other individuals will not be allowed. When possible, employees should attempt to travel together to the same destination in one vehicle.

Actual odometer readings will be reported; however, personal mileage will be excluded in determining the mileage for which reimbursement may be made. Claims exceeding mileage computed by the most direct route from the point of departure to destination (due to field visits, picking up passengers, etc.) must be explained on the Travel Expense Statement.

The authorized mileage rate is intended to cover the normal expenses incurred in the operation of a personal vehicle. In addition, parking and toll expenses will be paid for official travel in personal or state vehicles (low-cost long-term parking or automobile storage should be used). A receipt should be provided when possible; however, a receipt must be provided for parking expenses in excess of \$10.00.

Employees of the University are authorized, subject to approval, to rent, or otherwise contract for the use of, automobiles or other passenger carrying motor vehicles for transportation necessary for the execution of their official duties and services to the institution, subject to the following limitations and restrictions:

- If travel is via commercial carrier, car rental costs for transportation at destination area may be reimbursed only when other commercial means are not available or car rental is more economical.

Example: Rental transportation will not be authorized for a single round trip between an airport and a mid-town meeting when limousine or taxi service is available.

Example: Rental transportation will not be authorized between an employee's place of lodging and place of business within the destination city when taxi service or other transportation is available.

- Rental is not authorized for transportation in the execution of official duties routinely involving high volume travel for which transportation by personally owned automobile or institutionally owned automobile has been previously authorized.

An employee will be reimbursed for actual authorized rental costs incurred for official transportation. No claim will be made, and no reimbursement paid, for mileage charges accrued as a result of, or for the portion of the flat daily charge ratably attributable to, unofficial transportation. Commercially-leased vehicles should be obtained from the state contracted rental agency according to the conditions of the state contract. Collision damage waiver insurance may be reimbursed if no personal benefit is included.

The Accounts Payable Department can provide information about the rental agency under current contract. Rental of luxury automobiles is not permitted.

Employees sharing a ride with another state employee using either a state or personal vehicle, and not claiming reimbursement for mileage, should indicate in the automobile mileage record section of the expense statement in the name of the person they rode with and the dates of the trips. Those utilizing state-owned aircraft should also indicate such a mode of transportation.

The University provides for reimbursement of auto rentals in travel between points away from traveler's residence where a personally owned vehicle cannot be used, or where commercial transportation is not available, is more expensive, or is not feasible. An example of a case in which reimbursement can be made for such auto rental is when an employee travels to a distant location by common carrier and rents an auto to visit several points in the course of his official business and where there is no scheduled transportation available to transport him/her to the several points.

In accordance with the regulation that approval for the use of a rental vehicle be received prior to an employee's travel, an indication of intended use of a rental vehicle should be included on the Request for Authorization to Travel on Official University Business form to the University Business Office requesting approval for the use of a rental vehicle prior to in-state travel. Upon return of an approved Request for Authority to Travel on Official University Business form, rental of a vehicle is authorized.

A written justification for the use of a rental vehicle for out-of-state travel must be submitted with the Travel Expense Statement at the time reimbursement is requested. A receipt for a vehicle rental and a copy of the Request to Travel on Official University Business form indicating prior approval should be forwarded as attachments to the Travel Expense Statement. The amount of the expense should be entered on the back of the Travel Expense Statement under Common Carrier, Taxi/Limousine.

Transportation by common carrier will be made by scheduled airplane, rail, or bus. Reimbursement will be made upon presentation of a ticket stub, receipt, or other documentary evidence of expenditure.

According to law (1978 S.B. 73, Act 1369), officials or employees traveling by commercial air carrier will not be reimbursed for that portion of first class air fare which exceeds the amount of the next lowest fare for the flight on which such official or employee is traveling unless

- space is not otherwise available (must be certified by the airlines);
- a licensed medical practitioner certifies that because of a person's mental or physical condition, specific air travel arrangements are required;
- the Commissioner of Public Safety certifies that specific air travel arrangements are necessary for security reasons.

Penalties and charges resulting from the cancellation of airline reservations (or other travel reservations) shall be the University's obligation if the employee's travel has been approved in advance and the cancellation or change is made at the direction of and for the convenience of the University. If the cancellation or change is made for the personal benefit of the employee, it shall be the employee's obligation to pay the penalties and charges. However, in the event of accidents, serious illness, or death within the employee's immediate family, or other critical circumstances beyond the control of the employee, the University will pay the penalties and charges.

When traveling by common carrier to conduct official state business, employees traveling to their destination earlier than necessary and/or delaying their return to avail the University of reduced transportation rates may be reimbursed subsistence for additional travel days if the amount saved in transportation costs due to the early and/or delayed travel is greater than the amount expended in salary and additional subsistence. Prior approval is required and must be obtained by processing the Request for Authority to Travel on Official University Business form.

Limousine, taxi, or bus service will be reimbursed between the individual's departure point and the common carrier's departure point; between the common carrier's arrival point and the individual's lodging or meeting place; and between the lodging and meeting places if at different locations. It is expected that limousine service will be utilized when available and when arrival or departure is during daylight hours. Although receipts are not necessary for such items of transportation, a point-to-point explanation is required for each such item reimbursed. Baggage handling services (portage) may be reimbursed when actually incurred in moving luggage into or out of lodging places and common carrier. (Taxi fares may not be reimbursed for more than common carrier charge between two cities or towns.)

Private Aircraft Reimbursement for the use of private aircraft (privately owned or leased) will be at the rate per mile as provided by law for automobiles for the most direct route from the employee's residence or headquarters to the destination point(s), whichever is nearer.

MISCELLANEOUS EXPENSES

Registration fees required for participation in workshops, seminars, or conferences which an employee is directed and/or authorized to attend will be allowed when supported by a paid receipt or copy of 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.

Expenses for official telephone and telegraph messages, which must be paid for by the traveler, are allowable. Postage expense incurred relative to travel will be allowed.

Expenses for stationery, supplies, and stenographic or duplicating services may be allowable, if reasonable. Any such claims should be accompanied by a written explanation and invoice. Claims for laundry, valet service, theater, entertainment, and alcoholic beverages will not be reimbursed.

ADDITIONAL PROVISIONS

Reimbursement for out-of-state travel expenses may not exceed by more than 10 percent the amount approved on the Request for Authority to Travel on Official University Business form without a statement of explanation indicating approval by the cognizant dean, director, or vice president (Office of the Controller, July 1990).

218.03 General Business Concerns

Georgia Southern University is funded by the State of Georgia and has 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*, which may be 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.

Cutting through the Red Tape is published by Human Resources, Office of Staff Development Training. A tool for secretaries, the manual serves as a reference and provides guidance concerning the completion of paperwork required to transact general business. All departments receive a single copy with permission to duplicate the manual, as necessary, for their own needs. For information about this publication, contact the Office of Staff Development and Training.

219 Grievance Procedures

219.01 Faculty Grievance Procedures

FACULTY GRIEVANCE COMMITTEE

The Faculty Grievance Committee is established by the Statutes (Article IV, Section 4), but it is not a standing committee of the Faculty Senate. Its purposes are to conduct inquiries into faculty grievances and to make recommendations. It is not to create policy.

A. GRIEVANCE COMMITTEE PURPOSE

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 Provost its recommendations.
2. With the exception of the circumstances mentioned in 3, a grievance may be filed for any reason.
3. Grievances involving nonrenewal of contracts or denial of tenure or promotion shall be appropriate for the consideration of the Grievance Committee only if the aggrieved faculty member alleges discrimination on the basis of sex, race, religion, national origin, disability, age, sexual orientation, veteran status or other non-academic criteria such as harassment, retaliation, illegal discrimination, or denial of academic freedom.

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 nine regular members, with the colleges and the Library represented in the following proportions: two members each from Liberal Arts and Social Sciences, Allen E. Paulson College of Science and Technology, and Education; one member each from Business Administration, Health and Professional Studies, and the Library. It shall also include fifteen alternate members in the following proportions: three members each from Liberal Arts and Social Sciences, Allen E. Paulson College of Science and Technology, and Education; two members each from Business Administration, Health and Professional Studies, 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 first Monday in May. Between August 1 and the first Monday in May 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 committee shall select a chair from among its membership.
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. INFORMAL PROCEDURES

1. An aggrieved faculty member shall first seek redress in consultation with his or her department chair. 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. If earlier efforts to obtain redress have been unsuccessful, prior to considering the complaint, the Provost/Vice President for Academic Affairs will meet together 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 whether to take the complaint to the Faculty Grievance Committee or whether to have it acted on by the Provost/Vice President for Academic Affairs.
3. If the faculty member does not desire to have the complaint reviewed by the Faculty Grievance Committee, then the Provost/Vice President for Academic Affairs will act on it. Also, if the Faculty Grievance Committee does not find the grievance to be appropriate for its inquiry (as described in D.8 below), then the complaint shall be returned to the Provost/Vice President for Academic Affairs for action. Such action will typically include a discussion between the vice president and the complainant in an attempt to resolve the issue. Other processes that may be used by the Provost/Vice President for Academic Affairs include a trained mediator and/or an *ad hoc* administrative review committee.

If the faculty member 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 1) make a written request for a hearing within four weeks of meeting with the Provost/Vice President for Academic Affairs and the Chair of the Faculty Grievance Committee and 2) 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

- conduct complained of and explanation of the complaint
- redress sought

D. OPERATION OF THE FACULTY GRIEVANCE COMMITTEE

1. All information presented during proceedings and discussions will be confidential, within the constraints provided by Open Records legislation.
2. 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 use of the Faculty Grievance Committee only, within the constraints provided by Open Records legislation.
3. On receipt of the request for a hearing, the Faculty Grievance Chair will summon a plenary session of the 9 regular members of the committee at the earliest convenient time in a letter stating the nature of the grievance.
4. Any regular member of the committee with a conflict of interest shall not serve on the committee for that grievance. Committee members will contact the Chair immediately if they perceive a conflict; the chair will notify the appropriate alternate(s), who will then attend the plenary session. This shall be done prior to the convening of the plenary session. These alternate(s) and the remaining regular committee members will form the nine-member full committee for that case.

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 plenary session.

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 mitigate against a committee member's impartiality.
5. Any regular member of the committee who finds it necessary to be excused from considering a grievance for another reason will contact the Chair immediately; the Chair will notify the appropriate alternate(s), who will then attend the plenary session. This shall be done prior to the convening of the plenary session. The alternate(s) will continue to serve in the place of (a) regular member(s) for that case only.

If the Chair finds it necessary to be excused from considering a grievance for another reason, with committee approval, he or she will appoint a replacement to serve for that case only. This shall be done prior to the convening of the plenary session.

6. If a committee member brings a grievance, he or she shall resign from the committee for the remainder of his or her term.
7. When the plenary session is convened, the aggrieved faculty member will appear in person to present the grievance. All 9 members of the full committee (D.4) must attend this session.

All committee members' notes about this plenary session, any other plenary session, any meeting of the investigative panel, or any interview related to an investigation shall remain confidential. They are the property of the individual committee member, within the constraints provided by Open Records legislation.

8. After presenting the grievance and answering such questions as the committee members think appropriate, the aggrieved

faculty member shall retire, and the committee shall vote to determine whether the grievance is a matter appropriate to its further inquiry. A minimum of 5 affirmative votes is necessary for further inquiry into the grievance.

A written summary of the decision of the committee will be supplied to all interested parties and the Provost/Vice President of Academic Affairs.

9. 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 administrative files. Such permission shall be given in writing.
10. If the committee determines that its intervention is warranted, the Chair shall appoint a three-member investigative panel from among the membership of the committee to assume responsibility for the case.
11. The aggrieved faculty member may exercise peremptory challenges of up to two members of the panel. Panel members so challenged shall be removed from the panel and replaced by the Chair from among the remaining members of the committee.

12. When duly constituted, subsequent to challenges, the panel shall select one of its members to serve as Chair.
13. 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 should only one of them conduct an interview.

The Chair of the Faculty Grievance Committee shall serve as a resource person for the panel. The panel shall have access to administrators involved in the grievance. 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.

14. Under normal circumstances, the panel shall complete its work within three months of the plenary session. It shall report to a plenary session of the full committee (D.4) the results of its inquiries. The presence of 7 members shall constitute a quorum.

Upon reading the panel's report and hearing the panel's recommendation, the full committee will vote to

- a. Accept the panel's recommendation, or
 - b. Reject it in favor of a different recommendation, or
 - c. Request additional information.
- Either action (a) or (b) requires a minimum of 5 affirmative votes of the full committee (D.4). If neither (a) nor (b) receives 5 affirmative votes, the full committee will request additional information. Only members present may vote. No proxy votes are accepted.
15. 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 Provost/Vice President for Academic Affairs.
 16. The two chairs shall prepare for the aggrieved faculty member a letter indicating only the Committee's recommendation. The letter will not include reasons or other 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 there is a reason to involve the entire committee. The Chair of the Committee shall send a copy to the Provost/Vice President for Academic Affairs.

17. If dissatisfied with the recommendation of the Faculty Grievance Committee or with the subsequent action of the Provost/Vice President for Academic Affairs, the aggrieved faculty member may request implementation of procedures for appeal to the President as described in Step 11 of the **Consolidated Grievance Procedures**, excerpted as follows:

Step 11. page 5, Consolidated Grievance Procedures

If the complainant appeals to the President, then one and only one of the following paths of resolution will be followed based upon the desire of the complainant:

- a. The complainant follows the procedures for a formal hearing before a Consolidated Grievance Panel; OR
- b. The complainant requests that the complaint be considered as an administrative appeal to the President. The President will render an administrative decision.

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

219.02 Consolidated Grievance Procedures POLICY

Georgia Southern University is committed to prompt and fair resolution of the concerns of students, faculty, and classified employees. Georgia Southern University does not discriminate on the basis of race, religion, national origin, sex, age, sexual orientation, disability, or veteran status in its recruitment, admissions, employment services, practices, programs, or activities.

The informal review process, mediation, and formal institutional level Consolidated Grievance Panel review process described below have been formulated to ensure fairness and consistency in the University's relations with its students, faculty, and classified employees. No person's status with Georgia Southern University shall be adversely affected in any way as a result of using these procedures, nor shall any retaliatory actions taken against a person using these procedures be tolerated.

PURPOSE OF CONSOLIDATED GRIEVANCE PROCEDURES

The purpose of the University Consolidated Grievance Procedures is to assure that complaints are resolved at the institutional level. In addition, the procedures in this document assure an immediate attempt to resolve informally all types of grievances at the level where they occur and, when requested, to assure an administrative review at the unit, college/division, and University level. The use of mediation as a means of resolving conflict is strongly encouraged when appropriate. Grievances alleging discrimination or abridgement of academic freedom and involving nonrenewal of a faculty contract or termination of a classified or student employee will be dealt with as expeditiously as possible. Appeals of the President's decisions, when requested, may be directed to the Board of Regents for a final review.

Unresolved student complaints on academic matters, except academic freedom, are handled through appropriate channels and are subject to these procedures only when an allegation of discrimination based on race, color, religion, national origin, sex, age, sexual orientation, disability, or veteran status is involved.

GENERAL INFORMATION

These procedures assure that any person within the University community who has a grievance will have access to an internal process which provides elemental fairness to the parties involved and which has, as its objective, the resolution of the grievance.

Nothing in these procedures should be interpreted as providing a forum for an institutional-level hearing before the Georgia Southern University Consolidated Grievance Panel on matters involving the exercise of the legitimate discretionary authority of administrators, supervisors, or faculty, except where it is alleged that some unlawful discriminatory factor has influenced the exercise of such authority, or where it is alleged that academic freedom has been violated. The procedures should not be interpreted as a means to eliminate or weaken the responsibility of persons who have first-level

supervisory or administrative duties from attempting immediate and impartial resolution of grievances that develop within their area of leadership.

The formal procedures will be used only after the aggrieved party has exhausted the official informal procedures in attempting to resolve his or her grievance.

The procedures do not in any way impair the right of aggrieved parties to seek resolution of their grievances, either through the courts, or through agencies of the state or federal government within limits imposed by the concurrent jurisdiction of the University System of Georgia Board of Regents and other agencies of the State of Georgia.

Types of Complaints Appropriate for Formal Review

Using the Consolidated Grievance Procedures

1. Complaints of alleged discrimination under
 - Executive Order 11246/Revised Order No. 4, Titles VI and VII of the Civil Rights Act of 1964 (as amended)
 - Title XI of the Education Amendments of 1972
 - Equal Pay Act of 1963
 - Age Discrimination in Employment Act of 1967
 - Sections 503 and 504 of the Rehabilitation Act of 1973
 - Vietnam Era Veterans Readjustment Assistance Act of 1974
 - Americans with Disabilities Act of 1990.

Any student, faculty member, or classified employee who believes that he or she has been discriminated against on the basis of race, color, religion, national origin, sex, age, sexual orientation, disability, or veteran status is encouraged to utilize the University's informal and formal procedures, stated herein, for resolution of his or her complaint.

2. Complaints alleging deviation from official University policy
3. Employment-related grievances by faculty, classified employees, and student employees
4. Complaints alleging abridgement of academic freedom.

INFORMAL PROCEDURES

Initiating A Complaint and Resolution at the Unit/College/Division Level

Role of Resource Officials

Students, faculty, and classified employees are encouraged to utilize the steps below in the attempt to resolve a complaint. However, complainants may choose to direct their initial complaint to the appropriate Resource Official who may assist the complainant in working with the appropriate person(s) for resolution of a complaint.

Students, faculty, and classified employees alleging discrimination on the basis of protected class grievances such as race, color, religion, national origin, sex, sexual orientation, age, disability or veteran status may contact the Georgia Southern University Director of Affirmative Action (Resource Official) for information and discussion of their complaint and assistance in seeking resolution. Persons having complaints regarding the institution's failure to accommodate a disability under the Americans with Disabilities Act (ADA) may contact the ADA Coordinator (Resource Official) for discussion and assistance in seeking resolution.

In addition, for general employment issues, the Director of the Division of Human Resources serves as a Resource Official and may be contacted to assist the complainant in working with the appropriate person(s) toward resolution of a complaint. The Director of Affirmative Action, the ADA Coordinator, and the Director of Human Resources serve as Resource Officials to the President, vice presidents and other administrators on campus.

How to Initiate and Resolve a Complaint

Regardless of the initial contact with a Resource Official or other campus administrator, the aggrieved individual should address the complaint at Step 1.

- Step 1. The aggrieved individual addresses the complaint to instructor, chair, employee, or immediate supervisor as the first step in seeking to resolve a complaint. When the complaint involves

alleged sexual harassment or discrimination based on race, religion, national origin, sex, sexual orientation, age, disability, or veteran status (protected class grievances) that identifies the first line supervisor, chair, or complainant's instructor as the person complained about, the complaint shall be presented to the person next in the line of supervision.

- Step 2. If this initial contact does not serve to resolve the matter, the complaint shall then be referred to the appropriate next level of administration for review.
- Step 3. Complaints that cannot be resolved shall be submitted to the vice president who has administrative responsibility for the employee identified by the complainant. The vice president shall attempt to achieve an informal settlement.

Vice President's Responsibilities

Upon receipt of an unresolved complaint, the appropriate vice president shall

- Step 4. Ensure that the complainant has a copy of the University Consolidated Grievance Procedures and the Faculty Grievance Procedures if the complainant is a faculty member.
- Step 5. Consult with the appropriate Resource Official(s).
- Step 6. In the case of students and classified employees and in conjunction with Resource Official(s) as appropriate, the vice president and the complainant will determine the process to be followed in an attempt to resolve the grievance informally. Typically, this process includes a discussion between the vice president and the complainant in an attempt to resolve the issue. Other processes that may be used by the vice president include a trained mediator and/or *ad hoc* administrative review committee. The vice president and the complainant will agree upon the manner and frequency of reports from the vice president to the complainant regarding the status of the vice president's activity regarding the complaint.

In the Case of a Faculty Complaint

Prior to considering the complaint, the Provost will meet together with the complainant and the chair of the Faculty Grievance Committee (FGC), or a member of the FGC designated by the chair. The purpose of this meeting will be to establish the path to be followed to resolve the complaint. It is the faculty member's decision, at this point, whether the complaint will be taken to the FGC or not. If the complaint is taken to the FGC and accepted by that committee for their review, then the process as outlined in the Faculty Grievance Procedures is followed and culminates in a report to the Provost.

If the FGC does not accept the complaint for review, then the complaint is returned to the Provost for action. If the faculty member does not desire for the complaint to be reviewed by the FGC, then the Provost will act on the complaint. Typically, this process includes a discussion between the vice president and the complainant in an attempt to resolve the issue. Other processes that may be used by the Provost include a trained mediator and/or *ad hoc* administrative review committee. The Provost and the complainant will agree upon the manner and frequency of reports from the Provost to the complainant regarding the status of the Provost's activity regarding the complaint. The Provost will not both render an administrative decision on the complaint and then reconsider the complaint after receiving the report of the FGC.

The Provost will consider the complaint only once.

- Step 7. The vice president renders a decision.
- Step 8. If this decision (Step 7) does not result in a settlement of the grievance, the vice president who attempted to resolve the complaint shall refer the complainant to the President.
- Step 9. The vice president briefs the President and the appropriate Resource Official(s) on the status of the complaint.

Step 10. The complainant may appeal the decision of the vice president to the President.

Step 11. If the complainant appeals to the President, then one and only one of the following two paths of attempted resolution (A. or B.) will be followed based upon the desire of the complainant.

A. The complainant follows the procedures for a formal hearing before a Consolidated Grievance Panel.

OR

B. The complainant requests that the complaint be considered as an administrative appeal to the President and the President will render an administrative decision.

The President will encourage the complainant to consider mediation. Upon receipt of the appeal, the President will request that the complainant consider the paths of appeal at the Presidential level and notify the President in writing of the path of appeal desired. The appropriate Resource Official(s) may, at the request of the complainant, assist the complainant in drafting the formal complaint. According to the desire of the complainant, the President will conduct an administrative review of the complaint or forward the complaint to the Coordinator of the Consolidated Grievance Procedures who will initiate the Consolidated Grievance Formal Hearing process.

The President will consider the complaint only once. Should the complainant select an administrative review by the President, the complainant and President will agree upon a date when the complainant may expect a decision from the President. Appeal of the President's decision to the Board of Regents of the University System of Georgia must be submitted within twenty (20) working days of receipt of written notification by the President. Instructions for complying with the Regents' appeal policy will be outlined in the President's decision.

FORMAL PROCEDURES

Hearing Before a Consolidated Grievance Panel

Types of Complaints That Are Not Appropriate for Formal Review Using the Consolidated Grievance Procedures [except when such decisions are alleged to be unlawful discrimination or infringement of academic freedom]:

1. the legitimate exercise of judgment by employment supervisors
2. student challenge to faculty assignment of a grade
3. the protest of decisions pertaining to promotions or pay levels, or other non-arbitrary decisions made in the exercise of legitimate discretionary authority.

All grievances of students, faculty, and classified employees which cannot be resolved through informal efforts, and which fall within the subject matter jurisdiction of the Georgia Southern Grievance Procedures shall be referred, if the complainant so chooses, by the President to the University's Consolidated Grievance Coordinator. Upon receipt of the written formal complaint, the University Consolidated Grievance Coordinator shall administer the formal procedures. The Consolidated Grievance Coordinator is appointed by the President on an annual basis, following consultation with the Faculty Senate, the President's Advisory Committee, and the Executive Planning Council. The duties of the University Consolidated Grievance Coordinator are briefly described below with more detail provided within the remainder of this document:

- maintains the Consolidated Grievance Pool list of hearing officers
- receives the written complaint statement from the President
- notifies the appropriate vice president of a formal complaint
- refers the complaint to the respondent
- refers the Consolidated Grievance Pool list to both the complainant and respondent for selection of a Panel
- excuses Panel members selected by either party if there is suitable justification
- randomly selects Panel members if either the complainant or respondent has not selected them within the time frame

- arranges the time, place, and availability of taping equipment for the formal hearing before the Panel
- assures that all materials submitted are available to all appropriate persons in advance of the formal hearing
- presents the President's charge to the Consolidated Grievance Panel and its selected Chair
- assists the Consolidated Grievance Panel Chair in contacting requested witnesses and gathering requested information, and
- maintains and archives all tapes and records of the formal hearing.

Information and Guidelines Concerning the Formal Hearing

The University's formal grievance procedure involves a hearing before a Grievance Panel of five (5) individuals selected from the Grievance Pool of hearing officers.

- Hearings are closed and may be attended by only the essential parties and persons called by the essential parties during those persons' testimony.
- Parties may be accompanied by legal counsel or other advisor but the role of advisors shall be limited to advising their clients. An advisor may not be an individual who is a witness to or party to the facts of the case.
- Legal counsels or other advisors may not address the Panel, register objections, or participate directly in the proceeding.
- All meetings of the Panel shall be tape recorded.
- Tapes and records of the hearings shall be deemed confidential but are subject to disclosure under the Georgia Open Records Act. Tapes and records will be retained by the Consolidated Grievance Coordinator for one (1) year from the date the complaint was resolved; after that they may be transferred to the University Archives, to be retained for nine years, and then destroyed.
- Any University student, faculty member, or classified employee who is requested to submit information in connection with a formal hearing shall submit the requested information within five (5) working days of the Grievance Panel's request. If it is impossible to comply with such request for information within the five-day period, the student, faculty member, or classified employee shall notify the Chair of the Consolidated Grievance Panel of the reason for delay and estimate the time necessary for compliance with the request. Additional time for submission of the requested information shall be given at the discretion of the Panel.
- At the formal hearing, the University Consolidated Grievance Coordinator will give a charge that has been developed by the President and addresses issues of the complaint to the Consolidated Grievance Panel. The hearing is conducted by the Consolidated Grievance Panel Chair. Both the complainant and respondent may present information pertaining to the case. A Panel report rendering its findings shall be forwarded to the University Consolidated Grievance Coordinator within ten (10) working days after the final meeting of the panel. A full explanation of the formal hearing procedures follows below.
- Procedures for the selection of a Consolidated Grievance Panel are outlined below.
- Information concerning the composition and constitution of the Consolidated Grievance Pool of hearing officers is found below.

Preparation and Activities for Hearing Before a Consolidated Grievance Panel

It should be noted that nothing set forth here should be viewed as precluding an informal resolution, which is possible at any time prior to the issuance of a finding following the formal hearing.

- A. The Complainant submits a notarized statement of complaint to the University Consolidated Grievance Coordinator which includes the following information:

1. Name of complainant
 2. Name of the respondent(s)
 3. Conduct complained of (explanation of complaint), and
 4. Redress sought
- B. The University Consolidated Grievance Coordinator receives the formal written complaint and refers the complaint, within two (2) working days, to the respondent named in the complaint; concurrently, the Consolidated Grievance Pool list should be referred to both the complainant and the respondent. The complainant and respondent have three (3) working days, after the receipt of the Grievance Pool list, to select their respective Panel members (see Consolidated Grievance Panel Selection below).
- The unavailability of the respondent or complainant due to absence from campus may be considered in establishing the time line.
- C. Initiation of Formal Hearing before a Consolidated Grievance Panel
1. The Consolidated Grievance Coordinator will proceed to make all arrangements for a formal hearing before the Georgia Southern Consolidated Grievance Panel and assure that all materials submitted are available to the complaining party, the respondent, the appropriate vice president(s), and the Consolidated Grievance Panel in advance of the formal hearing.
 2. During regular sessions of the University, the initial meeting of the Grievance Panel should be no later than ten (10) working days from the date of appointment of the Consolidated Grievance Panel.

Steps in the Selection of a Consolidated Grievance Panel

A grievance panel shall consist of five (5) individuals selected from the University's Grievance Pool hearing officers for the purpose of hearing the complaint presented.

Consolidated Grievance Panel Selection

- A. Within two (2) working days of receipt of the formal complaint the Consolidated Grievance Coordinator shall forward the list of Consolidated Grievance Pool hearing officers to the complainant and to the respondent(s). The complainant and the respondent(s) shall select panel members, within three (3) working days, as follows:
- The complainant selects two (2) panel members
 - The respondent(s) select two (2) panel members (When more than one respondent is named, the respondents shall confer and collectively select the two panel members.)
 - The fifth member shall be selected by the four (4) selected Grievance Panel members from the EEO job category of the respondent. This individual shall serve as chair of the Grievance Panel. If the four members cannot agree upon the fifth member, the Consolidated Grievance Coordinator shall randomly select the fifth member from the remaining pool of hearing officers from the respondent's EEO job category. In this case, the Grievance Panel of five will elect the chair.
- B. If either side fails or refuses to name members of the panel within three (3) working days, the Consolidated Grievance Coordinator shall randomly select two persons from the same EEO job category as the party who fails or refuses to select Grievance Panel member(s).
- C. Each party, if the party has not refused to select Grievance Panel members, shall have one opportunity to challenge panel members selected through the above steps. Those challenged shall be replaced through the above steps.

Exceptions

- Hearing officers selected as members of the Consolidated Grievance Panel who believe their impartiality or ability to render an objective judgment might be in question may ask to be excused from service.

- In addition, persons may be excused from service because of illness, scheduled travel, or other acceptable circumstances which, in the sole discretion of the Consolidated Grievance Coordinator, would delay completion of the process.

Conduct of the Hearing

- A. Upon convening the Consolidated Grievance Panel, the University Consolidated Grievance Coordinator will first give a brief charge to the Panel, specifying the allegations and summarizing the applicable laws and/or University policy. The meeting will then be turned over to the Grievance Panel chair, who will preside over all the meetings of the Panel until the review is completed.
- B. At the initial meeting of the Consolidated Grievance Panel, both the complainant and the respondent(s) shall have the opportunity to present information pertaining to the case and to question the opposing party consistent with the rights of due process.
- C. Parties may present testimony of witnesses, documents, or other forms of evidence to support their positions. Employees participating in such hearings will be asked to affirm that the information provided must be accurate to the best of their knowledge. Traditional civil rules of evidence concerning admissibility will not apply. However, every possible effort will be made by the Grievance Panel to obtain the most reliable evidence. The Grievance Panel, with appropriate advice, is the final authority on the admissibility and reliability of evidence.
- D. All interviews with witnesses will take place in the presence of the full Panel and will be tape-recorded.
- E. If at the conclusion of the initial meeting the Panel believes that it needs to hear other witnesses or obtain additional information, additional meetings may be scheduled. The Consolidated Grievance Coordinator shall assist the Panel in obtaining the requested additional information.
- F. Any subsequent meetings that are deemed appropriate by the Panel should be scheduled within five (5) working days of the initial meeting.
- G. When the Panel has heard the case of both parties and has obtained any additional information necessary to reach a finding, consistent with its charge, the Panel shall prepare a report of its findings and conclusions for resolution of the grievance. If a consensus cannot be reached by the Panel, majority and minority reports shall be prepared.
- H. The written report shall be submitted to the President, and a copy submitted to the Consolidated Grievance Coordinator, within ten (10) working days after the final meeting of the Panel. The President will review the Panel report, consult with University officials as appropriate, and render a decision for the institution within ten (10) working days.
- I. Appeal of the President's decision based on a hearing before the Georgia Southern University Consolidated Grievance Panel is to the Board of Regents of the University System of Georgia within twenty (20) working days of receipt of written notification by the President. Instructions for complying with the Regents' appeal policy will be outlined in the President's decision.

Consolidated Grievance Pool Composition

All administrators, faculty, and classified employees shall serve as a pool of potential hearing officers. Only regular and full-time faculty and classified employees with a minimum of three years service will be eligible to serve. Members of the Faculty Grievance Committee and faculty holding one-third or more administrative assignment shall not be members of the Faculty pool. Persons from the seven (7) EEO job categories listed below and student hearing officers comprise the grievance pool:

- Executive/Administrative/Managerial (includes persons who are identified as Administrative Officers)
- Faculty holding non-administrative positions (Academic department chairs or other individuals who are one third or more

on administrative time are categorized as executive/administrative/managerial and are not considered part of the faculty pool).

Any full-time regular faculty member who will have completed a minimum of three years as a full-time faculty member at Georgia Southern at the time is eligible for possible service on the Consolidated Grievance Panel. Members of the Faculty Grievance Committee may not serve on a Grievance Panel.

- professional on-faculty
- clerical/secretarial
- technical paraprofessional
- skilled crafts
- service maintenance
- student hearing officers: The student government will provide a list of potential hearing officers from full-time students.

Any member of the Grievance Pool who is selected and serves as a hearing officer on a Grievance Panel may resign after the completion of service on a Grievance Panel.

The Georgia Southern University Consolidated Grievance Procedures were approved by the Faculty Senate on May 24, 1995. The Georgia Southern University Consolidated Grievance Procedures were approved by the Personnel Advisory Committee on September 14, 1995.

219.03 Procedures For Administrative Review at the Vice Presidential Level

In the event that a charge against a faculty member or classified employee is made involving violations of institutional or Board of Regents policy that could result in sanctions against that employee by the institution, the appropriate vice president will review the nature of the charge and may initiate the following administrative review procedures to resolve the complaint or address the charge. The vice president may personally conduct an investigation into the complaint or charge; the vice president may request a mediator to assist in resolving the complaint; or, the vice president may establish an *ad hoc* committee to investigate the charge or complaint. Any of these procedures allow review and resolution at the vice presidential level. The complainant has the option to appeal the decision of the vice president to the President either through an administrative decision or with the request for a consolidated grievance panel.

As an option, the *Ad Hoc* Administrative Review Committee, referenced in the Consolidated Grievance Procedures (Step 6), may be implemented based on the mutual agreement of the complainant and the vice president when a complaint is charged against an employee within the vice president's area. Complaints involving protected rights (discrimination), including sexual harassment, as well as other actions of employees that warrant an administrative review in order to determine facts on which to base an administrative sanction may be appropriate for committee review. This process assures a procedure and process for protected rights complaints and supersedes the Sexual Harassment Complaint Procedures and Protected Rights Issues Complaint Procedures for Faculty and Classified personnel that are currently in distribution.

1. When there is an identified complainant, the complainant will be provided with the procedures for pursuing a complaint and will be afforded the opportunity to submit a notarized statement (affidavit) with the vice president or designee. In the statement, the complainant should provide substantial detail of the alleged default in academic integrity of a faculty member or the failure of any employee to conduct that employee's job duties in an appropriate manner. In the event that the complainant does not wish to pursue the matter with a formal complaint, the vice president or designee will discuss (with the complainant) alternatives for dealing with the complainant's concerns. The steps taken to respond to the charge will be carried out in a timely manner in the interest of the complainant and the person charged with violating policy, while adhering to procedural due process. The vice president and the parties involved will discuss and establish the timetable associated with completion of

the review. The vice president may proceed with an administrative review without an identified complainant if there is substantial information that supports the need for review.

2. The vice president or designee will meet with the named employee and the appropriate supervisor(s). A copy of the sworn statement or a description of the default will be provided to the alleged offender with directions for responding. Immediately following the meeting, the designee will send a memorandum that will detail the specific actions and requirements or conditions that the charged employee must meet. This memorandum usually includes the date by which a notarized response must be provided to the designee and specific conditions relating to future contact with the complainant or other individuals.
3. Upon receiving the charged employee's notarized response to the charge, the vice president, in consultation with the named employee's supervisors, may implement some corrective action immediately. Should further review or investigation be warranted, the vice president may charge an *Ad Hoc* Administrative Review Committee (ARC) whose membership will be constituted from the ranks of employees within the vice presidential area or as determined by the vice president. The ARC will be charged by the vice president to determine whether a violation of the identified policy has occurred. The committee will be provided with needed assistance to execute its charge, including responses to procedural questions. The following materials will be provided to the ARC as appropriate; information defining the condition, Regents policies relating to employment including faculty tenure, description of procedural due process, and materials pertinent to the complaint, including the signed affidavits of the complainant and the named employee. Should the vice president reach an agreement by the parties to participate in mediation at this point, resolution is attempted.
4. The ARC shall review the materials, interview any persons, or secure any materials relating to the complaint that are deemed necessary by the ARC. The ARC will provide a written finding to the vice president and include summary minutes of individual meetings held during the review process.
5. Upon receipt of the ARC's finding, and after initial review with the designee, the vice president will either accept the finding of the ARC or request additional information. The vice president, or designee, and supervisor(s) will meet to discuss the findings of the ARC and determine the proper action required.
6. Immediately following the meeting described in item 5, the vice president and/or designee will meet with the alleged offender and communicate the finding of the ARC and the action deemed necessary by the administrators. A written memorandum by the vice president or designee will be delivered to the alleged offender describing the actions/sanctions to be taken by the administration. The alleged offender's status with the institution will be detailed, including the right to appeal the actions taken.
7. The vice president or designee will communicate to the complainant the finding of the ARC and the general description of any sanctions directed toward the alleged offender.
8. These records will be archived by the vice president's office for five years.

Note: Charges of scholarly misconduct will be investigated using procedures specifically developed for such charges. (See Section 404 in this handbook.)

220 Recruitment of Faculty

Recruiting of faculty at Georgia Southern is considered the responsibility of all faculty members. Search procedures have been developed and are to be used whenever a search is conducted. These procedures (dated February 1997) are available in the Office of the Provost, in the offices of the deans and department chairs, and on the Academic Affairs webpage at <http://www2.gasou.edu/acadaff/>.

Section 300 INSTRUCTION

301 Academic Programs

Academic programs of the University System of Georgia are administered under broad Board of Regents policies which 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, the 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 (*Academic Affairs Handbook, 2.0*).

302 Center for Excellence in Teaching

The Center for Excellence in Teaching opened in fall 1997 to provide assistance and resources in support of teaching. The Center provides development opportunities to faculty through consultancies, seminars, teaching circles, distinguished speakers, resource materials, a faculty technology development lab, and the exchange of ideas among faculty. It offers a collection of leading newsletters and journals about teaching, a select library of pedagogy, a complete computer training room, and access to specialized equipment and software in support of teaching.

In addition to these services, the Center offers several other resources to Georgia Southern faculty. Faculty may reserve loaner laptop computers, a digital camera, or a video camera for conference presentations. The Center has a color printer that makes transparencies, and photographs or drawings may be digitized on the flatbed color scanner.

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 in achieving excellence in teaching, primarily, 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 forty senior faculty have completed a certified training program to serve as mentors and to assist new faculty in the development of 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 participate in the evaluation of new faculty.

Unlike some other mentoring programs, Georgia Southern mentors are not appointed or assigned, but are chosen by the new faculty member from a list on the New Faculty Mentor website, <<http://www2.gasou.edu/cet>>. The website includes the name, title, e-mail address, phone number, a short biography, and a photograph of each mentor. New faculty are encouraged to participate.

302.02 CET Lab and Workshops

The mission of the Center's Faculty Technology Development Lab is to assist Georgia Southern faculty in using emerging instructional tools to enhance the learning experience. The Center's lab offers demonstrations, hands-on workshops, and clinics on the application of a variety of instructional technology tools including personal productivity software (word processing, spreadsheet, database); e-mail and online mailing lists; webpage design/development techniques; presentation software; particular operating systems techniques and uses of peripheral hardware (digital cameras, scanners, Scantrons). Most of these sessions are held in the Center's lab which consists of networked personal computers (16 PCs or four Macintoshes) and a high resolution projection system.

In conjunction with Computer Services, the Center also provides workshop sessions focused on accessing the BANNER data warehouse for student advisement and for accessing student and course records.

The Center's demonstrations are short (60-90 minute) exposure sessions, showcasing a new software or hardware product or the application of it to instruction. Usually there are no prerequisites for these sessions. Workshops are two-hour, hands-on interactive sessions where participants are tasked with producing a product with a particular software tool or tools. Participants are led step-by-step through the procedure. Often prerequisite workshop sessions are required.

Workshops are announced weekly in *This Week* and also via the FACTEK-L mailing list (to subscribe to factek-L; send subscribe factek-L yourfirstname yourlastname to listproc@gsaix2.cc.gasou.edu). Details on the lab's offerings and/or an opportunity to register via the web can be found at <<http://www2.gasou.edu/cet/reg1.html>>.

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, however, to provide guidance, information, and assistance to the student whenever possible. It is the institution's responsibility to see that advisors have accurate information, that they are concerned about students, and that they are accessible to students on a reasonable basis. The institution has responsibility also to give 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 also accepts the philosophy that faculty members should be involved in student advisement when possible 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 in order 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 the decision making.

Responsibility for Advisement

Advisement for students who have declared a major is provided by faculty and/or professional staff advisors in the unit responsible for that

program. Advisement for students who have not declared a major, along with transient, professional, and most non-degree students, is provided by faculty and staff advisors in the Academic Advisement Center.

The Center is also responsible for advising students in the Bachelor of General Studies degree program. Learning Support students are advised by faculty in that program until they exit all requirements; at that point they either declare a major or are advised in the Academic Advisement Center.

The Director of Advisement serves as coordinator for the campus advisement program and is responsible for providing information to advisors, coordinating advisement activities, providing programs to improve the quality of advisement, and representing the concerns of advisors where needed.

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 by compliance 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.

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 is done by means of the *Student Conduct Code*, which contains detailed information on the records maintained.

Directory information consists of name, address, telephone number, e-mail address, date and place of birth, major, participation in activities, weights and heights of athletic teams, dates of attendance, degrees and awards received, and the most recent educational institution attended. This information is considered public information and can be released to those requesting such information, unless the student has specifically requested that information in this category be restricted. Records of students who have requested that directory information be restricted are maintained by the Registrar.

Any student has the right to inspect and review his/her education record, meaning, generally, 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 as follows:

- 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.
- accrediting organizations.
- parents of a dependent student as determined by the Internal Revenue Code.
- necessary persons in emergency situations to protect health and safety.
- Persons designated in subpoenas or court orders.

Since posting of grades by student names and/or by student Social Security numbers would be considered release of personally identifiable information, faculty should not post grades in this way unless the consent of the students is obtained in writing and maintained by the faculty member.

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

Open Records Act

Under the Georgia Open Records Act, as amended in 1999, 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 President's office. 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 any qualified student with a disability. Services are offered through the Student Disability Resource Center (SDRC), a division of Academic Affairs. Students must submit documentation meeting Board of Regents standards in order to qualify for services and accommodations. When the eligibility process is completed, students will 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 current 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 homepage, including the SDRC website and Policy Manual.

306 Resources for Instruction

As a "teaching first" institution, Georgia Southern provides many resources for faculty. The following list is updated regularly by the Office of the Provost:

- **Awards for Excellence in Instruction, Research/Creative Scholarly Activity, Service**
Dr. Abiodun Goke-Pariola <drgp@gasou.edu>
- **Campus Conference on Instructional Technology**
Mr. Steve Bonham <sbonham@gsvms2.cc.gasou.edu>
- **Center for Excellence in Teaching**
Dr. Alison Morrison-Shetlar <aims@gsaix2.cc.gasou.edu>
- **Center for Excellence in Teaching Newsletter**
Ms. Pamela Watkins <pwatkins@gasou.edu>
- **Conflict Resolution Initiative [Mediation]**
Ms. Wilma Webber-Colbert <wcolbert@gsvms2.cc.gasou.edu>
- **Connecting Teachers and Technology Initiative**
Ms. Pam Peaster <ppeaster@gsvms2.cc.gasou.edu>
- **Distance Learning Workshops**
Ms. Pam Peaster <ppeaster@gsvms2.cc.gasou.edu>
- **Educational Leave**
Dr. Abiodun Goke-Pariola <drgp@gasou.edu>
- **Faculty and Instructional Technology Listserv**
Mr. Steve Bonham <sbonham@gsvms2.cc.gasou.edu>
- **Faculty Development in Georgia (FDIG) Program**
Dr. Bob Haney <rhaney@gasou.edu>
- **Faculty Technology Development Center**
Mr. Steve Bonham <sbonham@gsvms2.cc.gasou.edu>
- **Governor's Teaching Fellows Program**
Dr. Bob Haney <rhaney@gasou.edu>
- **Grants for Development of Instruction**
Dr. Abiodun Goke-Pariola <drgp@gasou.edu>
- **Henderson Library Training Opportunities**
Ms. Ann Hamilton <ahamilton@gasou.edu>
- **Information Technology Advisory Council (ITAC)**
Dr. Linda Bleicken <somgtlb@gsvms2.cc.gasou.edu>

- **New Faculty Orientation**
Dr. Vaughn Vandegrift <vandegrift@gasou.edu>
- **Student Disability Resource Center**
Mr. Wayne Akins <cwakens@gsaix2.cc.gasou.edu>
- **Teaching Circles, Center for Excellence in Teaching**
<<http://www2.gasou.edu/cet/>>
- **Teaching Portfolio Project, Center for Excellence in Teaching**
<<http://www2.gasou.edu/cet/>>
- **Training and Development Office, Division of Human Resources**
Mr. Ken Manwaring, Manager <kmanwar@gsaix2.cc.gasou.edu>
- **Tuition Remission and Reimbursement**
Dr. Bob Haney <rhaney@gasou.edu>
- **University Mentor Program**
Ms. Pamela Watkins <pwatkins@gasou.edu>
- **University System of Georgia Awards for Teaching Excellence**
Dr. Dorothy Zinsmeister <dzinsmei@mail.regents.peachnet.edu>
- **University System of Georgia Conference on Teaching and Learning**
Dr. Dorothy Zinsmeister <dzinsmei@mail.regents.peachnet.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 up to three academic credit courses per term (see Tuition Remission and Reimbursement Policy in Section 217.06 of this handbook).

308 Class Rolls and Grade Books

Following drop/add day and through the first four weeks of classes, faculty members will receive four sets of class rolls, approximately one per week. Along with the fourth set of classrolls, the Registrar will include a discrepancy letter. This letter is to be used to notify the Registrar of students who are attending and not on the roll, those who are on the roll and not attending, or those who have stopped attending and have not dropped. The names of those attending and not on the classroll should be forwarded to the Registrar promptly. This information will be used in an effort to contact the student in order to rectify the discrepancy. Faculty members are not asked to notify the Registrar a second time of a discrepancy involving a particular student even though the discrepancy may still exist on the next applicable set of classrolls. A fifth set of classrolls will be issued following the last day to withdraw each term. Approximately one week prior to the beginning of final exams, the Registrar will create and disburse the final grade rolls to the department of each faculty member, so that faculty will receive them prior to the beginning of final exams.

Faculty are not authorized to transfer students to other classes or otherwise adjust schedules; however, they may make recommendations for such adjustments to the chair of their department. In order to receive credit for a course, a student must register officially for the course through 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 final grade roll, but are not attending the class. If a student never attended or stopped attending prior to midterm, the faculty member should not assign a grade. He or she should place an asterisk in the grade column and write a note to this effect at the bottom of the roll indicating the date the student stopped attending. If the student withdrew after midterm and was passing, the student may be assigned a W; however, if the student was failing, an F grade should be assigned.

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

Regular and punctual attendance is expected of students in all classes and is counted from the first class meeting each semester. Specific policies concerning class attendance are a matter for individual faculty to set for their own classes, but it is expected that each will clearly state the policies in writing, making clear what constitutes excessive absences (see next section). Departments may establish policies concerning class attendance provided there is unanimous agreement. The student is responsible for all material presented in class and for all announcements and assignments.

The University does not issue through its administrative offices an excuse to students for class absences. When students are absent due to illness, representing the University in athletic or other activities, or special situations, instructors may be informed of reasons for absences, but these are not excuses.

310 Religious Holidays

The University permits students, faculty, and staff to observe those holidays set aside by their chosen religion. Faculty should be sensitive to the observance of these holidays so that students who absent themselves from classes on these days are not seriously disadvantaged. Students who wish to be absent must 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 very early in the semester to the class.

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 that "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 as stated in the bulletin of classes also requires that examinations must be held as scheduled *unless authorized by the department or school chair 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 (note from Health Services or family physician required) or the death of an immediate family member (letter or phone call from a parent, guardian, or physician 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 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 end of week. Exceptions to these guidelines can be made; however, any exception should be based on a very compelling case.

Using these guidelines, the student may submit a Request to Reschedule 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.

313 Grading System

According to the *University Catalog*, Georgia Southern's philosophy of grading is as follows:

- The "A" may be interpreted to mean that the instructor recognized exceptional capacities and exceptional performance.
- The "B" signifies that the student has, for any combination of reasons, demonstrated a significantly more effective command of the material than is generally expected in the course.
- The "C" is the instructor's certification that the student has demonstrated the required mastery of the material.
- The "D" is given when a student's grasp of the course is minimal.
- The "F" indicates failure to master the essentials and the necessity for repeating before credit may be allowed.

The following uniform grading system is in effect for the institutions of the University System of Georgia.

- 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:

- 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 below).
- 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.
- 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 dissertation and thesis hours, student teaching, clinical practicum, internship, and proficiency requirements in graduate programs.
- 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 dissertation and thesis hours, student teaching, clinical practicum, internship, and proficiency requirements in graduate programs. Proposals for using this symbol for academic course work must be submitted to the Chancellor for approval.

- V** This symbol indicates that a student was given permission to audit this course. Students may not transfer from audit to credit status or vice versa.
- K** This symbol indicates that a student was given credit for the course by examination (e.g., CLEP, AP, Proficiency).

Undergraduate students must maintain a 2.00 adjusted grade point average to be considered in good academic standing. When a student repeats a course, the last grade is the official grade and is computed in the adjusted cumulative average; however, all hours attempted are counted in computing the official cumulative grade point average. The adjusted GPA 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 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 unable to meet the full requirements of the course due to non-academic reasons.

It is the student's responsibility to contact the instructor in order 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; however, 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" When an instructor records an "I" grade on a grade roll, the instructor must note the non-academic reason the "I" is being assigned.

315 Grade Reporting

At the end of the semester, a full report showing courses taken and grades earned is issued to each student enrolled. All final grades must be reported on the forms supplied by the Registrar no later than 48 hours after the final exam is given.

316 Academic Honesty

316.01 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 and its quality of standing. The code states that "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 Georgia Southern 1210, University Orientation I, classes, in order to affirm the University's commitment to the code and to bring attention to it.

316.02 Academic Dishonesty

The University Judicial Board is charged with the responsibility for hearing cases involving alleged violations of academic dishonesty unless the accused student waives his or her right to a hearing. The University Judicial Board is composed of four (4) students and three (3) faculty members plus a non-voting chair designated by the Vice President for Student Affairs. A copy of the Constitution and By-Laws of the University Judicial Board may be found in the *Student Conduct Code*.

Academic Dishonesty (cheating) strikes at the heart of the educational process. Without honesty, the learning process becomes a travesty since the emphasis is then on grades, not the learning that grades are suppose to

represent. Any situation involving academic dishonesty is, therefore, of major concern to the University.

First, the instructor has both the right and responsibility to demand academic honesty if a student is to remain in good standing in the course and is to be evaluated fairly by the instructor. The grade certifies both knowledge and a standard of academic integrity. Therefore, it is basic that the instructor retain the right to set the minimum "academic" penalty for academic dishonesty in a course.

Second, cheating is not just a matter between an instructor and a student in a specific course. While it is the right and duty of the instructor to set minimum penalties for dishonesty in a particular course, the University is responsible for the minimum standards of academic integrity and achievement on which degrees are based. It is the University that permits students to remain members of the academic community and finally certifies that students have attained sufficient academic credit and exhibited acceptable standards of conduct which entitle them to receive a degree. Incidents of academic dishonesty, especially when they recur and become patterns of dishonest behavior, require that the University be in a position to use more severe disciplinary measures than those available to the professor, including separation of the student from the University. It is therefore imperative that individual instances of academic dishonesty, accompanied by details concerning penalties, become a part of the student's disciplinary record.

Third, students accused of academic dishonesty have the right to have their cases heard in a fair and impartial manner with all the safeguards available within the normal disciplinary processes.

Finally, it must be recognized that since the vast majority of grades are based on a combination of how much the student has learned as demonstrated by testing procedures plus how well a student compares with other students in the class, the non-cheating students have a direct and crucial interest in preventing their colleagues from fraudulently obtaining grades—grades which might affect the non-cheating student's standing.

It is obvious that the above concerns are not mutually exclusive, but are interactive. The following procedures are designed to adjudicate situations involving alleged academic dishonesty, recognizing the interest of each of the parties involved.

First Offense—Guilty Plea

These procedures may be used under the following circumstances only:

- A. The instructor involved desires to adjudicate the violation personally.
- B. The instructor has ascertained from the Office of Judicial Affairs that this is a first offense for the student involved.
- C. The student pleads guilty in writing to the charge and requests that the instructor adjudicate the case.

If any of the above circumstances do not pertain, the alleged violation must be adjudicated under the guidelines below:

- D. A copy of all material involved in the violation, the written plea of guilty, and a brief statement by the instructor concerning the facts of the case MUST be sent immediately to the Office of Judicial Affairs for inclusion in the student's disciplinary record.
- E. Procedures
 1. When the instructor has decided that a case for academic dishonesty can be made, he/she should first discover from the Office of Judicial Affairs whether the matter is a first offense. If it is a second offense, it should be turned over to the Office of Judicial Affairs immediately.
 2. If a first offense, the instructor should talk with the student involved about the alleged violation. If the student pleads guilty in writing, and the instructor desires to adjudicate the case, he/she may do so under the following guidelines:
 - The student will receive a minimum of zero (0) for the work involved. A higher penalty of "F" for the course may be entered at the discretion of the instructor.

- A copy of all material involved in the violation, the written plea of guilty, and a brief statement by the instructor concerning the facts of the case MUST be sent immediately to the Office of Judicial Affairs for inclusion in the student's disciplinary record.
 - The Judicial Officer will place the student on Disciplinary Probation for a minimum of one semester.
3. If a student pleads "not guilty" or the instructor chooses not to adjudicate, the alleged violation will be forwarded to the Office of Judicial Affairs for adjudication under the guidelines outlined below:

First Offense—Not Guilty Plea or Guilty Plea Not Adjudicated by Instructor

- A. When the instructor has decided that a case for academic dishonesty can be made, he/she should consult with the Judicial Officer.
- B. If the instructor and the Judicial Officer agree that the evidence is sufficient to warrant a charge, the Judicial Officer will bring the charge and the case will be heard by the tribunal chosen by the accused student.
- C. Upon a finding or plea of guilty, the following penalty will be imposed:
 1. If the instructor has published a minimum academic penalty for cheating in the course or in a written syllabus or other document distributed to members of the class, this minimum penalty will be followed. In the absence of a published minimum penalty, the student will receive a minimum of zero (0) for the work involved. A higher penalty of "F" for the course may be entered at the discretion of the hearing body, plus,
 2. For a first offense, a minimum penalty of "Disciplinary Probation" for one semester will be imposed. At the discretion of the hearing body, a higher penalty, including suspension or expulsion may be imposed.

Repeat Offenses of Academic Dishonesty

- A. When the instructor has decided that a case for academic dishonesty can be made, he/she should consult with the Judicial Officer.
- B. If the instructor and the Judicial Officer agree that the evidence is sufficient to warrant a charge, the Judicial Officer will bring the charge and the case will be heard by the tribunal chosen by the accused student.
- C. Upon a finding of guilty, the following minimum penalties will normally apply:
 - a minimum of "F" in the course, and
 - suspension from the University for a minimum of two (2) full academic semesters.

Not in Violation Finding

When the University Judicial Board or a Hearing Officer finds a student not in violation of academic dishonesty, the work in question (assignment, paper, test) will be forwarded to the department chair. It is the responsibility of the department chair to ensure that the work is then evaluated by a faculty member (or a group of faculty) other than the individual who brought the charge(s) and, if necessary, that a final grade for the course be submitted to the Registrar.

Due Process

When a student is charged with violation of the *Student Conduct Code*, disposition of the student's case shall be according to constitutional requirements of due process and in keeping with the procedures outlined in the *Student Conduct Code*. For a detailed discussion of student rights, see the *Student Conduct Code*.

Regulations

Cheating includes

1. Submitting material that is not one's own as part of one's course performance, such as copying from another student's exam, allowing a student to copy from one's exam; or

2. Using information or devices that are not allowed by the faculty, such as using formulas or data from a home computer program, or using unauthorized materials for a take-home exam; or
3. Obtaining and using unauthorized material, such as a copy of an examination before it is given; or
4. Fabricating information, such as the data for a lab report; or
5. Violating procedures prescribed to protect the integrity of an assignment, test, or other evaluation; or
6. Collaborating with others on assignments without the faculty's consent; or
7. Cooperating with or helping another student to cheat; or
8. Other forms of dishonest behavior, such as having another person take an examination in your place; altering exam answers and requesting the exam be regraded; or communicating with any person during an exam, other than the exam proctor or faculty.

Plagiarism includes

1. Directly quoting the words of others without using quotation marks or indented format to identify them; or
2. Using sources of information (published or unpublished) without identifying them; or
3. Paraphrasing materials or ideas of others without identifying the sources.

Plagiarism is prohibited. Themes, essays, term papers, tests and other similar requirements must be the work of the student submitting them. When direct quotations are used, they must be indicated; and when the ideas of another are incorporated in the paper they must be appropriately acknowledged. If students are unsure about the proper use of materials, they should ask the faculty for clarification.

Students are warned that failure to cite borrowed material is a form of cheating. A writer's facts, ideas, and phraseology should be regarded as his or her property. Any person who uses a writer's ideas or phraseology without giving due credit is guilty of plagiarism.

Information may be put into a paper without a footnote or some kind of documentation only if it falls into the category of general or common knowledge. One may assume that information is general or common knowledge if it meets all of these conditions:

- It may be found in writings of several authors on the subject.
- It is written entirely in the words of the student.
- It is not paraphrased from any particular source. (Example of general or common knowledge: Ernest Hemingway was born in Oak Park, Illinois.)

Generally, if a student writes while looking at a source or while looking at notes taken from a source, a footnote should be given.

Whenever any idea is taken from a specific work, even when the student writes the idea entirely in his/her own words, a footnote or parenthetical reference must be included to give credit to the author responsible for the idea. Methods of documentation vary, and it is possible to cite in the text itself rather than in a footnote. The point is that the student should give the credit in a manner specified by the instructor or the department.

The student is entirely responsible for knowing and following the principles of paraphrasing. The student should never retain a sentence pattern and substitute synonyms for the original words. He or she should never retain the original words and alter the sentence pattern. In other words, paraphrasing means alteration of sentence pattern and changing the words.

Any direct quotation should be footnoted (or documented in an acceptable fashion). Even when students use only one unusual or key word from a passage, that word should be quoted. If a brief phrase that is common or somewhat common is used as it occurs in a source, the words should be in quotation marks. The source of every quotation should be given in a footnote or in the prescribed manner.

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.

PROCEDURE

Stage One An appeal must be initiated within twenty working days after the grade has been mailed by the Registrar. 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 should 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
- ex-officio: a staff member from Student Affairs recommended by the Vice President for Student Affairs

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, 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, 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 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. A student who is a Georgia Southern employee (including graduate assistants) may be reimbursed for travel expenses associated with job duties. Also, Georgia Southern students who are not employees may be reimbursed for travel expenses incurred while providing a service to the institution, such as presenting research papers or attending professional conferences as a representative of the institution. Student activities funds may be used to reimburse travel costs incurred by a student or group of students when representing the institution or a recognized institutional student organization funded or approved by the Georgia Southern Student Activities Committee.

Student Employees

Students must be employees of Georgia Southern University and the travel must provide a service to the University in relation to their job duties. Students may not be reimbursed for travel where the primary purpose is to benefit them in personal development and/or course-related activities or degree requirements.

Travel approval and reimbursement procedures are consistent with Georgia Southern University's Travel Regulations.

Per Diem Travel to Non-employed Georgia Southern Students

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, students may be reimbursed on a per diem basis for travel costs incurred as part of their participation in such activities. 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 completion of Request for Georgia Southern Student to Travel on Official University Business form and submission of the form to the University Accounts Payable office ten (10) days prior to the trip. Travel is reimbursed based on Georgia Southern's Travel Regulations, and reimbursement is requested by completion and submission of the Georgia Southern Travel Expense Statement to the University Accounts Payable Office.

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 University and the travel is not related to the student's employment duties, student activities funds may be used to promote participation in programs that promote the mission of the institution rather than fulfillment of the individual student's degree requirements.

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 completion of the Georgia Southern Travel Expense Statement, which is submitted to the University Accounts Payable office.

Section 400 SCHOLARSHIP

401 Office of Research Services and Sponsored Programs

The Office of Research Services and Sponsored Programs (ORSSP) assists faculty and staff in securing external funding to support research, instruction, training, and public service. The office maintains current information on funding agencies and regularly disseminates to faculty and staff information concerning grant opportunities, deadlines, and guidelines. Additionally, the office acts as liaison between the faculty and funding agencies, assists the faculty in complying with all agency and University regulations (including those associated with animal welfare, the protection of human subjects, and other research compliance issues), promotes faculty development through grant development and proposal writing workshops and presentations, and provides administrative support for the Georgia Southern Research Foundation, Inc.

The office offers a full range of services to facilitate research and the development of grant proposals: for example, identifying appropriate funding sources; assisting in conceptualizing projects, designing programs, structuring proposal narratives, and developing budgets; reviewing proposal drafts and assisting in the revision of proposals for resubmission; preparing institutional capability statements; coordinating the institutional signoff process through which university support for proposed projects is formally committed; obtaining compliance and assurance forms and signatures; and transmitting proposals to funding agencies (often using electronic protocols which are increasingly being mandated by federal and state agencies).

A number of internal support programs also are coordinated by ORSSP, including the Faculty Research Grant and Stipend competitions, the University's memberships in the National Association for the Exchange of Industrial Resources (NAEIR), AACSU's Grants Resource Center, the inter-university Consortium for Political and Social research (ICPSR), and the Community of Science/Community of Scholars (COS).

The office also provides electronic access to research and grant development resources through its expanding web site. Faculty and staff can access grant announcements and download University and agency guidelines, forms, policies, and procedures through ORSSP homepage <<http://www2.gasou.edu/research/>>. Several ongoing enhancements to the website enable university personnel to use their own PCs to search funding databases and automatically receive announcements of grant opportunities which are directly related to their expertise/interest profiles. Finally, the website provides immediate access to several research/grant-related ORSSP documents, for example, the Research and Service Infrastructure guide, the Grants Manual, and a Proposal Development Facts-n-Figures sheet; and University policies, for example, Intellectual Property, Scientific or Scholarly Misconduct Allegations, Animal Welfare, Protection of Human Subjects, and Grant/Contract Signoffs.

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 *Regents Policy, Sections 600-603*. As required by the Board of Regents, Georgia Southern has developed its own policy, which follows:

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 Section 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 Section 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 Section

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 Section 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 Section II.A.); the Intellectual Property was not developed by faculty, staff, or students as a specific University assignment (see Section II.B.); and there was no significant use of University resources in the creation of such Intellectual Property (see Section 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 Sections 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 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 Section 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 Sections 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 section 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 Section 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 Committee.

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 above (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 above.

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 above will be distributed to the originators when such equity is transferable or convertible to cash.

REVENUE DISTRIBUTION	Originator	Originator's Department	Originator's Research Program	Georgia Southern Research & Service Foundation*	Faculty Development, Research & Service Committee*
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.				

* 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 Committee if it seems evident that the use of University resources warrants smaller payment provisions.

** 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."

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 IX 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. Section 102 *et seq.*) or other protective statutes whether or not registered thereunder.

Mask Work means a series of related images, however fixed or encoded: (i) 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 (ii) 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. Section 901 *et seq.*).

Novel Plant Variety means a novel variety of a sexually reproduced plant (see 7 U.S.C. Section 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. Section 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. Section 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 (i) 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 (ii) is the subject of efforts that are reasonable under the circumstances to maintain its secrecy (see O.C.G.A. Section 10-1-761).

Approved by action of the Faculty Senate June 2, 1998.

403 University-sponsored Faculty Grants

The Faculty Development, Research, and Service Committee reviews proposals from faculty and awards funds provided by the University which 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 in the Office of the Provost, P.O. Box 8022, 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, post doctoral fellows and post doctoral 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-third 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 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 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 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 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 Section IX 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 VI.B.8.d. 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 Section IX 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://www2gasou.edu/presidents_office/scholarly_misconduct.htm.)

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 § 1907). 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 and permissible, to the Georgia Southern University Research and Service Foundation. The Foundation also provides capital resources needed to purchase/lease research equipment and facilities which support the University's research component. The activities of the Foundation are conducted by its board of directors, all of whom are administrative and/or faculty employees of the University.

Section 500 SERVICES AND PROGRAMS

501 Computers for Faculty Use

Nearly all faculty have the use of a desktop computer and nearly all of these computers are connected to the Internet. Within the limits of budget, faculty may request a Windows computer or a Macintosh. Approximately 85 percent of desktop computers used at Georgia Southern are Windows-based. Departments are expected to have in place a procedure for the distribution of computer resources. Newer, more powerful computers should go to faculty who can use the additional power, while older computers should go to faculty with limited computing needs.

Faculty and students may also use the general and special purpose computer labs offering approximately 1,200 computers for student and faculty use. General-purpose labs can be found in Henderson Library, the Newton Building, and the College of Business Administration Building. Some departments have their own computer laboratories and their own policies regarding hours of use and general availability. An overview of these lab facilities can be found at <http://www.cst.gasou.edu/compfac/>.

University computers available for faculty and student use come with an appropriate operating system, antivirus software, Internet access tools, and an office suite. For many years Corel WordPerfect Office has been the dominant suite. This year the campus is expanding its support to include the Microsoft Office suite.

All faculty may obtain a Georgia Southern computer account. In addition to providing direct access to one of the University's servers, this account also enables e-mail and personal webpages. A Computer Account Request Form is available from Computer Services (call 681-5429 or write P.O. Box 8136).

The following policy on electronic and voice mail, affirmed by the President's Cabinet in February 1999, applies to e-mail signatures and content of e-mail and voice mail: "All official e-mail 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."

502 Georgia Southern Printing Services

The Eagle Print Shop is located in the Williams Center near the Russell Union and serves faculty, staff, and students. Services include regular copies, color copies, class notes, FAX service, lamination, screen printing, embroidery, Georgia Southern business cards, name badges, banners and posters. Supplies such as scantrons, blue books, pens and pencils are also available.

Presentations can be covered and bound in plastic (Cerlox) binding or Surebind or with the newest process available, machine binding with cloth tape as part of the copying process. Also available is one- or two-color commercial printing on a variety of special order papers in custom weights and sizes, using Pantone Matching System (PMS) ink colors and quality typesetting and composition.

Eagle Print Shop enables faculty to have inexpensive class notes produced and placed in the University Store and shelved next to the corresponding text(s) for students to purchase. The color copier can enlarge or reduce photos and can produce color transparencies. In addition to screenprinting T-shirts, a heat transfer process is also available. The color copier and a special transfer material can produce a one-of-a-kind, inexpensive T-shirt.

503 Physical Plant

Physical Plant is responsible for providing operation and maintenance services for campus facilities to create an environment that enhances teaching, encourages learning, and supports research. The services provided include

- work reception, classification and assignment
- maintenance and repair of structural and mechanical systems
- custodial services for academic and administrative facilities
- landscape design and grounds maintenance services

- operation and maintenance of utility systems
- energy management program
- campus recycling program
- design, contract administration, and project management of public works contracts for alteration, renovation, and repair of facilities.

Faculty often rely on Physical Plant for assistance with repairs or maintenance in campus buildings. Faculty can complete the electronic Maintenance Request Form on the Physical Plant webpage at <http://www2.gasou.edu/plant> and e-mail it to the division office for a timely response. Services may also be requested by submitting a Maintenance Request Form, which is available from each department office. Extra services for special events can be obtained by submitting a maintenance request to the Physical Plant Service Response Center at least one week prior to an event.

Daily custodial cleaning of offices and classrooms is provided by a night shift, which works from 11 pm to 7 am, Sunday through Thursday. A smaller day shift provides additional services for common areas and restrooms, as well as for emergency response. In order to facilitate proper cleaning of office furniture, desks should be cleared at least once a week.

504 Secretarial Assistance

Secretaries and part-time student assistants provide the University with a corps of secretarial assistance. These services are controlled by budgetary consideration and projections that must of necessity be made in advance. Questions and/or problems concerning this matter should be directed to department chairs.

505 Postal Services

Campus Postal Services, a University-owned and-operated postal facility located in the Landrum Center, provides mail pickup, delivery, posting, and boxing services for faculty, staff, and students. Route services are provided for official University mail, while personal mailing services are available through a U.S.P.S. contract station.

Guidelines for Campus Mailouts

All correspondence should be in PO box order from low to high; mail should have a complete return address, in part to curb misuse of service (department name and box number); mailing address should include student or department name and box number. Note: Care should be taken not to use phone numbers in place of PO numbers. Anyone planning a large mailout to students or departments should contact Postal Services at 681-5232 for a timeline.

506 Telecommunications

The *Office of Telecommunications* is responsible for all functions relating to Georgia Southern's telephone system: processing requests for voice and data installations; relocating phone lines; training; purchasing all telecommunications equipment (phones, pagers, long distance calling cards, voice mail, and cellular phones and service); reporting phone problems; processing the University's monthly phone bill; and publishing Georgia Southern's Faculty/Staff Directory.

Long Distance calls are accessed through the State of Georgia's private telephone network, GIST (Georgia Interactive Statewide Telecommunications). The GIST network offers cost-efficient long distance service on campus and the GIST Calling Card offers faculty and staff the same long distance savings for those traveling on University business. Directories, such as the GIST telephone directory, local telephone directories, city directories within the state (upon request), and Faculty/Staff directories, are provided by the Office of Telecommunications.

Voice Mail is the approved process for receiving messages, both on campus and off campus. The service benefits Georgia Southern by providing a state-of-the-art method to exchange information, answer messages, and provide prerecorded announcements.

Electronic Mail The following policy, affirmed by the President's Cabinet in February 1999, applies to e-mail signatures and content of e-mail and voice mail: "All official e-mail 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."

For more information on administrative policies and procedures regarding telecommunications or for general telephone instructions, refer to the webpage at <<http://www2.gasou.edu/elecommunications/>> or call 681-5000.

507 The University Store

Located between Russell Union and Landrum Center, The University Store is the main source for the textbook and supply needs of Georgia Southern students, faculty, and staff. The largest supplier of officially licensed Georgia Southern apparel and gift items, The University Store also offers a complete line of greeting cards, magazines, and general books, making it a one-stop shopping hub for the University community. A 10% discount is extended to faculty and staff.

Approximately one to two weeks from the beginning of each semester, The University Store sends out textbook requisitions to department chairs for books that will be required for classes for the following semester. Requisitions should be returned by the indicated deadlines to ensure prompt processing.

A new section for faculty has been added to The Store's website <<http://www.gsustore.com>>. It includes online textbook requisitions, course lookup to check the availability of the titles ordered, books-in-print to search for information about textbooks, and facultyonline. The *facultyonline* segment provides features such as

- title search by discipline/course, author, title, or ISBN
- capability to request desk copies directly from publishers
- nationwide forum to exchange ideas with other faculty in the same discipline
- link to a virtual library of course materials, such as syllabi and lecture notes.
- capability to browse the top sellers by discipline
- links to other higher education resources.

For assistance with office or classroom needs, call 681-5181.

508 Food Service

The Auxiliary Service Division operates a full range of food service programs including Southern Traditions, an all-you-can-eat lunch and dinner buffet in Landrum. Stone Willy's Pizza, Summit Subs, Asian Creations, and C.J.'s BBQ are located in Landrum Court. A foodcourt in Lakeside Cafe offers breakfast, baked goods, Mexican cuisine, Stone Willy's Pizza, sandwiches, burgers, salad bar, and Freshens ice cream and yogurt. The Educated Palate in Russell Union is a full-service restaurant which offers an all-you-can-eat noontime buffet. Union Station, Spud's Dog House, and Chick-Fil-A are also located in Russell Union. The Pickle Barrel, a convenience store, offers pre-packaged microwavable entrees, fresh fruit, soft drinks, juices, and snacks.

The University offers four contract meal plans and EAGLEXPRESS, a debit card used in campus restaurants, stores, snack centers, and the print shop. The contract meal plans and EAGLEXPRESS are available to faculty, staff, and students. Those who want to open an EAGLEXPRESS account may deposit money at the ID Center in Russell Union. Once the account is opened, money can be deposited at the Pickle Barrel, the University Store, Lakeside Cafe, and the ID Center.

509 Parking

All vehicles parked on campus must have a valid parking permit properly displayed at all times. As soon as new faculty are processed through Human Resources, they should take the parking authorization form issued by Human Resources to the Parking and Transportation Office where they can purchase their permit and receive a copy of the Campus Parking Map showing all Faculty/Staff lots, as well as the rules and regulations regarding parking at Georgia Southern. Permits may be purchased through payroll deduction or by a one-time payment for the year. Questions should be directed to Parking and Transportation at 681-0702; visit the webpage at <<http://www.aux.gasou.edu/parking/>>.

510 Programs and Organizations

510.01 African American Caucus

The Caucus is a coalition of faculty and staff, committed to the recruitment and retention of African American faculty, administrators and staff and participation in the social, cultural, educational and professional development of each individual. Membership is open to any currently employed faculty or staff member who supports the purpose and goals of the African American Caucus. The purpose of this organization is to

1. promote affirmative action at every level at Georgia Southern and strive to have a representative number of African Americans in administrative, faculty and staff positions;
2. assist the administration in identifying, recruiting, and retaining African Americans to fill administrative, faculty and staff positions;
3. cultivate a social and cultural environment which will enhance the retention of African American faculty and staff;
4. develop a harmonious relationship with the Statesboro and Southeast Georgia communities and to collaborate on various projects;
5. develop a mentoring program for African American faculty, staff, and students to assist them in reaching their full potential, both academically and socially.

510.02 American Association of University Professors

Georgia Southern has an active chapter of the AAUP which meets regularly, sponsors forums with local legislators and campus administrators, and arranges other programs of topical interest to faculty. Membership is open to all faculty.

510.03 American Association of University Women

The Statesboro branch of the AAUW invites faculty, staff, administrators, and students to become members. AAUW sponsors programs and projects that promote educational equity for women and girls. The branch supports national and local scholarships. Membership is open to women and men who hold the bachelor's degree from an accredited institution. Affiliate membership is available to full-time students. Contact Dr. Clara Krug at 681-5695 or e-mail her at <ckrug@gasou.edu> for details.

510.04 Association of Georgia Southern Women

The Association of Georgia Southern Women is open to any woman affiliated with the University—women faculty and staff, spouses of male faculty and staff, and any part-time, temporary or full-time women employees of the University. This association provides social opportunities for women and men, undertakes service to the University community, and supports scholarships for non-traditional female students attending the University. Contact Louise Fechter at 871-1112 or <lfechter@gasou.edu>.

510.05 GLOBE (Gay, Lesbian, Or Bisexual Employees)

All interested faculty and staff are welcome to join this group, which meets occasionally for social and professional fellowship and also provides informal support to the student gay and lesbian organization, TRIANGLE. Call Charles Gossett at 681-0571 or e-mail him at <cgossett@gasou.edu> for more information.

510.06 Women's Network

The Women's Network is open to all faculty and staff interested in women's issues. The Network was established in 1990 to provide

- support and assistance to academic women,
- a forum for discussion of issues of particular interest to academic women,
- opportunities to meet one another,
- advocacy for institutional policies and programs that support women on campus, and
- support of scholarship by and for women through the exchange of ideas and research.

The Women's Network sponsors activities such as mentoring, researching institutional policies, and workshops on topics related to personal development and career enhancement. Membership is free and there are no dues. The group maintains an electronic listserv called "womennet" in an effort to establish electronic communication among members and to provide up-to-date information on relevant campus events, research, or publications. Subscribers will receive all announcements of meetings and events via e-mail. To subscribe to the list send an e-mail message to <listproc@gsaix2.cc.gasou.edu> leaving the subject heading blank. In the body of the message, write <*subscribe womennet yourfirstname yourlastname*>. Do not write anything else in the body of the message and do not include a signature. The website is <<http://gsaix2.cc.gasou.edu:80/psc/bdavis/womyn/info.htm>>.

511 Cultural Activities**511.01 Campus Life Enrichment Committee**

The Campus Life Enrichment Committee (CLEC) offers programs of cultural and academic enrichment to enhance the educational experience of students. CLEC provides three types of programming for the campus: the Performing Art Series, the Campus Lecture Series, and the Departmental Lecture Series. A committee of ten faculty and ten student members vote on programs to be presented at Georgia Southern. The CLEC programming budget is funded from student activity fees. Admission to CLEC's Performing Arts Series and Campus Lecture Series for the 2000-2001 season is \$1.00 for Georgia Southern students, \$3.00 for faculty/staff, and \$7.00 for the public. The Departmental Lecture Series is free and open to everyone.

The Performing Art programs and the Campus Lectures are chosen from various sources such as brochures, CDs, tapes, and videos sent to CLEC by booking agents, recommendations from faculty, staff and students, and information and references gathered by the director from other arts presenters and by attending regional and national arts conferences.

Programs for the Departmental Lectures are chosen by the committee from proposals requested by CLEC and submitted each semester by faculty, staff, administrators, and student organizations. The mission of the departmental lectures is to expose students to outside experts/professionals and to have a "hands-on" experience in their course of study. The committee tries to select a broad range of topics from all departments on campus that will be the most interesting and beneficial to Georgia Southern students.

In addition, other departments on campus offer a variety of cultural events, such as art exhibits in Gallery 303, plays by Theatre and Performance, recitals and concerts by faculty and students in the Music Department and by the Statesboro-Georgia Southern Symphony, exhibits in the Georgia Southern Museum, films presented by Cinema Arts, wildlife exhibits at the Raptor Center, and special programs presented by the

Botanical Garden. These events are listed in the CLEC cultural events calendar each semester. The director of CLEC can provide current information about cultural programs and information on how to submit a proposal for a departmental lecture. For information call 681-0830 or e-mail Carol Thompson at <ccthom@gsaix2.cc.gasou.edu>. The CLEC office, P.O. Box 8028, is located in room 2018 of Anderson Hall.

511.02 Georgia Southern Museum

The Georgia Southern Museum, accredited in 1999 by the American Association of Museums, provides exhibits and programs throughout the year on a variety of topics. Located in the Rosenwald Building on Sweetheart Circle, the museum's collections include fossil skeletons from the era of the dinosaurs, modern whale and dolphin skeletons, and living specimens related to the natural history of coastal Georgia. The museum features annual traveling exhibits from institutions such as the Smithsonian, the Boston Children's Museum, and the Association of Science-Technology Centers. Permanent collections include the Wiss cutlery collection, the Abercrombie Camera Collection, "The First Georgians: Indians of the Southeast," and others. The museum operates two successful school outreach programs: Project SENSE and Science and Math in the Outdoor Classroom. The museum serves the University, the public, and the schools of southeastern Georgia.

511.03 Botanical Garden

Georgia Southern Botanical Garden is being developed on an 11-acre site between Fair Road and Georgia Avenue near the southeast end of campus. The entrance is currently on Bland Avenue, just off Georgia Avenue near the end of Lanier Drive. Once the farmstead and home of Dan and Catharine Bland, the Garden's rural ambience evokes the past while providing the backdrop for a growing collection of native plants. Intensely planted beds around Bland Cottage, which serves as a visitor's center, display ornamental plants that are part of the region's heritage, providing color and interest during all seasons. The Garden's mission is to promote knowledge and appreciation of the native plants and animals of the southeastern coastal plain, connect people to the natural and cultural heritage of the region, and to inspire environmentally responsible behavior. The Garden, its facilities, and collections are utilized by University students and faculty, public schools, civic organizations and the public at large. To inquire about tours or programs, call 871-1114.

511.04 Gallery 303

Gallery 303, located on the third floor of the Foy Fine Arts Building, presents seven major exhibitions during the academic year featuring art work by faculty, visiting artists, and students. The work ranges from traditional oil painting to multi-media installations. Typically, the exhibitions appear for a month. Visiting artists attend opening receptions and meet with classes and the community. Exhibitions are free and open from 8 am to 5 pm, Monday through Friday. Individuals interested in arranging a guided tour of a specific exhibition or wishing to have a yearly calendar should contact the Art Department at 681-5358.

511.05 Music Program

The Department of Music presents more than 100 public concerts each year, including the Faculty Recital Series, performances by ensembles, guest performers sponsored by the Campus Life Enrichment Committee, and student recitals. Beginning with The Faculty Showcase Recital early each fall semester, the series features concerts by individual faculty performers throughout the academic year. Major ensembles include the Opera Theater, the Statesboro-Georgia Southern Symphony, the Jazz Ensemble, the Symphonic Wind Ensemble, the Concert Band, the Georgia Southern Chorale, the University Singers, the Percussion Ensemble, and many studio ensembles such as the Clarinet Choir, Brass Quintet, Flute Choir, and Trumpet Choir. All students may participate in ensembles. CLEC supports a music department program of guest recitalists/lecturers,

the purpose of which is to enhance various aspects of the academic program.

Students perform in graduation, junior, and senior solo recitals, as well as in many general recitals. With the exception of the Statesboro-Georgia Southern Symphony concerts, all concerts are free and open to the public. For Symphony tickets, contact the Department of Music at 681-5396.

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

The Center for Wildlife Education and the Lamar Q Ball, Jr., Raptor Center was built on University property through a cooperative effort of individuals, corporations, and grant agencies. The \$2.3 million center sits on 15 forested acres across from Public Safety on Forest Drive. The Center features native wildlife, with a particular emphasis on the region's birds of prey, reptiles, and amphibians. The Center is open every day except major holidays; admission is free. Public reptile programs and flighted raptor demonstrations are offered each weekend. Programs are conducted for groups during the week by reservation, but walk-in visitors are always welcome. A \$2 million Phase II expansion is being designed, which will add wading birds, waterfowl, and song birds to the Center's avian collection, as well as an ornithology center, a hydrology pavilion, and an aquatic ecology station. The Center stresses the important relationship between wildlife and the quality of life for humans. For further information call 681-0831 or see <www.bio.gasou.edu/wildlife/>.

511.07 Theatre and Performance

Theatre and Performance is a student organization supporting the theatre program at Georgia Southern. Theatre presents five mainstage productions a year; members of the organization work backstage, in publicity, and typically act in the productions, as well as plan and stage theatre-related activities. The performance/works aspect of the organization stages adaptations of literary works for travel to college performance festivals nationwide. Call Dr. Patricia Pace at 681-5369 for information.

512 Public Safety

The Division of Public Safety is responsible for the safety of people and property on the Georgia Southern University campus. It is responsible for ensuring that all students and employees are safe in their person and their belongings, that the property of the University is protected against theft and vandalism, and that all laws of the State of Georgia are enforced. It is also responsible for the control of traffic on campus. These objectives are accomplished by the Department of Police Services, which consists of state-certified police officers who have the same authority as any municipal police department. The Division also includes the Department of Criminal Investigations, which is responsible for investigating criminal incidents, as well as for crime prevention.

The Division of Public Safety is also responsible for the enforcement of code compliance in the areas of hazardous waste management, fire code enforcement, accident investigations, and Employee Right to Know. This objective is accomplished through the Department of Environmental

Safety. The department also administers the campus emergency preparedness plan to assure that the University is prepared to deal with disasters on a larger scale. All items and concerns in the area of safety can be directed to this department for appropriate action. Public Safety is located at 3 Forest Drive and is open 24 hours a day, 365 days a year.

513 University Advancement

The Division of University Advancement builds private and public support for the University through fund raising and involving the University's graduates in a lifelong relationship with their alma mater through alumni activities and services.

Development is responsible for all fund-raising programs and projects that supplement support for scholarships, academic enhancement, and cultural and educational outreach. Programs include the annual community and alumni loyalty campaigns, corporate proposals, major gifts solicitation, planned giving, scholarship endowments, and special projects. The Development Office is the liaison for the Georgia Southern University Foundation.

The *Georgia Southern University Foundation* promotes the University, expanding its educational opportunities through acquiring, investing, and administering private funds to be used as a base of supplemental funding. Incorporated in August 1962, the Georgia Southern Foundation is composed of active volunteers from the private sector who serve as the board of directors. The Foundation provides external advocates for Georgia Southern University with regard to state, local, and regional issues that represent challenges and opportunities for the institution.

Alumni Relations programs maintain ties and build support among the University's graduates by keeping them informed and involved with their alma mater through publications, social events on campus and in their communities, membership in the Alumni Association, recognition of outstanding alumni, and special services and privileges. Along with the Office of Alumni Relations, the Association plans year-round events, including Homecoming activities, regional receptions, and alumni Eagle Club meetings. Association members often assist the University in recruiting students, fund raising, and career placement for recent graduates.

514 Intercollegiate Athletics

Intercollegiate athletics provide an opportunity for highly skilled student-athletes to compete regionally and nationally in athletics. These activities are conducted under the control of the Georgia Southern University Faculty Athletic Committee and within the rules and regulations of the National Collegiate Athletic Association and the Southern Conference. Intercollegiate athletics are an integral part of the total college program and, as such, maintain active programs for men in football, baseball, basketball, golf, soccer, and tennis, and for women in basketball, volleyball, swimming, softball, soccer, tennis, indoor and outdoor track and field, and cross country.

Section 600 RESOURCES FOR STUDENTS

601 The First Year Experience

The First Year Experience is an organized effort to ensure that new students (beginning students and transfers) become acclimated to the University and make a smooth transition from high school or their previous institution.

The First Year Experience features a two-semester sequence designed to facilitate students transition to University life, helping them find answers to concerns and questions. Each orientation seminar is one credit hour; both seminars are required and both count toward graduation. In a small class setting, students make personal contact with a faculty member and in many cases, a peer leader, who help them learn the intricacies of college life. Through the First Year Seminar, the University provides a computer literacy component, library orientation, information on career counseling, time management and study skills, and special sessions on safety, diversity, and the University's cultural offerings. Orientation II: Leadership Development emphasizes principles of leadership, examines diverse leadership models, and encourages students to apply these principles in campus organizations and off-campus settings.

The First Year Experience program works closely with the Summer Orientation Advisement and Registration (SOAR) program and with academic advisors to give first-year students optimal opportunities for success.

Faculty and professional staff members with at least a master's degree are encouraged to consider teaching in the First Year Experience Program. For further information, contact Dr. Fred Richter, Director, at 681-0357 or <frichter@gasou.edu>.

602 The Academic Resource Center

The Academic Resource Center (formerly the Tutorial Center), a part of the Department of Learning Support, is located in room 1001 on the ground floor of the Zach S. Henderson Library. Its services are available to all Georgia Southern students experiencing difficulty with assignments or desiring to improve academic skills. Certified peer tutors provide one-on-one assistance in English, math, college learning strategies, and in the following subjects: history, biology, chemistry, political science, statistics, sociology, psychology, and foreign language. The Center's other resources include cassette tapes, textbooks, handbooks, worksheets, instructional handouts, practice test materials, and computer-assisted instruction. The Center keeps accurate records of student usage, encourages faculty referrals of students with ongoing communication and reporting of progress when necessary, and sponsors faculty-led workshops in math, English, and learning strategies.

Students may make 30-minute appointments for English or drop in for math, learning strategies, and subject-area tutoring at any time during scheduled tutoring hours. Tutoring schedules change each semester and are available by calling 681-0321 or 681-0157.

603 Student Disability Resource Center

Georgia Southern is committed to providing an equal educational opportunity to all qualified students with disabilities. Services include assistance with documentation, academic accommodations, priority registration, advocacy with faculty, and support services. These services are provided at no cost and are available for students who request assistance and whose documentation meets Board of Regents standards. Contact the director of the SDRC at 871-1566 or TDD 681-0666, P.O. Box 8037, Hampton Hall.

604 Financial Aid

This program provides financial support through loans, grants, work opportunities, and scholarships for eligible students and a comprehensive program of individual counseling to help students develop personal and fiscal responsibility. For further information, contact the Financial Aid office at 681-5413; e-mail <finaid@gasou.edu>; or fax number 681-0573; visit the homepage at <www2.gasou.edu/staffinaid>.

605 Office of Undergraduate Admissions

The Office of Undergraduate Admissions has the primary responsibility of recruiting and admitting eligible undergraduate students. The office reviews and evaluates secondary school transcripts, GED equivalency certificates, Scholastic Aptitude Test (SAT), and/or the American College Testing Program (ACT) scores to determine the eligibility of prospective freshmen; processes and reviews applicants from other colleges and universities; and evaluates transfer credits. The office is responsible for transient and special student admissions, including learning support, international students, postbaccalaureate students, and special admissions for mature students.

Admissions evaluates credit by examination, including the Advanced Placement Program and College Level Examination Program (CLEP) of the College Entrance Examination Board.

606 The Division of Student Affairs

As an integral part of the University's educational process, the Division of Student Affairs, in cooperation with faculty, staff, and students, offers programs designed to provide a stimulating learning environment; promote individual initiative; offer experiences and support services designed to promote personal, social, physical and emotional development; provide opportunities to use and enjoy leisure time; develop fiscal responsibility; develop leadership ability; and prepare for assuming a productive role in society.

The following programs and services are offered by the Division to achieve the above objectives.

606.01 Campus Recreation and Intramurals

The Department of Campus Recreation and Intramurals (CRI) provides growth opportunities and educational experiences to enrich the life-long process and positively affect an individual's mental and physical well-being. Through programs and facilities that are recreational, educational, and sporting in nature, CRI strives to promote and develop healthy lifestyle choices. With a Georgia Southern identification card, it is easy to reap the benefits of participation, which include the application of leadership, decision making, problem solving, conflict management, communication, and social skills. No experience is necessary to participate, and CRI employees are available to help participants gain maximum benefits from recreational activities.

Each semester, CRI distributes a pocket calendar featuring program information such as facility hours, scheduled activities, proposed trips, intramural sports and tournaments, and special events. Pocket calendars are available at the CRI office in the Recreation Activity Center (RAC), CRI facilities and other locations on or near campus. CRI provides safe, clean, and enjoyable programs and services:

Aquatics is an unstructured program for people who enjoy swimming, diving, or simply relaxing in a pool. CRI currently utilizes one indoor and one outdoor pool.

Club Sports is an area that encourages, develops and enhances leadership skills. Some 15 CRI-sponsored clubs, ranging from dancing to volleyball, under this program, are student-run. Club officers and members plan, organize, and carry out club responsibilities, functions, and events. If a group has a common interest, a club could be created for that interest area.

Fitness Programs promote and educate participants in the pursuit of a healthier lifestyle through a variety of opportunities, ranging from free weights to circuit training equipment. Aerobic classes allow participants to increase cardiorespiratory fitness, and nutrition workshops provide education on a healthy diet. Fitness levels can be evaluated at periodic Fitness Assessments.

Informal Recreation is a program that allows participants to engage in a variety of unstructured recreational activities, such as basketball, walking, jogging, volleyball, racquetball, and badminton. There are several locations on and near campus that provide opportunities on a drop-in basis.

Intramural Sports provide participants of all levels with competitive and recreational experiences. Participants compete in men's, women's and co-rec league settings in a variety of sports, including flag football, basketball, indoor/outdoor soccer, ultimate Frisbee, bowling, tennis, volleyball, golf, and others. Some sports such as softball are offered year-round. In addition to seasonal sports, weekend tournaments and special events are offered periodically.

Outdoor Recreation encourages participants to discover the great outdoors. Southern Outdoors, located next to the Fitness Extension, provides outdoor rental equipment—tents and sleeping bags—for a nominal fee. Southern Outdoors is a resource center for information regarding recreational areas with staff available to assist in planning trips. Weekend adventure trips, such as white water rafting, canoeing, and others are planned each year. A challenge course offers exciting experiential opportunities that focus on leadership, communication, problem-solving, and intra-personal skills. The climbing wall, for beginning and advanced climbers, is located in the Recreation Activity Center. Instructional clinics are offered throughout the year.

Participation in the Campus Recreation and Intramurals program is completely voluntary. It is strongly recommended that all participants consult a physician and/or have a physical exam prior to participation. Participants are also urged to secure adequate personal medical coverage.

Satellite Facilities provide participants with recreational opportunities in a variety of locations throughout the campus, as listed below:

M.C. Anderson Recreational Park—301 By-Pass and Akins Blvd.

- **Recreation Activity Center (RAC):** main gym (3 courts), climbing wall, racquetball, auxiliary gym, weight room (circuit, free, and cardio equipment) aerobics room, multipurpose room, elevated track, and administrative offices
- **Multiplex and CRIBB** multipurpose playing fields (softball, soccer, flag football, ultimate), restrooms, and intramural office
- **Club Sports Fields** multipurpose playing fields (primarily used for clubs, such as rugby, lacrosse, soccer, and ultimate frisbee)

Southern Square—Georgia Avenue and Knight Drive

- **Southern Splash** outdoor pool
- **Weight Extension** free weights and circuit training equipment
- **Fitness Extension** multipurpose activity space (aerobics, dance practice)
- **Southern Outdoors** outdoor recreation program headquarters (equipment checkout, resource library)
- **Oxford Field** multipurpose playing field, outdoor volleyball, and basketball courts

Hanner—Fair Road and Herty Drive

- **Hanner Fieldhouse** main court, Old Hanner Gym, activity room, fitness rooms, indoor pool, outdoor lighted tennis and racquetball courts
- **Sport Complex** softball fields (2)

Marvin Pittman—behind Hendricks Residence Hall

- **Marvin Pittman Gym** multipurpose space (primarily used for clubs, such as fencing, martial arts, wrestling, team handball, volleyball), outdoor tennis and volleyball courts
- **Challenge Course** low and high elements

Dorman—Chandler Road

- **Dorman Residence Hall** outdoor basketball court

606.02 Career Services

Career Services assists students in choosing a major and career field that effectively reflect personal values, interests, and abilities. A comprehensive collection of books, periodicals, videotapes, major binders, Internet sites, and employer literature is available for students to research not just career fields and jobs, but employing organizations as well. In addition, students can utilize computerized career guidance and information programs which help facilitate the career decision-making process.

Cooperative education enables students to gain relevant professional work experience on a work-study rotational basis. As a result of this balanced educational program, co-op students get the best of all worlds. They are able to put into practice the theories they learn in the classroom, earn money to finance their education while in school, and at the same time position themselves better for a permanent career search. Career Services also serves as a clearinghouse for internships. Professional Employment helps prepare graduating seniors to mount an effective job search campaign, including résumé preparation, interviewing techniques, and proven job search strategies. Professional staff are available to critique résumés and conduct mock video interviews with students. The department attracts a wide variety of employing organizations to recruit Georgia Southern seniors, including both on-campus interviewing and résumé referral to employers. Various career fairs are held throughout the year where students can interact with employers from business, industry, education, government, and health and human services. In addition to its main office in the Williams Center, Career Services has a satellite office in the College of Business Administration building.

606.03 Counseling and Career Development Center

The Counseling and Career Development Center, located between Health Services and the Forest Drive Building, offers services to students in need of assistance with academic, personal-social, or career concerns. In addition, consultation services are available to faculty who are concerned about students who evidence difficulties in the above areas. The center's staff includes eight professionally trained psychologists and counselors who are committed to helping students meet their personal and educational goals.

The center offers personal counseling in areas such as self-esteem, depression, sexual identity, relationship conflicts, eating disorders, trauma and abuse issues, and family of origin concerns.

Group counseling offers students the opportunity to interact with others who have similar concerns while developing more satisfying relationships with students, faculty, and staff.

Career development helps students determine their aptitudes and interests, assess their career-related values, explore career opportunities, and develop strategies to achieve career goals.

Academic counseling enables students to identify their academic obstacles and to improve in the areas of test anxiety and time management.

The center's staff also offers **workshops** designed to educate students, faculty, and staff about stress management, dating violence, acquaintance rape, interpersonal relationships, and communication skills. Counseling staff will conduct specific programs for campus groups or classes by request if notified two weeks in advance. Counselors are also available to assist faculty who encounter students in crisis. The number to call during regular business hours Monday through Friday, 8 am to 5 pm, is 681-5541, or after hours, 681-5234.

606.04 Educational Opportunity Programs

The primary goals of the Educational Opportunity Programs (EOP) are to identify disadvantaged young people with the potential to succeed in postsecondary education, to encourage them to continue and to graduate from secondary school, to enroll in postsecondary education, and to encourage high school and college dropouts to return to school. Three TRIO federal programs, Upward Bound, Educational Talent Search, and The Ronald E. McNair Postbaccalaureate Achievement Program make up the Office of Educational Opportunity Programs. Upward Bound (1980) and Educational Talent Search (1991) have both been responsible for placing more than 90% of their graduates in postsecondary educational programs. By the fall of 1999, more than 40% of the former participants had graduated from college, and more than 42% were currently enrolled in a postsecondary educational program.

Educational Talent Search provides 825 middle school, high school, and out-of-school youth with the support and assistance needed to complete high school and enter a program of postsecondary education.

Eligible participants must reside in Bulloch, Burke, Emanuel, Jenkins, or Screven Counties; be enrolled in the 6th through 12th grades or be a high school/postsecondary school dropout; be a potential first-generation college student or meet the economic guidelines for low income families; possess the potential to be successful at the postsecondary educational level; be at least 11 years of age or be a veteran, regardless of age.

Upward Bound provides 85 high school students with the motivation and assistance needed to successfully enroll in and complete higher educational programs. Eligible participants must be enrolled in the 10th or 11th grades in Bulloch, Candler, Emanuel, Evans, or Screven County high schools and possess the academic potential necessary for success in postsecondary education.

The Ronald E. McNair Achievement Program (1999) provides 15 talented University juniors and seniors with the support necessary to increase their chances for success in graduate programs leading to doctoral education. McNair Scholars are exposed to summer research opportunities, internships, faculty mentors, assistance with graduate school admission, fellowships, and academic assistance seminars. Eligible participants should possess the interest and the aptitude to pursue doctoral degree programs. These projects are sponsored by grants provided by the U.S. Department of Education and are administered by the Georgia Southern University Division of Student Affairs.

Services

- academic, personal, and career counseling
- basic skill classes, tutoring
- cultural enrichment and educational travel
- assistance with college selection and financial aid
- a six-week residential summer program
- ACT, GRE, and SAT preparation workshops and fee waivers
- motivational and self-esteem activities
- college courses for graduating high school seniors
- workshops on financial aid, study skills, and personal growth
- literature on postsecondary and graduate programs
- parental involvement activities
- referrals to regional summer math and science programs
- summer research and internships
- mentoring and graduate school admissions assistance

For further information, visit Educational Opportunity Programs in Room 1026 of the Williams Center or call 681-5458. E-mail <edopprrg@gasou.edu> or visit the homepage at <<http://www2.gasou.edu/sta/eop>>.

606.05 Greek Life

Greek Life coordinates the activities of the 26 Greek social organizations and provides assistance to individual chapters, members of Greek organizations, and individuals expressing an interest in Greek organizations. In addition, Greek Life coordinates campus-wide Greek activities through the Panhellenic, Interfraternity, and National Panhellenic councils.

606.06 Health Services

Georgia Southern University Health Services is a department of Auxiliary Services and Student Affairs and is also a member of the American College Health Association (ACHA).

Services are available to Georgia Southern students for consultation, examination, diagnosis, and treatment of illnesses and injuries. The Health Center is located on Forest Drive across from Watson Hall and near the Lakeside Café. Operating hours are 8 am to 5 pm, Monday through Friday during semesters with limited services and hours during semester breaks.

All Georgia Southern students are eligible. Students enrolled in four (4) or more semester hours prepay the health fee at the beginning of each semester. This entitles those students to unlimited office visits for examination

and treatment during the semester. Students taking fewer than four (4) semester hours may choose to prepay the health fee to receive the same benefits.

A valid Georgia Southern identification card is required to access services at the Health Center.

The staff of Health Services includes a physician, nurse practitioners, nurses, clerical staff, a radiologic technologist, a laboratory technologist, and a health educator. Pharmacy staff are employees of College Pharmacy of Statesboro, and sports medicine staff are employees of St. Joseph's/Candler Health Systems of Savannah.

The relationship between patients and Health Service staff is confidential; the rule of medical ethics is strictly prohibited. Students are entitled to privacy, within the capacity of the Health Center facilities, and confidentiality to the extent of the law. Staff consistently receive high ratings for confidentiality on patient satisfaction surveys.

Although the health fee allows students unlimited visits throughout the semester, additional costs apply for prescriptions, x-rays, lab tests, and immunizations. Payment for these services are due at the time of visit. Health Services does not file insurance claims for students, but will provide a detailed receipt for insurance purposes.

Some students may have medical conditions that require a referral to other healthcare providers or specialists. Expenses related to the medical services of referred providers are the responsibility of the student. In addition, students may at any time choose to use other medical providers at their own expense.

Students are encouraged to have some form of medical insurance in case of hospitalization. For those who are no longer covered by a parent's policy, Health Services has arranged for a Student Accident and Sickness Insurance Plan. Students may purchase the plan to cover themselves, as well as their spouse and dependent children. Applications may be obtained by contacting Health Services at 681-5641. Health Services provides its products and services regardless of a student's insurance plan or lack of insurance.

Students entering Georgia Southern for the first time must submit a Medical History Form that will become the basis for their treatment at the Health Center. A copy of the form can be printed by accessing the Health Service home page at <<http://www2.gasou.edu/sta/health/>>.

Immunizations

The Board of Regents of the University System of Georgia requires proof of immunization against measles, mumps, and rubella (MMR) before students are allowed to register for or attend classes at Georgia Southern. Health Services administers this policy and will gladly help students with appropriate forms and provide pertinent information.

Although Health Services offers MMR immunizations, students are encouraged to get the injections at their county health department or private physician's office and provide Health Services with the appropriate documentation well before time to register for classes.

Adequate immunization requires at least one (1) mumps shot, one (1) rubella shot, and two (2) measles shots administered after the student's first birthday. For students born before January 1, 1957, proof of immunization against rubella is the only requirement.

The following three groups of students are exempted from the immunization policy: (1) those who were previously enrolled at Georgia Southern, (2) those with religious objections, and (3) those with bona fide medical reasons supported by a physician. The latter two groups would be restricted from all campus premises in the case of an outbreak of measles, mumps, or rubella at Georgia Southern.

Forms and additional information may be obtained at the Health Center, Admissions department, the College of Graduate Studies. A copy of the form can be printed by accessing the Health Service home page at <<http://www2.gasou.edu/sta/health>> to print a copy of the form.

In addition to the required MMR immunizations, Health Services strongly recommends that students be immunized against Meningitis, Hepatitis A, Hepatitis B, and Chicken Pox. Health Services also recommends that students be tested for Tuberculosis (TB). Immunizations and the TB test may be obtained at the Health Center. Call 681-5484 for more information. For

information about Meningitis, visit the American College Health Association (ACHA) website at <<http://www.acha.org/resource-info/meningitis-faq.htm>>.

Emergency and After-hours Care

For medical emergencies, contact the Bulloch County Emergency Medical Service (EMS), regardless of the time of day or night. Dial 9-911 if using a campus telephone or 911 if using an off-campus telephone. Georgia Southern Public Safety may be contacted at 681-5234 in case of emergencies.

Students who become sick or injured when the Health Center is closed and feel they cannot wait until it reopens should seek medical treatment at the East Georgia Regional Medical Center Emergency Department, located a short distance from Georgia Southern on highway 67 in Statesboro. All expenses related to emergency and after hours care are the responsibility of the student.

Because Health Services is very interested in student concerns and opinions, students are encouraged to complete a Patient Satisfaction Survey on each visit to the Health Center.

Health Services is proud to be among the outstanding student services offered by Georgia Southern. Feel free to contact us with questions, comments, or suggestions at any time.

606.07 The Multicultural and International Student Center

In keeping with the mission of the University, the Multicultural and International Student Center (MISC) promotes cultural awareness, understanding, and a sense of belonging. MISC also fosters educational and developmental opportunities for all students, regardless of their ethnic background or national origin. The department is designed to educate and celebrate the cultural diversity of students, staff, and the community of Georgia Southern through a series of support services, programs, activities, and student organizations. Additionally, MISC promotes academic, cultural, and social responsibility among all students and educates the campus community about issues of multiculturalism, inclusion, and pluralism. The thrust of MISC is to ensure that students are adequately prepared for the diverse communities they will encounter both on and off campus.

The MISC has four main components: International Student Services, Minority Advisement Program, Multicultural Programs, and the GLBT Resource Center. MISC staff serve as advocates for under-represented groups, present programs and workshops in classes, provide immigration services and activities for foreign students, and coordinate a variety of campus celebrations, such as Women's Awareness Week, Asian Cultural Day, Hispanic Heritage Day, Black Awareness Month, Religious Awareness Week, and International Week.

Minority Advisement Program

Cited as the Best Student Learning Program in Georgia by the Georgia College Personnel Association, the Minority Advisement Program (MAP) is a peer mentor program designed to assist minority freshmen with their transition from high school to college and to facilitate a successful adjustment to Georgia Southern University. With the assistance of peer leaders, MAP provides information and experiences to promote success. Services include personal assistance to obtain all resources available in such areas as academic advisement, financial aid, career counseling, tutoring, and campus orientation. For more information, write the Multicultural and International Student Center at P.O. Box 8068, call 681-5409, or visit the webpage at <www2.gasou.edu/sta/multiprog/home.html>.

Gay, Lesbian, Bi-sexual and Transgendered Students Resource Center

The GLBT office provides support, information, and referrals for students through education and programming; works with community agencies; and offers one-on-one conferencing with GLBT students to address their concerns. The office also encourages dialogue in an effort to educate the campus community about issues of sexual orientation.

International Student Services

Approximately 300 international students, drawn from over 80 countries, enhance life at Georgia Southern. The mission of the MISC is to

accommodate international students' needs and to help them acclimate to their new environment. The MISC strives to internationalize the campus by offering inter-cultural programs which appeal to a wide range of audiences, thereby helping to create diversity and better understanding and appreciation of world cultures.

The MISC offers immigration advisement to those holding F-1 and J-1 visas in order to assist them in maintaining their status with the Immigration and Naturalization Service (INS). MISC also plans and coordinates programs and services which foster international understanding and cultural exchange on campus. Services offered include orientation sessions, English proficiency testing/placement, academic and personal counseling, and registration. Programs offered throughout the academic year include international coffee hour, friendship family program, student mentor program, international student week, activities offered by the International Club, and office-sponsored socials and cookouts.

The MISC, located in Rosenwald Building, Room 2034, can be reached at 681-5409; fax 486-7437.

606.08 Off-campus Housing

Off-campus Housing maintains a list of available student housing in the community and coordinates the community advisor program, through which cooperating apartment complexes employ Georgia Southern students to assist off-campus students with community and personal development. From time to time, the office receives listings of rental property suitable for faculty and staff. For more information, call 681-5409.

606.09 Office of Judicial Affairs

The judicial process at Georgia Southern is an integral part of the educational mission of the University. Its philosophy is educational as opposed to punitive and is proactive in nature, emphasizing a developmental approach toward discipline for maximum student growth.

The purpose of the University judicial process is two-fold. First, the judicial process guarantees that every student charged with a violation of the Student Conduct Code receives a fair and impartial hearing. Hearings are designed to implement essential standards of fairness by meeting appropriate due process requirements. Second, the judicial system has an educational purpose. Ideally, the judicial process should teach students that they are responsible for their actions and that there are consequences associated with inappropriate behavior.

Georgia Southern has a responsibility to help students learn the value of their individual rights and to realize the importance of their responsibilities as productive members of the academic community. The office can assist faculty in resolving cases of student academic dishonesty. Call 681-0059 for more information.

606.10 Orientation, Advisement, and Registration

New students attending Georgia Southern usually have many questions and concerns about issues ranging from faculty expectations and residence hall living to off-campus housing, dining, core curriculum, academics, and activities. These and many other concerns are addressed by the Office of New Student and Parent Programs during SOAR (Southern's Orientation, Advisement, and Registration) sessions prior to the start of classes each semester. Freshmen entering fall semester may attend one of nine two-day orientation sessions with their parents during the summer. Transfer students entering fall semester may attend one of two one-day orientation sessions during the summer. For other semesters, the orientation/advisement/registration occurs just days before classes start. New students are advised by a select group of faculty and academic advisors who then assist in registering. Students meet key people on campus and have their questions answered by faculty. SOAR leaders are upper-class students who help to facilitate the SOAR program. Orientation is recommended for all new students.

In addition to orientation, the office coordinates Family Weekend (October 27-28, 2000), *ApParent Issues*, a newsletter for parents, and the Parents Handbook. Call 871-1987 or e-mail <orientation@gasou.edu>.

606.11 Student Activities

Through a broad range of programs, from Eagle Entertainment, student programming council, various activities, leadership development programs, over 150 individual clubs and organizations, to Campus Life Enrichment Committee, students are provided an opportunity to pursue interests, develop leadership skills, enrich their social lives and augment professional competence. For more information on how students can become connected with the University, call the Office of Student Programs at 486-7270.

606.12 Student Media

Georgia Southern's campus media include a student newspaper published three times a week (*The George-Anne*), a general interest "yearbook magazine" (*Southern Reflector*), a semi-annual magazine of the arts (*Miscellany*), and a campus radio station (WVGS/91.9 FM). In addition, two student groups—Production and Graphics Editorial Services (PAGES) and Advertising/Distribution Services (ADS)—provide technical and business support for the print-based student media. Student editors and managers are selected by the Student Media Advisory Board of the Division of Student Affairs, a panel which also provides oversight to student media operations. The goal of student media is to provide news and information in a timely manner, to provide entertainment which reflects the institution's diversity, and to provide an open forum for the exchange of views on issues of interest to the University community.

606.13 The Department of University Housing

Residence hall living at Georgia Southern University offers a living and learning environment for nearly 2,800 students. Seventy-five percent of the students who live on campus are first year students who were recently graduated from high school. Of the twelve on-campus residence halls, nine offer a traditional community living environment, while the other three are apartment and/or suite style living arrangements. All twelve are operated by the Department of University Housing.

Some residence halls have Residential Learning Communities unique to a particular floor or building, depending on the student's educational goals or personal interests. The Residential Learning Communities for the 2000-2001 academic year are as follows:

Success in U (SIU) is reserved for entering freshman. This program reserves core curriculum courses exclusively for students in the SIU Learning Community. It also offers an onsite student success center with English and math tutors, and a computer lab.

Freshman Interest Groups (FIGS) is designed for entering freshmen; the program assigns residents to "pods" based on their academic majors--TEACH, Just the CORE, Health Professions, Business, and Liberal Arts. The residents are then enrolled in the same cluster during their first semester on campus. In-hall seminars on a variety of topics assist these freshmen.

Math, Engineering, Technology and Science Majors (METS) offers special support for students in the fields of math, science, engineering and technology. In-house study groups, academic support, and a computer lab are available.

Academic Community for Excellence (ACE) offers an intensive study environment for students participating in Georgia Southern's two honor programs and other students wishing to focus on academic excellence.

Healthy Lifestyles is for students interested in maintaining a healthy, substance-free lifestyle. Participants pledge to abstain from using alcohol, tobacco products, and other controlled substances.

International Residential Experience is for international and American students interested in experiencing different cultures and traditions.

Eagle Leadership is designed for students preparing to be leaders on campus and in their communities after college. In addition to attending programs exploring personal, campus, national, and world issues, participants may enroll in the University's Leadership Institute.

Upperclass Experience is reserved exclusively for sophomores, juniors, seniors, and transfers. This program offers workshops and resources that focus on career development, self-awareness, community service, and diversity issues. Entering freshmen are not considered for this option.

Traditional All Male Experience and Traditional All Female Experience provide guidance, leadership, and programs selected by residents.

Faculty and staff who want to help welcome new freshmen to campus life may participate in **Operation Move-in**, a chance to greet students and their parents upon their arrival in the fall. **Operation Move-in 2000** will be held Sunday, August 13, from 9 am until 6 pm.

Housing staff members are encouraged to contact faculty and staff to serve as guest speakers for programs in the halls.

Several sections of Georgia Southern 1210 and core curriculum courses are reserved each semester for residents of certain buildings to take a course with others in their hall, giving them easy access to study partners and/or study groups. Faculty and staff teaching these classes are invited to utilize hall space for class sessions or special projects. Those interested in faculty involvement opportunities may contact University Housing's Academic Enhancement Coordinator, Mr. Chris Caplinger at 681-5406.

606.14 Testing Program

Institutional and national testing programs are administered on campus, providing students with access to tests which are necessary for their continuing education and career plans. Some of the tests offered are the SAT, ACT, LSAT, MAT, Regents, PRAXIS, and placement tests. For more information, contact Testing at 681-5415.

606.15 Volunteer Services

Volunteer Services matches interested students with volunteer opportunities in the surrounding community. For more information, call 681-5409.

Section 700 THE UNIVERSITY SYSTEM OF GEORGIA

701 Overview

The University System of Georgia includes 34 state-operated institutions of higher education located throughout the state. A 16-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 11 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 (two-year) 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 universities, and two-year colleges. This curriculum requires 110-112 semester credit hours, including

- 60 hours essential skills
- 4-5 hours institutional options
- 6 hours humanities and fine arts
- 10-11 hours science, math, and technology
- 12 hours social sciences
- 18 hours courses related to the program of study

It facilitates the transfer of freshman and sophomore degree credits within the University System.

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 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 University System Advisory Council, with 34 committees, engenders continual System-wide dialogue on major academic and administrative matters of all types. It also makes recommendations to the Chancellor for transmittal to the Board of Regents as appropriate regarding academic and administrative aspects of operation of the System.

The Advisory Council consists of the Chancellor, the vice chancellors and all presidents as voting members; it includes other officials and staff members of the institutions as nonvoting members. The Advisory

Council's 21 academic committees and 13 administrative committees are made up of representatives from the institutions.

Committees dealing with matters of University 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. The largest share of the state appropriations, approximately 52 percent, is allocated by the Board for instruction.

702 Institutions of the University System

Universities—Graduate

GEORGIA INSTITUTE OF TECHNOLOGY	Atlanta 30332
GEORGIA SOUTHERN UNIVERSITY	Statesboro 30460
GEORGIA STATE UNIVERSITY	Atlanta 30303
MEDICAL COLLEGE OF GEORGIA	Augusta 30912
THE UNIVERSITY OF GEORGIA	Athens 30602
VALDOSTA STATE UNIVERSITY	Valdosta 31698

State Universities—Limited Graduate Studies

ALBANY STATE UNIVERSITY	Albany 31705
ARMSTRONG ATLANTIC STATE UNIVERSITY	Savannah 31419
AUGUSTA STATE UNIVERSITY	Augusta 30910
CLAYTON COLLEGE & STATE UNIVERSITY	Morrow 30260
COLUMBUS STATE UNIVERSITY	Columbus 31993
FORT VALLEY STATE UNIVERSITY	Fort Valley 31030
GEORGIA COLLEGE & STATE UNIVERSITY	Milledgeville 31061
GEORGIA SOUTHWESTERN STATE UNIVERSITY	Americus 31709
KENNESAW STATE UNIVERSITY	Marietta 30061
NORTH GEORGIA COLLEGE & STATE UNIVERSITY	Dahlonega 30597
SAVANNAH STATE UNIVERSITY	Savannah 31404
SOUTHERN POLYTECHNIC STATE UNIVERSITY	Marietta 30060
STATE UNIVERSITY OF WEST GEORGIA	Carrollton 30118

State Colleges

DALTON STATE COLLEGE	Dalton 30720
MACON STATE COLLEGE	Macon 31297

Two-year Colleges

ABRAHAM BALDWIN AGRICULTURAL COLLEGE	Tifton 31794
ATLANTA METROPOLITAN COLLEGE	Atlanta 30310
BAINBRIDGE COMMUNITY COLLEGE	Bainbridge 31523
COASTAL GEORGIA COMMUNITY COLLEGE	Brunswick 31717
DARTON COLLEGE	Albany 31707
EAST GEORGIA COLLEGE	Swainsboro 30401
FLOYD COLLEGE	Rome 30161
GAINESVILLE COLLEGE	Gainesville 30503
GEORGIA PERIMETER COLLEGE	Decatur 30034
GORDON COLLEGE	Barnesville 30204
MIDDLE GEORGIA COLLEGE	Cochran 31014
SOUTH GEORGIA COLLEGE	Douglas 31533
WAYCROSS COLLEGE	Waycross 31501

703 Financial Exigency Policy

Anything in the Policies of the Board of Regents 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, [decide to] reduce the operation of, [to] modify or [to] 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 end 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 insure that students affected will be allowed to complete their programs, within the limits of budgetary constraints, at the institution or by transfer to another unit of the System.

The determination of the existence and extent of a financial exigency affecting the System or any institution or within an academic or other 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 or non-tenured faculty or other contract 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 then 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 Article IX of the *Bylaws* of the Board.

Program Modification or Discontinuance in the Event of Financial Exigency

Anything in the Policies of the Board of Regents 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 System as provided in Section 805.01, 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 shall apply to any such layoffs or terminations.

(Regents Policies, 805, approved October 1991)

INDEX

A

Academic Administration 6

Academic Advisement 40

Academic Convocations 26

Academic Freedom, Policy of 19

Academic Honesty 43

Academic Dishonesty 43, 50

Academic Programs 40

Academic Resource Center 56

Academic Work, Tuition Reimbursement 29, 42

ADA Public Accommodation Policy 5

ADA Request for Accommodation 5

Administrators, Evaluation of 7

Admissions, Undergraduate 56

Advisement, Academic 40

Advisement, New Students 59

Affirmative Action Program 4

African American Caucus 53

Alcohol, Policy on Serving 6

Allen E. Paulson College of Science & Technology 8

Alumni Relations 55

American Association of University Professors 53

American Association of University Women 53

Americans With Disabilities Act 5

Annual Reports 26

Art, Foy Gallery 303 54

Arthropodology & Parasitology, Institute of 10, 11

Associate Provost for Enrollment Management & Information Tech 6

Associate VP for Academic Affairs & Dean of Graduate Studies 6

Associate VP for Student Affairs 7

Association of Georgia Southern Women 53

Attendance, Student 42

Averitt, Jack N., College of Graduate Studies 7

Awards for Excellence 20

B

Ball, Lamar Q Jr., Raptor Center 11, 55

Bell Honors Program 9

Botanical Garden 11, 54

Brunswick Center 10

Bulloch County Profile 3

Bureau of Business Research & Economic Development 10

Bureau of Public Affairs 10

Business Administration, College of 8

Business, General Concerns 33

C

Campus Life Enrichment Committee (CLEC) 54

Campus Recreation & Intramurals 56

Career Services 57

Center for Africana Studies 10

Center for Economic Education 10

Center for Educational Leadership & Service 10

Center for Excellence in Banking 10

Center for Excellence in Teaching 10, 40

Center for Global Business 10

Center for International Studies 10, 11

Center for Irish Studies 11

Center for Management Development 11

Center for Printability/Runability 11

Center for Retailing Studies 11

Center for Rural Health & Research 11

Center for Social Gerontology 11

Center for the Study of International Schooling 11

Center for Wildlife Education & Lamar Q Ball, Jr. Raptor Center 11, 55

Centers & Institutes 10

CET Lab 40

Cheating 43, 50

Class Rolls & Grade Books 42

Coastal Area Teacher Education Service 11

Coastal Georgia Center 11

College of Business Administration 8

College of Education 7

College of Graduate Studies, Jack N. Averitt 7

College of Health & Professional Studies 8

College of Liberal Arts & Social Sciences 8

College of Science & Technology, Allen E. Paulson 8

Colleges & Academic Units 7

Computer Services 12

Computers for Faculty Use 52

Consolidated Grievance Procedures 35

Continuing Education & Public Services 12

Contract Review 18

Counseling & Career Development Center 57

Course Requirements, Statement of 42

Cultural Activities 54

D

Deans 6

Dental Plan 29

Department Chairs 7

Disruptive & Obstructive Behavior, Regents Policy 46

Dismissal for Cause 21

Distance Learning 41

Division of Student Affairs 56

Drug Free Schools & Communities Act 6

Drug Free Workplace Act 6

E

Education, College of 7

Educational Opportunity Programs 57

Educational Talent Search 57

Electronic Mail 53

Emeritus Status 31

Employment of Relatives 26

Equal Opportunity 3

Equal Opportunity Statement 3

Evaluation of Administrators 7

Evaluation of Non-tenured Faculty 22

Exams, Policy Regarding Final 29, 42

Executive Planning Council (EPC) 16

Extra Compensation Policy 27

F

Facilities 52

Faculty Athletic Committee 55

Faculty Development, Research, & Service Committee 50

Faculty Evaluation Criteria 23

Faculty Evaluation Guidelines & Procedures 22, 23

Faculty Governance 12

Faculty Grievance Procedures 33

Faculty Senate 12, 16

Faculty Senate, Bylaws of 12

Faculty, Professional Expectations 19, 26

Faculty, Professional Standards 19

Faculty, Promotion Guidelines 20

Faculty 7

Faculty, Tenure Guidelines 21

Faculty, Types of Evaluations 22

Family Leave Policy 30

Family Life Center 11

Final Examinations 29, 42

Financial Aid 56

Financial Exigency Policy 61

First Year Experience 56

Flexible Spending Accounts 29

Food Service 53

Foy Gallery 303 54

Fringe Benefits 29

Fund Raising 18, 55

G

GALILEO project 9

Gallery 303 54

Gay, Lesbian, Bisexual, & Transgendered Student Resource Center 59

General Considerations 19

George-Anne student newspaper 60

Georgia Southern Museum 11, 54

GLOBE (Gay, Lesbian, Or Bisexual Employees) 54

Grade Books 42

Grade Reporting 43

Grading System 43

Graduate Studies, Jack N. Averitt College of 7

Grants 50

Greek Life 58

Grievance Procedures 33

Group Insurance Programs 29

H

Health & Professional Studies, College of 8

Health Benefits 29

Health Services 58

History 2

Honor Code 43

Housing 60

I

Immunization Requirements 58

Incompletes 43

Institute of Arthropodology & Parasitology 10, 11

Institutional Planning Groups 16

Intellectual Property, Georgia Southern Policy 47

Intellectual Property, Regents Policy 47

Intercollegiate Athletics 55

International Student Services 59

International Studies, Center for 10, 11

Internet Access 52

J

Judicial Review Board 43, 59

L

Leaves of Absence 30

Liberal Arts & Social Sciences, College of 8

Liberty Center 11

Librarian 7

Library, Zach S. Henderson 9

Life Insurance, Group 29

M

Marketing & Communications	17
McNair Achievement Program	58
Mentor Program	40
Membership on Committees	18
Minority Advise ment Program	59
Miscellany magazine of the arts	60
Mission of the University	2
Multicultural & International Student Center	59
Museum	11, 54
Music Program	54

N

Non-academic Administrative Officers	7
Non-tenure Track Appointments	22
Nondiscrimination, Policy of	4

O

Off-campus Housing	59
Office of Judicial Affairs	59
Office of Planning & Analysis	17
Office of Research Services & Sponsored Programs	47
Office of Telecommunications	52
Office of Undergraduate Admissions	56
Open Records Act, Georgia	41
Organizational Structure	6
Orientation, New Students	59
Outside Consulting Activities	27

P

Parking & Transportation Office	53
Personnel Advisory Committee	17
Personnel Policies	29
Physical Plant	52
Plagiarism	44, 50
Planning	15
Planning & Analysis, Office of	17
Political Activities	27
Post-tenure Review Policy	24
Postal Services	52
Pre-tenure Review Policy	24
President	6, 16, 17
President's Cabinet	17
Printing Services	52
Procedures for Administrative Review at the VP Level	39
Promotion Guidelines	20
Protecting Student Information	41
Provost	6
Public Safety	55

R

Recruitment of Faculty	39
Regents Retirement Plan	29

Registrar, Office of	12
Registration, New Students	59
Religious Holidays	42
Renewal/Nonrenewal of Faculty	21
Research & Service Foundation	51
Research & Study Leave	30
Research Services & Sponsored Programs, Office of	47
Residence Life	60
Resignations	31
Resources for Instruction	41
Resources for Students	56
Retirement	30

S

Salary Increases	20
Scholarly Misconduct	50
Scholarship	19, 47
Science & Technology, Allen E. Paulson College of	9
Secretarial Assistance	52
Service	20
Sexual Harassment, Policy of	4
Sick Leave with Pay	29
Sick Leave Without Pay	29
Small Business Development Center	11
SOAR (Southern's Orientation, Advise ment, & Registration)	59
Social Security	29
Southeast Center for Assistive Technology	11
Southern Center for Continuing Education	11, 12
Southern Center for Logistics & Intermodal Transportation	11
<i>Southern Reflector</i> student magazine	60
State Security Questionnaire	31
Statesboro profile	3
Strategic Planning Council (SPC)	16
Student Activities	60
Student Conduct Code	43, 45
Student Disability Resource Center	56
Student Grade Appeal	45
Student Media	60
Student Ratings of Instruction	24
Student Travel Policy	46
Students With Disabilities, Commitment to	41
Success In U (SIU)	60
Summer Teaching & Employment	26
Syllabus, Course Requirements	42

T

Tax Sheltered Annuity	29
Teachers Retirement System of Georgia	29
Teaching	19
Teaching Loads	27
Telecommunications	52
Tenure Guidelines	21
Tenure Timetable	21
Terminations	31

Testing Program	60
Theatre & Performance	55
Travel, Faculty	31
Travel, Student	46
Tuition Remission & Reimbursement Policy	29
Tutorial Center, Library (now Academic Resource Center)	56
Tutoring by Faculty	27

U

University Advancement	55
University Honors Program	10
University Housing	60
University Mentor Program	40
University Sponsored Faculty Grants	50
University Store	53
University System of Georgia, Financial Exigency Policy	61
University System of Georgia, Institutions	61
University System of Georgia, Overview	61
Upward Bound	58

V

Vacations	30
Veterans of the Vietnam Era, Employment of	5
Veterans with Disabilities, Employment of	5
Vice President for Business & Finance	7
Vice President for Student Affairs	7
Vice President for University Advancement	7
Voice Mail	52, 53
Volunteer Services	60

W

Wellness Council	17
Wildlife Education & Lamar Q Ball Jr., Raptor Center, Center for	11, 55
Women's Network	54
Workers Compensation Insurance	29
WVGS/FM, Student Radio Station	60

Z

Zach S. Henderson Library	9
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GEORGIA
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A UNIT OF THE UNIVERSITY SYSTEM OF GEORGIA
AFFIRMATIVE ACTION/ EQUAL OPPORTUNITY INSTITUTION