



**BOARD OF REGENTS OF THE UNIVERSITY SYSTEM OF GEORGIA
Atlanta, Georgia 30303-3083**

**BOARD OF REGENTS MEETING AGENDA
Tuesday, May 15, 2018**

<u>Approximate Times</u>	<u>Tab</u>	<u>Agenda Item</u>	<u>Presenter</u>
9:00 AM Room 7007	1	Intercollegiate Athletics Committee	Donald M. Leebern, Jr.
9:30 AM Room 8003	2	Call to Order	Chairman James M. Hull
	3	Invocation/Pledge of Allegiance	Chairman James M. Hull Ms. Maya Mapp, SGA President, Valdosta State Univ.
	4	Safety Briefing	Chief of Police Bruce Holmes
	5	Approval of April 17 th /18 th Minutes	Secretary Edward Tate
	6	Special Recognition <i>Potts' Award</i> <i>Regents' Department Award</i>	Chancellor Steve Wrigley Ms. Maya Mapp, SGA Pres., Valdosta State Univ. Pres. Kyle Marrero, Univ. of West GA
9:45 AM	7	Campus Spotlight - Albany State University <i>Block Chain Technology – a revolution in business and academics</i>	Chairman James M. Hull Interim President Marion Fedrick Dr. Robert Owor, Interim Chair/Prof. Ms. Myonna Douglass, Student Mr. Kevin McClendon, Student Ms. Melody Collins, Student
10:05 AM	8	FY 2019 Operating Budget	Chairman James M. Hull VC Tracey Cook
10:15 AM Room 7007 Room 7007 Room 7007		<u>Track I Committee Meetings</u>	
	9	Academic Affairs	Regent Sarah-Elizabeth Reed
	10	Economic Development	Regent T. Rogers Wade
	11	Organization & Law	Regent Laura Marsh
10:15 AM Room 8003 Room 8003 Room 8003 Room 8003		<u>Track II Committee Meetings</u>	
	12	Personnel & Benefits	Regent Neil L. Pruitt, Jr.
	13	Finance & Business Operations	Regent Donald M. Leebern, Jr.
	14	Internal Audit, Risk and Compliance	Regent Sachin D. Shailendra
	15	Real Estate & Facilities	Regent Richard L. Tucker
11:45 AM Room 8026	16	Lunch	



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12:45 PM Room 8003	17	Reconvene	Chairman James M. Hull
	18	OneUSG Update	EVC Shelley Nickel VC & CIO Bobby Laurine
	19	Healthcare Update	Regent Neil L. Pruitt, Jr. Interim VC Karin Elliott
	20	Chancellor's Report	Chancellor Steve Wrigley
1:25 PM	21	Committee Reports: A. Academic Affairs B. Economic Development C. Finance & Business Operations D. Intercollegiate Athletics E. Internal Audit, Risk and Compliance F. Organization & Law G. Personnel & Benefits H. Real Estate & Facilities	Regent Sarah-Elizabeth Reed Regent T. Rogers Wade Regent Donald M. Leebern, Jr. Regent Donald M. Leebern, Jr. Regent Sachin D. Shailendra Regent Laura Marsh Regent Neil L. Pruitt, Jr. Regent Richard L. Tucker
	22	Unfinished Business	Chairman James M. Hull
	23	New Business	Chairman James M. Hull
	24	Petitions and Communications	Secretary Edward Tate
	25	Executive Session	Chairman James M. Hull
	26	Reconvene <i>Vote</i>	Chairman James M. Hull
	27	Adjournment	Chairman James M. Hull

AGENDA

COMMITTEE ON INTERCOLLEGIATE ATHLETICS

May 15, 2018

Agenda Item **Page No.**

APPROVAL ITEMS

1. Revision to the Policy Manual: Section 4.5 – Intercollegiate Athletics 1

INFORMATION ITEM

2. Athletics Presentation - Fiscal Year 2017 Annual Report 14

AGENDA

COMMITTEE ON INTERCOLLEGIATE ATHLETICS

May 15, 2018

1. Revision to the Policy Manual: Section 4.5 – Intercollegiate Athletics

In line with the goals of the Board of Regents' Policy Manual Review, the main purpose of the revision of Section 4.5, Intercollegiate Athletics, and the relocation of the related policies is to simplify Policy language, to provide for consistency in Policy provisions, and to increase the efficiency of the Policy Manual.

4.5 Intercollegiate Athletics

CURRENT POLICY LANGUAGE:

4.5 Intercollegiate Athletics

This policy governs USG institution establishment of intercollegiate athletics, expansion of sports, changes in intercollegiate athletic competition levels, and funding of intercollegiate athletics programs (BoR minutes, March 2013).

4.5.1 Purpose

Participation in and enjoyment of intercollegiate athletics are important components of the overall collegiate experience and also provide valuable benefits to the communities in which universities and colleges are located. The Board of Regents of the University System of Georgia is committed to promoting such participation and opportunities within the mission, values, and goals of each USG institution. However, decisions made with respect to athletic programs may have significant financial implications for the institutions, and, subsequently, affordability for USG students. These programs must be operated in an ethically and fiscally responsible manner consistent with the rules, regulations, and principles of the national intercollegiate athletic associations and the conferences with which the institutions are affiliated (BoR minutes, March 2013).

4.5.2 Board Oversight

The Board of Regents provides oversight and broad policy guidelines for the operation and budget activities of intercollegiate athletics programs in a manner consistent with the operation of other USG units (BoR minutes, March 2013).

4.5.3 Delegation of Authority

The president of each USG institution is assigned ultimate responsibility and authority for the operation, fiscal integrity, and personnel of the institution's athletics program, including appointment and supervision of the athletics director(s). Each president is also responsible for ensuring that the institution's athletics program is in compliance with all applicable federal and state laws, in compliance with the regulations of any athletic conference affiliation, and that the mission, values, and goals of the athletics program are compatible with those of the institution (BoR minutes, March 2013).

4.5.4 Authorization and Approvals

Any USG institution that wants to establish an intercollegiate athletics program, expand its current intercollegiate athletics program, make a change in conference that requires significant program or resource expansion, or change competition levels, shall first obtain approval from the Board of Regents. Prior to any action on behalf of the institution, the president of the institution shall first notify the Chancellor of the scope of the intended change and the Chancellor shall determine if written notice to the Board is required. If it is determined that a formal review and approval by the Board is required, the institution shall submit for that approval a full proposal to the Board of Regents for integrated review as outlined in Section 4.5.5 (BoR minutes, March 2013).

4.5.5 Criteria for Proposal of Athletics Expansion

Consideration will be given to proposals that:

1. Are based on an institution submission of a five-year operational and capital plan for intercollegiate athletics that includes projected expenditures and revenues and sources of funding including institutional funds, athletic fees, ticket sales, unrestricted endowment income, and other sources such as sponsorships, community giving, and alumni donations;
2. Demonstrate support and approval for the plan based upon widespread consultation with the institution academic and student governing bodies and community constituents;
3. Stipulate that grants-in-aid will be administered in strict compliance with intercollegiate athletic rules and regulations and may be funded from athletic fee revenues, unrestricted endowment income, and other allowable funding sources;
4. Assure that equitable athletic opportunity will be provided for members of both sexes, so that no person, on the basis of sex, will be excluded from participation in, be denied the benefits of, or be subject to discrimination in the overall intercollegiate athletics program of the institution;

5. Stipulate that the operation of intercollegiate athletics cannot come at the expense of academic programs and essential activities at an institution or by diverting funds from other major institution functions;
6. Discuss the facilities implications of any required changes in or additions to capital facilities in order to upgrade intercollegiate athletics; and,
7. Ensure that all funds utilized in support of the intercollegiate athletics program will be allocated, administered, and expended directly under the authority of the institution president in strict compliance with intercollegiate athletics regulations and institutional guidelines for the establishment and conduct of institution intercollegiate athletics boards (BoR minutes, March 2013).

4.5.6 Monitoring

1. The USG shall annually review institutional intercollegiate athletics programs for financial and program soundness. To assist with this task, each President of an institution that participates in intercollegiate athletics shall furnish a report annually to the Chancellor that addresses academic, fiscal, and compliance issues associated with intercollegiate athletics. This annual report's format will be prescribed in the Business Procedures Manual.
2. Institutions will provide to the Chancellor copies of the annual reports submitted to the appropriate national intercollegiate athletic association and conferences regarding academic progress and graduation success rates of student-athletes.
3. The Chancellor will submit a summary of the institution reports to the members of the Board and will advise the Board Chair of any Board actions needed.
4. Each institution is to immediately notify the Chancellor of all NCAA/NAIA/NJCAA major infractions or investigations, conference investigations, or any other events or situations which might spark unusual public interest in the athletic program. As a part of the notification the institution should provide sufficient detail concerning the situation to ensure the USG can respond appropriately to inquiries.
5. Each institution is required to report to the USG chief business officer regarding all projected/known fiscal shortfalls, where current fiscal year intercollegiate athletic expenses are expected to exceed current fiscal year intercollegiate athletic revenues, as soon as it is determined, along with the reason(s) for the shortfall and the plan in both the short and long term for resolving the issue. Projected or actual use of institutional reserves in support of intercollegiate athletics must be highlighted in the required report.
6. There shall be an annual audit of any separately incorporated athletic association, with a copy of the audit to be filed with the USG chief audit officer. (BoR Minutes, March 2013, May 2016)

4.5.7 Management of Athletic Affairs

Management and control of intercollegiate and intramural athletic affairs shall be the responsibility of the respective institutional authorities. Each institution participating in a program of intercollegiate athletics is expected to take the necessary steps to ensure that its management of the program is in compliance with the provisions of applicable federal laws and the regulations of any governing body and athletic conference with which it is affiliated. (BoR Minutes, 1983-84, p. 170; May 2016)

4.5.8 Funding of Intercollegiate Athletic Programs

For the purpose of this policy, the USG has adopted the definitions of revenues and expenses provided by the NCAA for the Financial Reporting System as outlined below and to be further defined in the USG Business Procedures Manual. The NCAA Financial Reporting System aims to capture all revenues and expenses on behalf of an institution's intercollegiate athletics program, including those by outside entities, i.e. foundations, booster clubs, etc. and institutions similarly shall include all intercollegiate athletics revenue and expense to include entities operating on behalf of the institution's athletics program.

As used in this Policy, "Athletics Operating Revenue" is the total revenue generated by the institution's intercollegiate athletics program. "Direct Institutional Support" is the direct financial support provided by the institution to the athletics programs, e.g., tuition funds used to support intercollegiate athletic activities. "Subsidy" is the sum of direct institutional support and student fees and does not include the value of out-of-state tuition waivers. "Subsidy Percentage" is the subsidy divided by athletics operating revenue as defined in the USG Business Procedures Manual. "Athletics Operating Expense" is the total expense spent by the institution's intercollegiate athletics program. Athletics Operating Revenue, Direct Institutional Support, Subsidy, Subsidy Percentage, and Athletic Operating Expense shall be further defined in the USG Business Procedures Manual.

Institutions may expend Education & General fund resources on behalf of the institution's intercollegiate athletics program except as noted: Institutions must not expend Fund 10000 state appropriations on athletics and must not expend Education & General fund resources in support of athletic scholarships.

A. A form will be provided to ensure a standardized reporting format for each institution to annually report its intercollegiate athletics revenues and expenses in accordance with Section 4.5.6.1.

B. The subsidy percentage shall not exceed:

- 10% for NCAA DI-A institutions affiliated with the ACC, Big Ten, Big 12, Pac-12 or SEC; often referred to as the Power 5;
- 65%: NCAA DI-A institutions affiliated with other conferences;
- 75% for NCAA Division I-AA institutions;
- 80% for NCAA Division II institutions;
- 85% for NAIA and NJCAA institutions.

C. Except for the Power 5 institutions, total athletic operating expenses may not increase by more than 5% annually unless approved in advance by the Chancellor.

D. Effective July 1, 2016, each institution exceeding the allowable subsidy percentage in the prior fiscal year shall submit to the Chancellor a plan for approval that reduces the subsidy over a fiscal year period, not to exceed four years, until the subsidy percentage complies with the requirements of subsection B. Failure to be in compliance in four years shall, at the discretion of the Chancellor, result in athletics programming mandates from the Chancellor including but not limited to reduction/change in sport offerings, change in conference affiliation, and change in governing body/division membership. Any institutions below these caps as of July 1, 2016 for Fiscal Year 2016 but exceeding them in a future fiscal year will have one year to get back in compliance.

4.5.9 Athletic Programs in Associate Degree Institutions

The USG associate degree institutions are authorized to establish and participate in a program of intercollegiate and intramural athletics. Intercollegiate football programs may be established only with prior approval of the Board (BoR Minutes, 1993-94, p. 185).

EDITED POLICY LANGUAGE:

4.5 Intercollegiate Athletics

This policy governs **University System of Georgia (USG)** institution establishment of intercollegiate athletics, expansion of sports, changes in intercollegiate athletic competition levels, and funding of intercollegiate athletics programs (~~BoR minutes, March 2013~~).

4.5.1 Purpose

Participation in and enjoyment of intercollegiate athletics are important components of the overall collegiate experience and also provide valuable benefits to the communities in which universities and colleges are located. The Board of Regents ~~of the University System of Georgia~~ is committed to promoting such participation and opportunities within the mission, values, and

goals of each USG institution. However, decisions made with respect to athletic programs may have significant financial implications for the institutions, and, subsequently, affordability for USG students. These programs must be operated in an ethically and fiscally responsible manner consistent with the rules, regulations, and principles of the national intercollegiate athletic associations and the conferences with which the institutions are affiliated ~~(BoR minutes, March 2013)~~.

4.5.2 Board Oversight

The Board of Regents provides oversight and broad policy guidelines for the operation and budget activities of intercollegiate athletics programs in a manner consistent with the operation of other USG units ~~(BoR minutes, March 2013)~~.

4.5.3 Delegation of Authority

The pPresident of each USG institution is assigned ultimate responsibility and authority for the operation, fiscal integrity, and personnel of the institution's athletics program, including appointment and supervision of the athletics director or director(s). Each pPresident is also responsible for ensuring that the institution's athletics program is in compliance with all applicable federal and state laws, in compliance with the regulations of any athletic conference affiliation, and that the mission, values, and goals of the athletics program are compatible with those of the institution ~~(BoR minutes, March 2013)~~.

4.5.4 Authorization and Approvals

Any USG institution that wants to establish an intercollegiate athletics program, expand its current intercollegiate athletics program, make a change in conference that requires significant program or resource expansion, or change competition levels, shall first obtain approval from the Board of Regents. Prior to any action on behalf of the institution, the pPresident of the institution shall first notify the Chancellor of the scope of the intended change and the Chancellor shall determine if written notice to the Board is required. If it is determined that a formal review and approval by the Board is required, the institution shall submit for that approval a full proposal to the Board of Regents for integrated review as outlined in Section 4.5.5 ~~(BoR minutes, March 2013)~~.

4.5.5 Criteria for Proposal of Athletics Expansion

Consideration will be given to proposals that:

1. Are based on an institution submission of a five-year operational and capital plan for intercollegiate athletics that includes projected expenditures and revenues and sources of funding including institutional funds, athletic fees, ticket sales, unrestricted endowment income, and other sources such as sponsorships, community giving, and alumni donations;
2. Demonstrate support and approval for the plan based upon widespread consultation with the institution academic and student governing bodies and community constituents;
3. Stipulate that grants-in-aid will be administered in strict compliance with intercollegiate athletic rules and regulations and may be funded from athletic fee revenues, unrestricted endowment income, and other allowable funding sources;
4. Assure that equitable athletic opportunity will be provided for members of both sexes, so that no person, on the basis of sex, will be excluded from participation in, be denied the benefits of, or be subject to discrimination in the overall intercollegiate athletics program of the institution;
5. Stipulate that the operation of intercollegiate athletics cannot come at the expense of academic programs and essential activities at an institution or by diverting funds from other major institution functions;
6. Discuss the facilities implications of any required changes in or additions to capital facilities in order to upgrade intercollegiate athletics; and,
7. Ensure that all funds utilized in support of the intercollegiate athletics program will be allocated, administered, and expended directly under the authority of the institution President in strict compliance with intercollegiate athletics regulations and institutional guidelines for the establishment and conduct of institution intercollegiate athletics boards (~~BoR minutes, March 2013~~).

4.5.6 Monitoring

1. The USG shall annually review institutional intercollegiate athletics programs for financial and program soundness. To assist with this task, each President of an institution that participates in intercollegiate athletics shall furnish a report annually to the Chancellor that addresses academic, fiscal, and compliance issues associated with intercollegiate athletics. This annual report's format will be prescribed in **guidelines issued by the University System Office**~~the Business Procedures Manual~~.
2. Institutions will provide to the Chancellor copies of the annual reports submitted to the appropriate national intercollegiate athletic association and conferences regarding academic progress and graduation success rates of student-athletes.
3. The Chancellor will submit a summary of the institution reports to the members of the Board and will advise the Board Chair of any Board actions needed.

4. Each institution is to immediately notify the Chancellor of all NCAA/NAIA/NJCAA major infractions or investigations, conference investigations, or any other events or situations which might spark unusual public interest in the athletic program. As a part of the notification the institution should provide sufficient detail concerning the situation to ensure the USG can respond appropriately to inquiries.
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6. There shall be an annual audit of any separately incorporated athletic association, with a copy of the audit to be filed with the USG chief audit officer. (~~BoR Minutes, March 2013, May 2016~~)

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C. Except for the Power 5 institutions, total athletic operating expenses may not increase by more than 5% annually unless approved in advance by the Chancellor.

D. Effective July 1, 2016, each institution exceeding the allowable subsidy percentage in the prior fiscal year shall submit to the Chancellor a plan for approval that reduces the subsidy over a fiscal year period, not to exceed four years, until the subsidy percentage complies with the requirements of subsection B. Failure to be in compliance in four years shall, at the discretion of the Chancellor, result in athletics programming mandates from the Chancellor including but not limited to reduction/ **or** change in sport offerings, change in conference affiliation, and change in governing body/ **or** division membership. Any institutions below these caps ~~as of July 1, 2016 for Fiscal Year 2016 but exceeding them in a future fiscal year~~ will have one year to get back in compliance.

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PROPOSED NEW POLICY LANGUAGE:

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C. Except for the Power 5 institutions, total athletic operating expenses may not increase by more than 5% annually unless approved in advance by the Chancellor.

D. Effective July 1, 2016, each institution exceeding the allowable subsidy percentage in the prior fiscal year shall submit to the Chancellor a plan for approval that reduces the subsidy over a fiscal year period, not to exceed four years, until the subsidy percentage complies with the requirements of subsection B. Failure to be in compliance in four years shall, at the discretion of the Chancellor, result in athletics programming mandates from the Chancellor including but not limited to reduction or change in sport offerings, change in conference affiliation, and change in governing body or division membership. Any institutions below these caps will have one year to get back in compliance.

2. Information Item: Athletics Presentation

Vice Chancellor for Organizational Effectiveness John Fuchko, III will present the Fiscal Year 2017 annual athletics report as required by Board Policy 4.5.6. This report will highlight institutional compliance with the athletics subsidy requirements and annual expense growth limits implemented as a part of the changes to the Athletics Policy approved at the May 2016 Board meeting.

**MINUTES OF THE MEETING OF THE
BOARD OF REGENTS OF THE UNIVERSITY SYSTEM OF GEORGIA
Atlanta, Georgia
April 17-18, 2018**

CALL TO ORDER

The Board of Regents of the University System of Georgia met at approximately 1:15 p.m. Tuesday, April 17, and approximately 10:00 a.m. Wednesday, April 18, 2018, in the Grand Ballroom of the Georgia Tech Hotel and Conference Center, 800 Spring Street, NW, Atlanta, Georgia. The Chairman of the Board, Regent James M. Hull, called the meeting to order both days. Present, in addition to Chairman Hull, were Vice Chairman Don L. Waters; and Regents C. Dean Alford; W. Paul Bowers; W. Allen Gudenrath; Erin Hames; Bárbara Rivera Holmes; C. Thomas Hopkins, Jr.; Donald M. Leebern, Jr.; Laura Marsh; Neil L. Pruitt, Jr.; Sarah-Elizabeth Reed; Sachin D. Shailendra; E. Scott Smith; Kessell D. Stelling, Jr.; Benjamin J. Tarbutton, III; Richard L. Tucker; T. Rogers Wade; and Philip A. Wilheit, Sr. Regents W. Paul Bowers; Donald M. Leebern, Jr.; and Sarah-Elizabeth Reed were excused Wednesday, April 18, 2018.

INVOCATION AND PLEDGE

Georgia Institute of Technology Student Government Association President Sujay Peramanu gave the invocation and led the Pledge of Allegiance on Tuesday, and Student Government President-elect Evan Gillon gave the invocation and led the Pledge of Allegiance on Wednesday.

SAFETY BRIEFING

Georgia Institute of Technology Chief of Emergency Preparedness William Smith gave the safety briefing.

APPROVAL OF MINUTES

With motion made and variously seconded, the Regents who were present voted unanimously to approve the minutes of the Board's meeting of February 13, 2018.

CRITICAL COURSE DASHBOARD

Executive Vice Chancellor for Academic Affairs & Chief Academic Officer Dr. Tristan Denley gave a presentation on the Critical Course Dashboard, a tool that helps guide University System of Georgia institutions through the course redesign process. The Dashboard identifies individual courses that are most closely related to student success, formerly known as gatekeeper classes. By modifying the delivery of these courses, USG institutions can deepen students' understanding of the course material while increasing their chances of long-term success.

FINANCE & BUSINESS OPERATIONS UPDATE

The Board of Regents approved the proposed amended budget for Fiscal Year 2018 and the proposed tuition, mandatory fees, elective fees and special charges, and budget allocations for Fiscal Year 2019.

PRESIDENT'S PRESENTATION AND CAMPUS SPOTLIGHT: GEORGIA INSTITUTE OF TECHNOLOGY

Georgia Institute of Technology President Bud Peterson welcomed the Regents to the Georgia Institute of Technology and gave a brief overview of the institution's history, current profile, and recent research achievements. President Peterson then introduced Dr. Steve McLaughlin, Dean of the Georgia Institute of Technology College of Engineering, and Dr. Raghupathy Sivakumar, Executive Director of CREATE-X, who shared a video about Georgia Tech's CREATE-X program. CREATE-X is a faculty-led initiative that provides undergraduate students with the knowledge, skills, and experiences to pursue entrepreneurial opportunities. Dr. Sivakumar profiled Seth Radman, a Georgia Tech graduate and CREATE-X participant who created a mobile application called Crescendo that helps music students track and improve their playing skills.

AFFORDABLE LEARNING GEORGIA UPDATE

Assistant Vice Chancellor for Academic Library Services Lucy Harrison provided an update on the Affordable Learning Georgia initiative. The high cost of commercial textbooks has been identified as a barrier to student success, since students often avoid or withdraw from courses that require expensive textbooks or forego purchasing textbooks and struggle through their courses without them. Affordable Learning Georgia aims to reduce this economic burden on students by promoting the use of open educational resources instead of traditional textbooks. These materials are free, electronic, openly licensed, and do not expire. Affordable Learning Georgia offers grants of up to \$30,000 to help faculty at USG institutions redesign their courses to use free or low-cost materials. All 26 USG institutions have received grants through this program, and all eCore general education courses now use open educational resources. Since the program's inception in 2011, Affordable Learning Georgia has saved USG students over \$31 million.

COMPREHENSIVE ADMINISTRATIVE REVIEW

University of West Georgia President Kyle Marrero and Vice Chancellor for Organizational Effectiveness John Fuchko presented an update on the Comprehensive Administrative Review (CAR). The CAR team has completed Phase 1 of the review process at six institutions and the University System Office and plans to finalize Phase 1 at the remaining 20 institutions before the end of 2018.

CHANCELLOR'S REPORT

The Chancellor spoke to the Board about the importance of research to the University System and the state. USG institutions engage with public and private partners to advance economic opportunity and vitality. New technologies developed on the campuses of our research universities help us prepare for the future, advance economic development, and serve communities in multiple ways, from creating jobs to saving lives. Today's universities work with business and industry to develop curriculum that meets workforce needs while helping students learn critical skills they need in today's economy. One notable example of these partnerships is here in Atlanta, where the Georgia Institute of Technology and Georgia State University are working with the City of Atlanta as part of the federal Smart Cities initiative, which seeks to develop new technologies that address challenges such as traffic and crime.

Chancellor Wrigley then shared several highlights and achievements from across the University System. During the past month, over 1,000 campus administrators, faculty, and staff attended training about the Board's Freedom of Expression policy and related institution policies. The Chancellor congratulated the Georgia State University men's basketball team for winning the Sun Belt conference championship and the University of Georgia Lady Bulldogs for advancing to the second round of the NCAA basketball tournament. He also congratulated Kimani Griffin, a Columbus State University student who earned a spot on the 2018 U.S. Winter Olympics speed skating team. Lastly, Chancellor Wrigley noted the passing of Merri Brantley, who led external affairs at Georgia Gwinnett College, and former Governor Zell Miller, who founded the HOPE (Helping Outstanding Pupils Educationally) scholarship.

Chancellor Wrigley concluded his remarks with a historical note regarding Paul Revere, a master silversmith from Boston, MA. On this date in 1775, Paul Revere summoned a friend to light lanterns in the Old North Church tower to signal whether the British were coming. Using a borrowed horse, Revere joined others to warn residents of an invasion in what later became known as the "Midnight Ride."

COMMITTEE REPORTS

Reports of the standing committees are attached hereto.

UNFINISHED BUSINESS

There was none.

NEW BUSINESS

Regent Philip A. Wilheit, Sr., reported that the Regents' Salute to Education, commonly called the Regents' Gala,

benefiting the University System of Georgia Foundation, was held on Friday, March 2, 2018, at the St. Regis Hotel in Atlanta, Georgia. Over 400 people attended the Gala, including Governor and Mrs. Nathan Deal, and the event raised over \$1,000,000 to benefit scholarships across the University System of Georgia.

With motion made and variously seconded, the Regents present voted unanimously to reappoint Vice Chancellor for Human Resources Marion Fedrick as the University System of Georgia's representative to the Board of Trustees of the Teachers Retirement System of Georgia.

PETITIONS AND COMMUNICATIONS

There were no petitions or communications. Secretary to the Board Edward Tate announced that the next Board of Regents meeting will be held on May 15, 2018, at the University System Office in Atlanta.

EXECUTIVE SESSION

Following the announcement on Petitions and Communications, Chairman Hull called for an executive session at approximately 11:00 a.m. to discuss personnel matters involving several institutions, including presidential search updates and evaluations. With motion properly made and seconded, the Regents present voted unanimously to go into executive session. University System of Georgia staff members who were also present for portions of the executive session included Chancellor Wrigley and members of his staff. An affidavit regarding this executive session is on file with the Office of the Secretary to the Board.

RECONVENE

Following executive session, Chairman Hull reconvened the Board meeting in its regular session at approximately 12:15 p.m. and announced that the Board took no actions during the executive session.

ADJOURNMENT

There being no further business to come before the Board, the meeting adjourned at 12:17 p.m.

James M. Hull
Chairman, Board of Regents
University System of Georgia

Edward M. Tate
Secretary, Board of Regents
University System of Georgia

**MINUTES OF THE
EXECUTIVE AND COMPENSATION COMMITTEE**

The Executive and Compensation Committee of the Board of Regents of the University System of Georgia met at approximately 12:37 p.m. Tuesday, April 17, 2018, in Conference Room B of the Georgia Tech Hotel and Conference Center, Atlanta, Georgia. Board Chairman James M. Hull called the meeting to order. Present, in addition to Chairman Hull, were Committee Vice Chairman Don L. Waters and Regents C. Thomas Hopkins, Jr.; Donald M. Leebern, Jr.; Sarah-Elizabeth Reed; Kessel D. Stelling, Jr.; Benjamin J. Tarbutton, III; and Philip A. Wilheit, Sr. Also present was Chancellor Steve Wrigley.

EXECUTIVE SESSION

Chairman Hull called for an executive session at approximately 12:38 p.m. to discuss litigation and personnel matters. With motion properly made and seconded, the Regents present voted unanimously to go into executive session. An affidavit regarding this executive session is on file in the Office of the Secretary to the Board.

After the committee exited executive session, Chairman Hull reconvened the committee in its regular session at 12:57 p.m. and announced that Regent W. Paull Bowers resigned from the Board of Regents. No actions were taken in executive session.

ADJOURNMENT

There being no further business for committee consideration, the meeting adjourned at approximately 12:58 p.m.

MINUTES OF THE COMMITTEE ON ACADEMIC AFFAIRS

The Committee on Academic Affairs of the Board of Regents of the University System of Georgia met at approximately 2:28 p.m. Tuesday, April 17, 2018, at the Georgia Tech Hotel and Conference Center, Atlanta, Georgia. Committee Chairwoman Sarah-Elizabeth Reed called the meeting to order. Present, in addition to Chairwoman Reed, were Committee Vice Chairman E. Scott Smith and Regents C. Dean Alford, W. Allen Gudenrath, Erin Hames, Laura Marsh and T. Rogers Wade. Chancellor Steve Wrigley also was present. Unless otherwise noted, the Regents present approved all items unanimously.

ACTION ITEMS

1. The Board approved the establishment of a Master of Science in Applied Languages and Intercultural Studies (MSALIS) at the Georgia Institute of Technology.
2. The Board approved the establishment of a Doctor of Public Health at Georgia State University.
3. The Board approved the establishment of a Master of Accountancy at the University of North Georgia.
4. The Board approved the establishment of a Bachelor in Interdisciplinary Studies at the University of West Georgia.
5. The Board approved a revision to the *Board of Regents Policy Manual*, Section 3.3, Curriculum, in Subsection 3.3.2, Learning Support Programs.
6. The Board approved a revision to the *Board of Regents Policy Manual*, Section 3.3, Curriculum, in Subsection 3.3.3, Instruction Offered Externally.
7. The Board approved a revision to the *Board of Regents Policy Manual*, Section 3.5, Grading System, in Subsection 3.5.1, Grading Point Average.
8. The Board approved a revision to the *Board of Regents Policy Manual*, Section 3.5, Grading System, in Subsection 3.5.2, Symbols Not Included in Determining Grade Point Average.
9. The Board approved a revision to the *Board of Regents Policy Manual*, Section 3.5, Grading System, in Subsection 3.5.3, Grade Point Average Upon Academic Renewal.

CONSENT ITEMS

1. The Board adopted new faculty positions and appointments at the University of Georgia and revisions to faculty positions at Dalton State College and the University of Georgia.
2. Subsequent to being added to the Committee discussion and approved by the Committee, the Board adopted the introduction of new faculty positions and appointments at the Georgia Institute of Technology. The Board approved the establishment of the Brandt-Fitz Chair for the Dean of Students, the appointment of Mr. John M. Stein as Brandt-Fitz Chair for the Dean of Students, and the establishment of the Sam Nunn School Chair.

ADJOURNMENT

There being no further business for committee consideration, the meeting adjourned at approximately 2:54 p.m.

MINUTES OF THE COMMITTEE ON ORGANIZATION AND LAW

The Committee on Organization and Law of the Board of Regents of the University System of Georgia met at approximately 2:55 p.m. Tuesday, April 17, 2018, in Conference Room B of the Georgia Tech Hotel and Conference Center, Atlanta, Georgia. Committee Chairwoman Laura Marsh called the meeting to order. Present, in addition to Chairwoman Marsh, were Committee Vice Chairwoman Sarah-Elizabeth Reed and Regents C. Dean Alford, W. Allen Gudenrath, Erin Hames, E. Scott Smith, and T. Rogers Wade. Also present were Board Vice Chairman Don L. Waters and Chancellor Steve Wrigley. The Board approved all items unanimously.

APPROVAL ITEMS

1. The Board approved University of West Georgia President Kyle Marrero's requests to award honorary degrees to Mrs. Nellie Duke and Mrs. Laura Richards.
2. The Board approved Columbus State University President Chris Markwood's request to award an honorary degree to Otis and Sandy Scarborough.
3. The Board approved revisions to the *Board of Regents Policy Manual*, Section 2, Institutional Governance.
4. The Board approved revisions to the *Board of Regents Policy Manual*, Section 6, Campus Affairs.
5. The Board delegated authority to the Chancellor to act on behalf of the Board between meetings.

EXECUTIVE SESSION

Following the vote on the approval items, Chairwoman Marsh called for an executive session at approximately 3:05 p.m. to discuss pending applications for review. With motion properly made and seconded, the Regents present voted unanimously to go into executive session. An affidavit regarding this executive session is on file in the Office of the Secretary to the Board.

After the committee exited executive session, Chairwoman Marsh reconvened the committee in its regular session at 3:30 p.m. and announced that no actions were taken.

ADJOURNMENT

There being no further business to come before the committee, the meeting adjourned at 3:32 p.m.

**MINUTES OF THE
COMMITTEE ON PERSONNEL AND BENEFITS**

The Committee on Personnel and Benefits of the Board of Regents of the University System of Georgia met at approximately 3:00 p.m. Tuesday, April 17, 2018, in the Grand Ballroom of the Georgia Tech Hotel and Conference Center, Atlanta, Georgia. Committee Chairman Neil L. Pruitt, Jr., called the meeting to order. Present, in addition to Chairman Pruitt, were Committee Vice Chairman C. Thomas Hopkins, Jr., and Regents Bárbara Rivera Holmes; Donald M. Leebern, Jr.; Sachin D. Shailendra; Kessel D. Stelling, Jr.; Benjamin J. Tarbutton, III; Richard L. Tucker; and Philip A. Wilheit, Sr.

APPROVAL ITEMS

The Board approved revisions to the *Board of Regents Policy Manual*, Section 8, Personnel.

INFORMATION ITEM

The Committee heard an information item on proposed revisions to the *Board of Regents Policy Manual*, Section 8.3.13, Emeritus/a Title.

ADJOURNMENT

There being no further business for committee consideration, the meeting adjourned at approximately 3:20 p.m.

**MINUTES OF THE
COMMITTEE ON FINANCE & BUSINESS OPERATIONS**

The Committee on Finance & Business Operations met at approximately 2:25 p.m. Tuesday, April 17, 2018, in the Grand Ballroom of the Georgia Tech Hotel and Conference Center, Atlanta, Georgia. Committee Chairman Kessel D. Stelling, Jr., called the meeting to order. Present, in addition to Chairman Stelling, were Committee Vice Chairman Donald M. Leebern, Jr., and Regents Bárbara Rivera Holmes; C. Thomas Hopkins, Jr.; Neil L. Pruitt, Jr.; Sachin D. Shailendra; Benjamin J. Tarbutton, III; Richard L. Tucker; and Philip A. Wilheit, Sr. Board Chairman James M. Hull and Chancellor Steve Wrigley also were present.

INFORMATION ITEM

1. Executive Finance Director Cynthia Robinson Alexander outlined the System's capital liability management plan for FY 2018-2022 and provided an updated on lease revenue bond portfolio performance.

APPROVAL ITEMS

2. The Board approved a request to the Georgia State Financing and Investment Commission for contract value authority of \$15 million for multi-year office leases.
3. The Board approved the reauthorization of out-of-state tuition waivers at Fort Valley State University for students enrolled in the Cooperative Developmental Energy Program.

ADJOURNMENT

There being no further business to come before the committee, the meeting adjourned at approximately 2:58 p.m.

MINUTES OF THE COMMITTEE ON REAL ESTATE & FACILITIES

The Committee on Real Estate & Facilities of the Board of Regents of the University System of Georgia met at approximately 3:03 p.m. on Tuesday, April 17, 2018, in the Grand Ballroom of the Georgia Tech Hotel and Conference Center in Atlanta, Georgia. Committee Chairman Richard L. Tucker called the meeting to order. Present, in addition to Chairman Tucker, were Committee Vice Chairman Benjamin J. Tarbutton, III, and Regents Bárbara Rivera Holmes; C. Thomas Hopkins, Jr.; Donald M. Leebern, Jr.; Neil L. Pruitt, Jr.; Sachin D. Shailendra; Kessel D. Stelling, Jr.; and Philip A. Wilheit, Sr. Board Chairman James M. Hull also was present. Unless otherwise noted, the Regents present approved all items unanimously.

INFORMATION ITEMS

1. Vice Chancellor for Real Estate & Facilities Jim James informed the Committee about the following two actions taken by the Chancellor pursuant to authority delegated by the Board:

Authorization of Project No. BR-90-1801, Science and Allied Health Building Pressurization and Correction, Kennesaw State University

Appointment of Design Professional Firm, Project No. BR-50-1801, Science Park Phase III, Georgia State University

2. Vice Chancellor James presented an information item on a proposed project to install stormwater management infrastructure, hardscape, and landscape improvements on a portion of the Eco-Commons at Georgia Institute of Technology.
3. Vice Chancellor James provided the Committee with a written report of real estate actions taken under delegated authority between November 1, 2017, and February 28, 2018.
4. Assistant Vice Chancellor for Design and Construction Sharon Ferguson Pope presented an information item on contracting and qualifications-based selections for calendar year 2017.

CONSENT ITEMS

5. The Board authorized a project budget modification, Project No. J-314, Interdisciplinary STEM Research Building, Parking Deck Addition, University of Georgia.
6. The Board authorized the termination of a ground lease and rental agreement for the Student Recreation Center, Armstrong Campus, Georgia Southern University.
7. The Board authorized the extension of rental terms at Perimeter College – Facilities at Clarkston, Decatur, Dunwoody, and Newton Campus, Georgia State University.
8. The Board authorized a building demolition at 225 Holmes Street, Barnesville, Gordon State College.
9. The Board authorized a naming modification to Harry S. Downs Center at Clayton State University.
10. The Board authorized the naming of Samprone Trail at Georgia College and State University.
11. The Board authorized revisions to the *Board of Regents Policy Manual*, Sections 9.2, 9.4, 9.5 and 9.6.
12. The Board authorized project no. BR-40-1801, Fine Arts Center Renovation, at Augusta University.

ADJOURNMENT

There being no further business to come before the committee, the meeting adjourned at approximately 3:20 p.m.

**MINUTES OF THE
COMMITTEE ON INTERNAL AUDIT, RISK AND COMPLIANCE**

The Committee on Internal Audit, Risk and Compliance of the Board of Regents of the University System of Georgia met at approximately 3:20 p.m. on Tuesday, April 17, 2018, in the Grand Ballroom of the Georgia Tech Hotel and Conference Center, Atlanta, Georgia. Committee Chairman Sachin D. Shailendra called the meeting to order. Present, in addition to Chairman Shailendra, were Committee Vice Chairman Philip A. Wilheit, Sr., and Regents Bárbara Rivera Holmes; C. Thomas Hopkins, Jr.; Donald M. Leebern, Jr.; Neil L. Pruitt, Jr.; Kessel D. Stelling, Jr.; Benjamin J. Tarbutton, III; and Richard L. Tucker.

INFORMATION ITEM

Vice Chancellor for Organizational Effectiveness John Fuchko and Director of Ethics & Compliance Wesley Horne provided a brief overview of the purpose of the ethics hotline, the number and types of cases received, and processes that are followed to review and resolve cases.

EXECUTIVE SESSION

Chairman Shailendra called for an executive session at approximately 3:30 p.m. to discuss personnel matters. With motion made and properly seconded, the Regents who were present voted unanimously to go into executive session. An affidavit regarding this executive session is on file in the Office of the Secretary to the Board. Chancellor Steve Wrigley was present for the executive session.

After the committee exited executive session, Chairman Shailendra reconvened the committee in its regular session at 3:40 p.m. and announced that no actions were taken.

ADJOURNMENT

There being no further business for consideration, the meeting adjourned at approximately 3:41 p.m.

AGENDA

FINANCE AND BUSINESS OPERATIONS

May 15, 1018

Agenda Item

Page No.

APPROVAL ITEM

1. Fiscal Year 2019 Operating Budget

1

AGENDA

COMMITTEE ON FINANCE AND BUSINESS OPERATIONS

May 15, 2018

1. Fiscal Year 2019 Operating Budget

Recommended: That the Board approve the fiscal year (“FY”) 2019 operating budget for the University System of Georgia as shown in Appendix I.

Summary: The total FY 2019 budget for the University System of Georgia is approximately \$9.11 billion, which includes funding from all unrestricted and restricted sources. The FY 2019 budget includes the allocation of state funds as approved by the Board in April 2018. This budget also reflects enrollment and other projections made by each institution, which incorporate the tuition and fee rates approved by the Board in April 2018.

The FY 2019 budget includes the following major categories:

Educational and General Funds: Educational and General Funds serve the primary mission of the University System: teaching, research and public service, as well as academic support, student services, institutional support, and plant operations. It includes restricted funds, such as sponsored research funding from federal, state, and private sources, and unrestricted funds, such as state funds, tuition, and other general funds. The total educational and general budget for the University System for FY 2019 is \$7.79 billion.

Auxiliary Enterprises: Auxiliary Enterprises include student housing, parking, food services, bookstore operations, transportation, athletics, health clinics and other functions that primarily serve the students, faculty and staff at the institutions. The FY 2019 auxiliary enterprises budget is \$995 million. Auxiliary operations should be self-supporting and rates for the various services are set to cover the cost of operations.

Capital: The capital budget includes routine maintenance and repair projects, MRR projects, and other capital projects that are managed by the institutions. The FY 2019 capital budget is \$192 million. All bond projects funded by the state are recorded and accounted for in GSFIC’s budget, unless the institution has responsibility for managing the project. The FY 2019 MRR bond funds totaling \$60 million will be allocated to the institutions at the next scheduled Board meeting.

Student Activities: Student Activities include a range of activities funded by student fees, such as student government activities, campus newspaper, radio/television, and other extracurricular activities. The FY 2019 student activities budget is \$128 million. The student activities budget reflects changes in enrollment, mandatory fees, and the use of prior year reserves for specific purposes.

Exhibit 1
UNIVERSITY SYSTEM OF GEORGIA
ALL BUDGETS FOR FISCAL YEAR 2019

	EDUCATIONAL AND GENERAL	CAPITAL	AUXILIARY ENTERPRISES	STUDENT ACTIVITIES	TOTAL BUDGET
<i>Research Universities</i>					
Augusta University	\$ 947,940,683	\$ 1,662,216	\$ 20,416,068	\$ 2,010,225	\$ 972,029,192
Georgia Institute of Technology	\$ 1,208,588,954	\$ 80,000,000	\$ 167,576,100	\$ 15,495,695	\$ 1,471,660,749
Georgia State University	\$ 1,026,073,380	--	\$ 58,882,903	\$ 18,079,624	\$ 1,103,035,907
University of Georgia	\$ 1,229,915,463	\$ 40,850,303	\$ 193,468,507	\$ 16,146,955	\$ 1,480,381,228
<i>Regional Universities</i>					
Georgia Southern University	\$ 354,404,533	\$ 85,000	\$ 106,836,378	\$ 12,489,819	\$ 473,815,730
Kennesaw State University	\$ 454,264,507	\$ 3,700,000	\$ 92,591,535	\$ 16,140,422	\$ 566,696,464
University of West Georgia	\$ 185,140,216	--	\$ 49,400,238	\$ 4,373,129	\$ 238,913,583
Valdosta State University	\$ 144,429,205	\$ 165,543	\$ 36,483,680	\$ 5,962,343	\$ 187,040,771
<i>State Universities</i>					
Albany State University	\$ 90,993,134	\$ 50,000	\$ 25,456,110	\$ 3,974,938	\$ 120,474,182
Clayton State University	\$ 82,061,960	--	\$ 14,990,219	\$ 2,520,094	\$ 99,572,273
Columbus State University	\$ 117,252,498	\$ 20,000	\$ 9,633,237	\$ 4,214,662	\$ 131,120,397
Fort Valley State University	\$ 61,975,478	--	\$ 15,510,770	\$ 455,440	\$ 77,941,688
Georgia College & State University	\$ 110,077,492	\$ 85,000	\$ 29,660,429	\$ 5,199,222	\$ 145,022,143
Georgia Southwestern State University	\$ 38,873,285	\$ 5,000	\$ 11,093,926	\$ 521,300	\$ 50,493,511
Middle Georgia State University	\$ 82,451,272	\$ 10,000	\$ 17,640,829	\$ 2,192,744	\$ 102,294,845
Savannah State University	\$ 74,172,778	--	\$ 30,850,545	\$ 2,070,090	\$ 107,093,413
University of North Georgia	\$ 209,429,938	--	\$ 36,075,190	\$ 3,336,204	\$ 248,841,332
<i>State Colleges</i>					
Abraham Baldwin Agricultural College	\$ 51,734,787	\$ 1,470,000	\$ 9,484,186	\$ 366,500	\$ 63,055,473
Atlanta Metropolitan State College	\$ 29,238,867	\$ 15,000	\$ 432,681	\$ 1,096,206	\$ 30,782,754
College of Coastal Georgia	\$ 37,653,098	\$ 10,000	\$ 5,942,965	\$ 735,000	\$ 44,341,063
Dalton State College	\$ 46,252,147	\$ 15,000	\$ 4,332,942	\$ 573,862	\$ 51,173,951
East Georgia State College	\$ 27,761,804	\$ 4,651,500	\$ 2,690,692	\$ 72,367	\$ 35,176,363
Georgia Gwinnett College	\$ 141,171,054	--	\$ 19,279,640	\$ 6,870,000	\$ 167,320,694
Georgia Highlands College	\$ 48,350,310	--	\$ 1,768,300	\$ 2,138,000	\$ 52,256,610
Gordon State College	\$ 34,525,447	--	\$ 11,608,349	\$ 1,419,653	\$ 47,553,449
South Georgia State College	\$ 25,958,054	\$ 47,900	\$ 3,829,529	\$ 481,554	\$ 30,317,037

Exhibit 1
UNIVERSITY SYSTEM OF GEORGIA
ALL BUDGETS FOR FISCAL YEAR 2019

	EDUCATIONAL AND GENERAL	CAPITAL	AUXILIARY ENTERPRISES	STUDENT ACTIVITIES	TOTAL BUDGET
<i>Other Units</i>					
University System Office (RCO, ITS, SSC)	\$ 144,924,797	--	\$ 19,392,778	--	\$ 164,317,575
System Services & Initiatives	\$ 5,001,684	\$ 60,000,000	--	--	\$ 65,001,684
Alternative Media Access Center (AMAC)	\$ 3,201,783	\$ -	\$ -	\$ -	\$ 3,201,783
UGA Skidaway Inst of Oceanography-A	\$ 1,749,191	\$ -	\$ -	\$ -	\$ 1,749,191
Total Resident Instruction	<u>\$ 7,015,567,799</u>	<u>\$ 192,842,462</u>	<u>\$ 995,328,726</u>	<u>\$ 128,936,048</u>	<u>\$ 8,332,675,035</u>
<i>Line Items</i>					
AU Georgia Cyber Innovation and Training Center	\$ 4,407,753	--	--	--	\$ 4,407,753
Georgia Public Telecommunication Commission	\$ 15,195,808	--	--	--	\$ 15,195,808
Georgia Archives	\$ 5,635,020	--	--	--	\$ 5,635,020
Georgia Military College	\$ 6,580,422	--	--	--	\$ 6,580,422
Georgia Public Libraries	\$ 42,998,676	--	--	--	\$ 42,998,676
Georgia Research Alliance	\$ 5,117,588	--	--	--	\$ 5,117,588
GIT Enterprise Innovation Institute (EII)	\$ 30,476,909	--	--	--	\$ 30,476,909
GIT Georgia Tech Research Institute	\$ 412,320,491	--	--	--	\$ 412,320,491
MCG Health Inc.	\$ 31,992,211	--	--	--	\$ 31,992,211
Regents Central Office-B	\$ 10,969,352	--	--	--	\$ 10,969,352
Southern Regional Education Board (SREB)	\$ 1,358,227	--	--	--	\$ 1,358,227
UGA Agricultural Exp. Station	\$ 84,228,117	--	--	--	\$ 84,228,117
UGA Athens/Tifton Vet Lab	\$ 6,609,688	--	--	--	\$ 6,609,688
UGA Cooperative Extension Service	\$ 72,952,672	--	--	--	\$ 72,952,672
UGA Forestry Cooperative Extension	\$ 1,791,116	--	--	--	\$ 1,791,116
UGA Forestry Research	\$ 13,210,276	--	--	--	\$ 13,210,276
UGA Marine Extension Service	\$ 2,900,458	--	--	--	\$ 2,900,458
UGA Marine Institute	\$ 1,499,519	--	--	--	\$ 1,499,519
UGA Skidaway Institute of Oceanography-B	\$ 5,425,465	--	--	--	\$ 5,425,465
UGA Vet Medicine Experiment Station	\$ 4,641,590	--	--	--	\$ 4,641,590
UGA Vet Medicine Teaching Hospital	\$ 18,229,119	--	--	--	\$ 18,229,119
Total Line Items	<u>\$ 778,540,477</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 778,540,477</u>
GRAND TOTAL	<u>\$ 7,794,108,276</u>	<u>\$ 192,842,462</u>	<u>\$ 995,328,726</u>	<u>\$ 128,936,048</u>	<u>\$ 9,111,215,512</u>

Exhibit 2
UNIVERSITY SYSTEM OF GEORGIA
EDUCATIONAL AND GENERAL - REVENUE
BUDGET FOR FISCAL YEAR 2019

	GENERAL - UNRESTRICTED					RESTRICTED			TOTAL
	STATE APPROPRIATION	TUITION	SPECIAL INSTITUTIONAL FEE	OTHER GENERAL	TOTAL GENERAL FUNDS	SPONSORED	DEPT SALES AND SERVICES	(State Funds) SPECIAL FUNDING INITIATIVE	
Research Universities									
Augusta University	\$ 209,378,976	\$ 85,350,058	\$ 6,691,572	\$ 28,202,334	\$ 329,622,940	\$ 590,678,126	\$ 12,178,479	\$ 15,461,138	\$ 947,940,683
Georgia Institute of Technology	\$ 291,296,642	\$ 393,840,000	\$ 28,100,000	\$ 91,634,000	\$ 804,870,642	\$ 353,718,312	\$ 50,000,000	--	\$ 1,208,588,954
Georgia State University	\$ 275,716,404	\$ 287,848,743	\$ 36,994,843	\$ 50,525,149	\$ 651,085,139	\$ 319,988,241	\$ 55,000,000	--	\$ 1,026,073,380
University of Georgia	\$ 396,427,057	\$ 395,014,104	\$ 36,000,000	\$ 57,195,152	\$ 884,636,313	\$ 260,000,000	\$ 85,112,350	\$ 166,800	\$ 1,229,915,463
Regional Universities									
Georgia Southern University	\$ 140,001,902	\$ 138,377,709	\$ 16,840,000	\$ 10,525,523	\$ 305,745,134	\$ 41,664,583	\$ 6,994,816	--	\$ 354,404,533
Kennesaw State University	\$ 148,941,534	\$ 182,999,561	\$ 23,240,311	\$ 10,352,937	\$ 365,534,343	\$ 69,573,616	\$ 18,267,013	\$ 889,535	\$ 454,264,507
University of West Georgia	\$ 64,401,237	\$ 76,928,601	\$ 8,274,000	\$ 7,938,614	\$ 157,542,452	\$ 26,368,234	\$ 1,229,530	--	\$ 185,140,216
Valdosta State University	\$ 50,878,036	\$ 53,771,413	\$ 7,048,800	\$ 5,822,196	\$ 117,520,445	\$ 25,500,000	\$ 1,408,760	--	\$ 144,429,205
State Universities									
Albany State University	\$ 30,252,949	\$ 20,790,228	\$ 3,820,386	\$ 1,809,571	\$ 56,673,134	\$ 34,000,000	\$ 320,000	--	\$ 90,993,134
Clayton State University	\$ 27,229,079	\$ 28,850,000	\$ 3,525,930	\$ 2,437,310	\$ 62,042,319	\$ 18,034,049	\$ 1,985,592	--	\$ 82,061,960
Columbus State University	\$ 42,996,424	\$ 40,321,835	\$ 4,327,702	\$ 3,760,862	\$ 91,406,823	\$ 22,225,381	\$ 3,620,294	--	\$ 117,252,498
Fort Valley State University	\$ 23,080,885	\$ 11,901,292	\$ 1,828,983	\$ 1,867,127	\$ 38,678,287	\$ 22,707,842	\$ 589,349	--	\$ 61,975,478
Georgia College & State University	\$ 38,476,393	\$ 51,795,796	\$ 4,400,000	\$ 2,684,100	\$ 97,356,289	\$ 7,316,483	\$ 2,686,899	\$ 2,717,821	\$ 110,077,492
Georgia Southwestern State University	\$ 14,958,663	\$ 13,238,000	\$ 1,900,000	\$ 553,700	\$ 30,650,363	\$ 8,195,622	\$ 27,300	--	\$ 38,873,285
Middle Georgia State University	\$ 34,924,916	\$ 22,228,783	\$ 3,776,715	\$ 3,944,274	\$ 64,874,688	\$ 16,768,914	\$ 807,670	--	\$ 82,451,272
Savannah State University	\$ 25,105,384	\$ 20,831,378	\$ 1,639,836	\$ 1,712,149	\$ 49,288,747	\$ 24,000,000	\$ 884,031	--	\$ 74,172,778
University of North Georgia	\$ 79,779,895	\$ 75,838,504	\$ 8,754,181	\$ 5,881,034	\$ 170,253,614	\$ 37,348,123	\$ 1,828,201	--	\$ 209,429,938
State Colleges									
Abraham Baldwin Agricultural College	\$ 24,619,899	\$ 11,179,957	\$ 1,591,300	\$ 1,134,745	\$ 38,525,901	\$ 11,264,786	\$ 227,000	\$ 1,717,100	\$ 51,734,787
Atlanta Metropolitan State College	\$ 10,321,200	\$ 5,634,930	\$ 1,171,075	\$ 552,854	\$ 17,680,059	\$ 11,518,808	\$ 40,000	--	\$ 29,238,867
College of Coastal Georgia	\$ 16,757,098	\$ 9,656,000	\$ 1,550,000	\$ 1,055,000	\$ 29,018,098	\$ 8,590,000	\$ 45,000	--	\$ 37,653,098
Dalton State College	\$ 17,993,729	\$ 12,256,129	\$ 2,030,512	\$ 954,131	\$ 33,234,501	\$ 13,002,646	\$ 15,000	--	\$ 46,252,147
East Georgia State College	\$ 9,866,396	\$ 6,375,798	\$ 1,050,000	\$ 689,517	\$ 17,981,711	\$ 9,780,093	--	--	\$ 27,761,804
Georgia Gwinnett College	\$ 58,096,732	\$ 42,636,086	\$ 6,194,580	\$ 2,427,360	\$ 109,354,758	\$ 31,566,296	\$ 250,000	--	\$ 141,171,054
Georgia Highlands College	\$ 19,733,508	\$ 12,024,466	\$ 2,555,000	\$ 1,450,911	\$ 35,763,885	\$ 12,338,819	\$ 247,606	--	\$ 48,350,310
Gordon State College	\$ 12,610,025	\$ 9,820,000	\$ 1,465,000	\$ 858,500	\$ 24,753,525	\$ 9,580,462	\$ 191,460	--	\$ 34,525,447
South Georgia State College	\$ 11,442,667	\$ 6,072,506	\$ 810,000	\$ 696,521	\$ 19,021,694	\$ 6,913,300	\$ 23,060	--	\$ 25,958,054

Exhibit 2
UNIVERSITY SYSTEM OF GEORGIA
EDUCATIONAL AND GENERAL - REVENUE
BUDGET FOR FISCAL YEAR 2019

	GENERAL - UNRESTRICTED					RESTRICTED			TOTAL
	STATE APPROPRIATION	TUITION	SPECIAL INSTITUTIONAL FEE	OTHER GENERAL	TOTAL GENERAL FUNDS	SPONSORED	DEPT SALES AND SERVICES	(State Funds) SPECIAL FUNDING INITIATIVE	
Other Units									
University System Office (RCO, ITS, SSC)	\$ 69,927,821	\$ 356,625	\$ -	\$ 900,726	\$ 71,185,172	\$ 7,384,053	\$ 58,767,707	\$ 7,587,865	\$ 144,924,797
System Services & Initiatives	\$ 5,001,684	--	\$ -	\$ -	\$ 5,001,684	\$ -	\$ -	\$ -	\$ 5,001,684
Alternative Media Access Center (AMAC)	\$ 1,420,095	\$ -	\$ -	\$ -	\$ 1,420,095	\$ 1,781,688	\$ -	\$ -	\$ 3,201,783
UGA Skidaway Inst of Oceanography-A	\$ 1,629,172	\$ -	\$ -	\$ 120,019	\$ 1,749,191	\$ -	\$ -	\$ -	\$ 1,749,191
Total Resident Instruction	\$ 2,153,266,402	\$ 2,015,938,502	\$ 215,580,726	\$ 297,686,316	\$ 4,682,471,946	\$ 2,001,808,477	\$ 302,747,117	\$ 28,540,259	\$ 7,015,567,799
Line Items									
AU Georgia Cyber Innovation and Training Cen	\$ 4,407,753	\$ -	\$ -	--	\$ 4,407,753	--	--	--	\$ 4,407,753
Georgia Public Telecommunication Commissior	\$ 15,195,808	\$ -	\$ -	--	\$ 15,195,808	--	--	--	\$ 15,195,808
Georgia Archives	\$ 4,751,990	\$ -	\$ -	--	\$ 4,751,990	\$ 64,128	\$ 818,902	--	\$ 5,635,020
Georgia Military College	\$ 6,580,422	\$ -	\$ -	--	\$ 6,580,422	--	--	--	\$ 6,580,422
Georgia Public Libraries	\$ 38,710,715	\$ -	\$ -	--	\$ 38,710,715	\$ 4,287,961	--	--	\$ 42,998,676
Georgia Research Alliance	\$ 5,117,588	\$ -	\$ -	--	\$ 5,117,588	--	--	--	\$ 5,117,588
GIT Enterprise Innovation Institute (EII)	\$ 19,576,909	\$ -	\$ -	\$ 1,400,000	\$ 20,976,909	\$ 8,000,000	\$ 1,500,000	--	\$ 30,476,909
GIT Georgia Tech Research Institute	\$ 6,094,956	\$ -	\$ -	\$ 140,042,683	\$ 146,137,639	\$ 255,583,517	\$ 10,599,335	--	\$ 412,320,491
MCG Health Inc.	\$ 31,992,211	\$ -	\$ -	--	\$ 31,992,211	--	--	--	\$ 31,992,211
Regents Central Office-B	\$ 10,969,352	\$ -	\$ -	--	\$ 10,969,352	--	--	--	\$ 10,969,352
Southern Regional Education Board (SREB)	\$ 1,358,227	\$ -	\$ -	\$ -	\$ 1,358,227	\$ -	\$ -	\$ -	\$ 1,358,227
UGA Agricultural Exp. Station	\$ 46,675,198	\$ -	\$ -	\$ 9,552,919	\$ 56,228,117	\$ 22,000,000	\$ 6,000,000	--	\$ 84,228,117
UGA Athens/Tifton Vet Lab	--	\$ -	\$ -	--	\$ -	\$ 375,000	\$ 6,234,688	--	\$ 6,609,688
UGA Cooperative Extension Service	\$ 41,618,743	\$ -	\$ -	\$ 8,083,929	\$ 49,702,672	\$ 10,000,000	\$ 13,250,000	--	\$ 72,952,672
UGA Forestry Cooperative Extension	\$ 1,215,128	\$ -	\$ -	--	\$ 1,215,128	\$ 475,988	\$ 100,000	--	\$ 1,791,116
UGA Forestry Research	\$ 2,959,850	\$ -	\$ -	\$ 1,250,426	\$ 4,210,276	\$ 9,000,000	--	--	\$ 13,210,276
UGA Marine Extension Service	\$ 1,554,929	\$ -	\$ -	\$ 745,529	\$ 2,300,458	\$ 600,000	--	--	\$ 2,900,458
UGA Marine Institute	\$ 1,013,238	\$ -	\$ -	\$ 118,633	\$ 1,131,871	\$ 367,648	--	--	\$ 1,499,519
UGA Skidaway Institute of Oceanography-B	\$ 1,524,845	\$ -	\$ -	\$ 500,000	\$ 2,024,845	\$ 2,750,620	\$ 650,000	--	\$ 5,425,465
UGA Vet Medicine Experiment Station	\$ 4,641,590	\$ -	\$ -	--	\$ 4,641,590	--	--	--	\$ 4,641,590
UGA Vet Medicine Teaching Hospital	\$ 479,119	\$ -	\$ -	--	\$ 479,119	--	\$ 17,750,000	--	\$ 18,229,119
Total Line Items	\$ 246,438,571	\$ -	\$ -	\$ 161,694,119	\$ 408,132,690	\$ 313,504,862	\$ 56,902,925	\$ -	\$ 778,540,477
GRAND TOTAL	\$ 2,399,704,973	\$ 2,015,938,502	\$ 215,580,726	\$ 459,380,435	\$ 5,090,604,636	\$ 2,315,313,339	\$ 359,650,042	\$ 28,540,259	\$ 7,794,108,276

Exhibit 3
UNIVERSITY SYSTEM OF GEORGIA
EDUCATIONAL AND GENERAL - EXPENDITURES
BUDGET FOR FISCAL YEAR 2019

	<u>PERSONAL SERVICES</u>	<u>OPERATING EXPENSES</u>	<u>TRAVEL</u>	<u>EQUIPMENT</u>	<u>TOTAL</u>
<i>Research Universities</i>					
Augusta University	\$ 695,430,772	\$ 246,538,409	\$ 3,030,364	\$ 2,941,138	\$ 947,940,683
Georgia Institute of Technology	\$ 734,019,334	\$ 368,779,734	\$ 3,540,478	\$ 102,249,408	\$ 1,208,588,954
Georgia State University	\$ 619,030,718	\$ 386,768,775	\$ 4,368,135	\$ 15,905,752	\$ 1,026,073,380
University of Georgia	\$ 839,337,478	\$ 377,971,042	\$ 10,794,054	\$ 1,812,889	\$ 1,229,915,463
<i>Regional Universities</i>					
Georgia Southern University	\$ 261,553,408	\$ 85,099,092	\$ 3,608,556	\$ 4,143,477	\$ 354,404,533
Kennesaw State University	\$ 304,239,940	\$ 141,992,311	\$ 3,630,741	\$ 4,401,515	\$ 454,264,507
University of West Georgia	\$ 125,246,797	\$ 57,922,710	\$ 1,167,545	\$ 803,164	\$ 185,140,216
Valdosta State University	\$ 97,205,684	\$ 45,140,111	\$ 1,046,221	\$ 1,037,189	\$ 144,429,205
<i>State Universities</i>					
Albany State University	\$ 52,927,416	\$ 36,503,165	\$ 883,858	\$ 678,695	\$ 90,993,134
Clayton State University	\$ 54,990,572	\$ 26,058,614	\$ 595,494	\$ 417,280	\$ 82,061,960
Columbus State University	\$ 76,810,786	\$ 38,573,208	\$ 692,574	\$ 1,175,930	\$ 117,252,498
Fort Valley State University	\$ 42,609,518	\$ 17,909,726	\$ 410,400	\$ 1,045,834	\$ 61,975,478
Georgia College & State University	\$ 82,370,205	\$ 25,642,449	\$ 1,774,160	\$ 290,678	\$ 110,077,492
Georgia Southwestern State University	\$ 26,815,513	\$ 11,519,383	\$ 318,824	\$ 219,565	\$ 38,873,285
Middle Georgia State University	\$ 55,988,638	\$ 25,710,859	\$ 526,775	\$ 225,000	\$ 82,451,272
Savannah State University	\$ 48,820,277	\$ 24,041,067	\$ 645,243	\$ 666,191	\$ 74,172,778
University of North Georgia	\$ 142,799,189	\$ 62,529,922	\$ 1,887,679	\$ 2,213,148	\$ 209,429,938
<i>State Colleges</i>					
Abraham Baldwin Agricultural College	\$ 29,056,116	\$ 21,691,680	\$ 708,160	\$ 278,831	\$ 51,734,787
Atlanta Metropolitan State College	\$ 16,534,343	\$ 12,276,074	\$ 346,650	\$ 81,800	\$ 29,238,867
College of Coastal Georgia	\$ 23,614,242	\$ 13,574,056	\$ 364,800	\$ 100,000	\$ 37,653,098
Dalton State College	\$ 28,313,561	\$ 17,599,674	\$ 307,833	\$ 31,079	\$ 46,252,147
East Georgia State College	\$ 14,702,658	\$ 12,922,776	\$ 133,200	\$ 3,170	\$ 27,761,804
Georgia Gwinnett College	\$ 83,793,093	\$ 54,120,816	\$ 564,707	\$ 2,692,438	\$ 141,171,054
Georgia Highlands College	\$ 27,575,254	\$ 20,262,949	\$ 283,926	\$ 228,181	\$ 48,350,310
Gordon State College	\$ 21,546,376	\$ 12,591,111	\$ 222,400	\$ 165,560	\$ 34,525,447
South Georgia State College	\$ 14,411,894	\$ 10,927,395	\$ 332,305	\$ 286,460	\$ 25,958,054

Exhibit 3
UNIVERSITY SYSTEM OF GEORGIA
EDUCATIONAL AND GENERAL - EXPENDITURES
BUDGET FOR FISCAL YEAR 2019

	<u>PERSONAL SERVICES</u>	<u>OPERATING EXPENSES</u>	<u>TRAVEL</u>	<u>EQUIPMENT</u>	<u>TOTAL</u>
<i>Other Units</i>					
University System Office (RCO, ITS, SSC)	\$ 54,530,579	\$ 79,751,457	\$ 1,565,326	\$ 9,077,435	\$ 144,924,797
System Services & Initiatives	\$ -	\$ 5,001,684	\$ -	\$ -	\$ 5,001,684
Alternative Media Access Center (AMAC)	\$ 3,201,783	\$ -	\$ -	\$ -	\$ 3,201,783
UGA Skidaway Inst of Oceanography-A	\$ 1,260,658	\$ 488,533	\$ -	\$ -	\$ 1,749,191
Total Resident Instruction	<u>\$ 4,578,736,802</u>	<u>\$ 2,239,908,782</u>	<u>\$ 43,750,408</u>	<u>\$ 153,171,807</u>	<u>\$ 7,015,567,799</u>
<i>Line Items</i>					
AU Georgia Cyber Innovation and Training Cente	\$ 1,297,679	\$ 3,060,074	\$ 50,000	\$ --	\$ 4,407,753
Georgia Public Telecommunication Commission	\$ --	\$ 15,195,808	\$ --	\$ --	\$ 15,195,808
Georgia Archives	\$ 1,945,359	\$ 1,088,511	\$ 22,000	\$ 2,579,150	\$ 5,635,020
Georgia Military College	\$ --	\$ 6,580,422	\$ --	\$ --	\$ 6,580,422
Georgia Public Libraries	\$ 4,307,106	\$ 38,431,412	\$ 220,956	\$ 39,202	\$ 42,998,676
Georgia Research Alliance	\$ --	\$ 5,117,588	\$ --	\$ --	\$ 5,117,588
GIT Enterprise Innovation Institute (EII)	\$ 16,016,330	\$ 12,761,947	\$ 1,460,128	\$ 238,504	\$ 30,476,909
GIT Georgia Tech Research Institute	\$ 229,679,510	\$ 151,392,365	\$ 8,998,722	\$ 22,249,894	\$ 412,320,491
MCG Health Inc.	\$ 30,820,802	\$ 1,171,409	\$ --	\$ --	\$ 31,992,211
Regents Central Office-B	\$ 3,771,798	\$ 7,034,554	\$ 163,000	\$ --	\$ 10,969,352
Southern Regional Education Board (SREB)	\$ -	\$ 1,358,227	\$ -	\$ -	\$ 1,358,227
UGA Agricultural Exp. Station	\$ 55,479,040	\$ 27,375,544	\$ 945,286	\$ 428,247	\$ 84,228,117
UGA Athens/Tifton Vet Lab	\$ 4,288,426	\$ 2,271,262	\$ 50,000	\$ --	\$ 6,609,688
UGA Cooperative Extension Service	\$ 59,000,705	\$ 12,336,207	\$ 1,378,496	\$ 237,264	\$ 72,952,672
UGA Forestry Cooperative Extension	\$ 1,285,229	\$ 444,200	\$ 61,687	\$ --	\$ 1,791,116
UGA Forestry Research	\$ 9,294,850	\$ 3,535,349	\$ 247,500	\$ 132,577	\$ 13,210,276
UGA Marine Extension Service	\$ 2,265,716	\$ 608,471	\$ 26,271	\$ --	\$ 2,900,458
UGA Marine Institute	\$ 1,124,680	\$ 371,979	\$ 2,860	\$ --	\$ 1,499,519
UGA Skidaway Institute of Oceanography-B	\$ 3,027,906	\$ 1,824,884	\$ 95,450	\$ 477,225	\$ 5,425,465
UGA Vet Medicine Experiment Station	\$ 3,080,560	\$ 1,546,712	\$ 14,318	\$ --	\$ 4,641,590
UGA Vet Medicine Teaching Hospital	\$ 8,846,766	\$ 9,380,000	\$ 2,353	\$ --	\$ 18,229,119
Total Line Items	<u>\$ 435,532,462</u>	<u>\$ 302,886,925</u>	<u>\$ 13,739,027</u>	<u>\$ 26,382,063</u>	<u>\$ 778,540,477</u>
GRAND TOTAL	<u>\$ 5,014,269,264</u>	<u>\$ 2,542,795,707</u>	<u>\$ 57,489,435</u>	<u>\$ 179,553,870</u>	<u>\$ 7,794,108,276</u>

Exhibit 4
UNIVERSITY SYSTEM OF GEORGIA
EDUCATIONAL AND GENERAL
SUMMARY OF FUNCTIONS BY FUND SOURCE
FOR FISCAL YEAR 2019

	<u>General Funds</u>	<u>Sponsored</u>	<u>Dept. Sales and Services</u>	<u>Special Funding Initiative</u>	<u>Total By Function</u>
<i>Summary of Functions by Fund Source</i>					
Instruction	\$ 1,952,174,296	\$ 78,586,590	\$ 115,302,017	\$ 4,950,979	\$ 2,151,013,882
Research	\$ 625,200,409	\$ 960,640,316	\$ 32,242,337	\$ 8,155,587	\$ 1,626,238,649
Public Service	\$ 238,381,771	\$ 559,357,094	\$ 68,186,419	\$ 4,263,317	\$ 870,188,601
Academic Support	\$ 635,376,556	\$ 35,914,024	\$ 50,615,933	\$ 3,025,157	\$ 724,931,670
Student Services	\$ 251,791,011	\$ 8,237,185	\$ 10,371,155	\$ -	\$ 270,399,351
Institutional Support	\$ 744,824,392	\$ 60,297,723	\$ 72,498,239	\$ 8,145,219	\$ 885,765,573
Operation and Maintenance of Plant	\$ 637,888,735	\$ 2,599,714	\$ 10,433,942	\$ -	\$ 650,922,391
Scholarships and Fellowships	\$ 4,967,466	\$ 609,680,693	\$ -	\$ -	\$ 614,648,159
TOTAL BY FUND SOURCE	\$ 5,090,604,636	\$ 2,315,313,339	\$ 359,650,042	\$ 28,540,259	\$ 7,794,108,276

AGENDA

COMMITTEE ON ACADEMIC AFFAIRS

May 15, 2018

<u>Agenda Item</u>	<u>Page No.</u>
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	Augusta University	
	• Dr. David Cearley, Elwyn A. Saunders M.D Professorship in Orthopedics	
	University of Georgia	
	• Dr. Levon Ambartsumian, Regents' Professor	
	• Professor Ken Barnett, John Alton Hosch Professorship of Law #2	
	• Dr. Brad E. Davis, Dan B. Franklin Distinguished Professorship	
	• Dr. Martin Gervais, Terry College of Business Alumni Board Distinguished Professorship	
	• Dr. C. Rhett Jackson, John Porter Stevens Distinguished Professorship in Water Resources	
	• Dr. Lisa K. Nolan, Georgia Athletics Association Distinguished Professorship in Veterinary Medicine	
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INFORMATION ITEMS:

Annual Reports from Advisory Groups:

- USG Faculty Council
- Student Advisory Committee

1. **Establishment of a Bachelor of Science with a major in Health and Wellness, Dalton State College**

Recommended: That the Board approve the request of President Margaret Venable that Dalton State College be authorized to establish a Bachelor of Science with a major in Health and Wellness, effective May 15, 2018.

Program Summary: The Bachelor of Science in Health and Wellness program will provide students with a broad understanding of health and wellness trends, concepts, and public health. The program will require a foundation in the core curriculum in order to prepare students for major-field courses related to health sciences, issues, policy, leadership, holistic wellness and health behavior change. Program objectives include providing: (a) students with a broad curriculum within areas related to health and wellness fields and (b) graduates who are equipped to be employed in a broad range of health and wellness-related facilities in the Northwest Georgia region beyond. This selection of sciences and combination of current and new Health and Wellness courses, would promote a more health promotion/disease prevention-focused degree.

Need and Demand: There are many roles and positions in healthcare-related facilities and recreational facilities that could utilize an individual with a broad, well-rounded foundation in the health sciences. Broadly educated graduates with knowledge of contemporary health care issues and services are ready for employment in the pharmaceutical industry, medical centers, clinics, community health centers government health departments, fitness and wellness centers, and the health insurance industry. According to US Bureau of Labor Statistics, careers related to exercise, wellness, and health promotion are projected to grow faster than average.

Dalton State College started the Health and Wellness minor in spring 2015. Demand for the courses in this minor grew quickly and has remained steady. Many of the HLTH courses are at capacity. This degree would serve as the entry degree for students who wish to pursue a nursing degree and as students matriculate formally into the nursing degree those who do not will still have a four-year degree option without any loss of credits.

List of Similar Existing USG Programs and Productivity:

Enrollments and Degrees Conferred Institutions and Academic Programs	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Average 5 YR
College of Coastal Georgia					Newly Approved	
Georgia Gwinnett ¹ (Enrollment) (Degrees Conferred)	8	20	32	37	58	31
Albany State University (Enrollment) (Degrees Conferred)	111 25	157 22	187 36	206 40	466 35	225 32

Clayton State University (Enrollment) (Degrees Conferred)	148 15	142 20	150 24	131 24	98 22	134 21
Columbus State University ¹ (Enrollment) (Degrees Conferred)	280 58	267 55	276 58	277 71	280 59	276 60
Middle Georgia State University ² (Enrollment) (Degrees Conferred)	179 27	190 56	222 59	211 56	205 47	201 49

¹Exercise Science degree

²Health Services Administration degree

Fiscal and Facilities Impact:

None

Accountability:

The Office of Academic Affairs will work with the institution to measure the success and continued effectiveness of the proposed program. The review is in concert with the institution’s schedule of comprehensive program reviews.

2. **Establishment of an Education Doctorate in Curriculum and Instruction, Georgia College and State University**

Recommended: That the Board approve the request of President Steve Dorman that the Georgia College and State University be authorized to establish an Education Doctorate in Curriculum and Instruction, effective May 15, 2018.

Program Summary: The Doctorate in Curriculum and Instruction offers advanced coursework for middle- and senior-level administrators in K-12 school districts and higher education. The program offers a ten-course core and eight-course specialization tracks for either K-12 leadership or higher education leadership. The objective of the program is to provide the content and skill development for leaders in schools, colleges, and universities to be able to function at their highest capacity and advance in their careers. For the K-12 leadership track, students will focus on areas such as analysis of K-12 curriculum and instruction; analysis of K-12 learning and teaching practices; instrument development, validation, and data literacy in K-12 schools; managing K-12 learning environments, K-12 school finance; K-12 legal issues; and ethical issues as they relate to public schools. For the higher education track, the focus will be on higher education budgeting and finance; higher education policy; higher education organization and governance processes; higher education curriculum, program development, and evaluation; higher education accreditation; and legal and ethical issues in higher education.

Need and Demand: The education doctorate is relevant to workforce needs in middle Georgia. According to the most recent Council of Graduate Schools report (2016 data), education degrees at the doctoral level increased by 3.0% between Fall 2015 and Fall 2016. Education degrees were up overall and the education sector also awarded the largest share of graduate certificates in 2015-16 at 30.9%. According to U.S. Department of Labor statistics, employment of elementary, middle, and high school principals is projected to grow eight percent from 2016 to 2026 and advancement to a district-level position will generally require a doctorate. Georgia is considered to be a state where high-growth will occur. Likewise, postsecondary education administrators are projected to grow by ten percent from 2016 to 2026, faster than the average for all occupations with Georgia in the top category for growth among the states. Like their K-12 counterparts, advancement in higher education positions will require a doctorate. Georgia College's education programs are well known throughout the state as being high quality and many of our graduates from masters and specialist programs have been waiting for us to start a program in the region to build on their current degrees. The requests come from superintendents, principals, district and school-level curriculum specialists, college administrators in academic, student affairs, and other administrative positions, and college faculty with sufficient graduate content coursework who are lacking a doctorate to be regionally qualified to teach in graduate programs.

There is a significant interest in offering an educational doctorate as indicated in a recent survey where 479 respondents identified interest in starting a Georgia College program with 454 indicating they would like to start the summer of 2018. Although we acknowledge we cannot possibly meet the initial demand, we can begin where there is the most need in the highest-level positions and continue to provide the program for many years to come.

List of Similar Existing USG Programs and Productivity:

Enrollments and Degrees Conferred Institutions and Academic Programs	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Average 5 YR
Georgia Southern University (Enrollment) (Degrees Conferred)	162 19	168 6	156 7	153 6	145 10	157 10
Kennesaw State University ¹ (Enrollment) (Degrees Conferred)	26 0	23 1	25 4	32 3	29 2	26 2
University of West Georgia ¹ (Enrollment) (Degrees Conferred)	95 5	92 15	93 27	92 17	84 19	91 17
Valdosta State University (Enrollment) (Degrees Conferred)	97 3	98 10	96 13	95 9	105 8	98 9
Columbus State University (Enrollment) (Degrees Conferred)	39	77	108	154	181	112

¹ Ed.D with a major in Educational Leadership for Learning (KSU); Ed.D. with a major in School Improvement (UWG)

Fiscal and Facilities Impact:

None

Accountability:

The Office of Academic Affairs will work with the institution to measure the success and continued effectiveness of the proposed program. The review is in concert with the institution’s schedule of comprehensive program reviews.

3. **Establishment of a Bachelor of Science with a major in Political Science, Middle Georgia State College**

Recommended: That the Board approve the request of President Christopher Blake that Middle Georgia State University be authorized to establish a Bachelor of Science with a major in Political Science, effective May 15, 2018.

Program Summary: The Bachelor of Science in Political Science degree program was developed to provide a unique degree pathway within the University System of Georgia to combine the application of skills traditionally associated with STEM degrees, particularly in applied statistics and data analysis, with application in the area of a traditional academic discipline that is popular among undergraduate students at American colleges and universities. Within the framework of an applied major, the program design is consistent with those of other bachelor's degree programs in political science at four-year colleges and universities in the region, and follows disciplinary trends toward the emphasis of research skills, experiential learning, and the inclusion of integrative, capstone experiences, while providing flexibility for students to combine the major with minors, certificates, and/or second major fields connected to their personal objectives after completing their undergraduate degree. The MGSU Bachelor of Science with a major in Political Science program is designed to have a curriculum that provides students with a strong foundation in the study of politics and government, along with the opportunity to apply the knowledge developed in the program within the broader community or to the study of contemporary social problems in the region, state, nation, and world. The major will provide a track for students interested in public policy and administration, focused on preparation to work in government or non-profit sectors in the middle Georgia region and hopefully choose to pursue the MPA as a life-long learning opportunity. The degree program is integrated with USG and MGA initiatives promoting a broad-based, integrated approach to developing student skills as part of an undergraduate degree, most notably the AACU *Liberal Education and America's Promise* (LEAP) initiative and the *Experiential Learning@MGA* Quality Enhancement Project.

Need and Demand: Political science is one of the most popular and common undergraduate majors for students pursuing the bachelor's degree; it regularly makes lists of the "top ten" most popular majors for college students. At present MGSU only has one bachelor's degree program in an identifiable traditional social science discipline, psychology, which has proven to be highly popular with undergraduate students, to the extent that student demand outstrips our institutional capacity to provide courses. While there are bachelor's degrees in criminal justice and public service, these programs have a primarily pre-professional emphasis on preparing students for careers in law enforcement or social work, respectively, and are not designed for students interested in the social and behavioral sciences more broadly. These majors are also highly popular with students and face similar issues with meeting course demand.

There are substantial opportunities for MGSU students who complete the bachelor's degree in political science to work in the Macon and Warner Robins metropolitan statistical areas and the more rural portions of our service area alike, given the large number of governmental and nonprofit employers in the region, including Robins AFB and its associated contractors in Warner Robins, the Department of Veterans Affairs in Dublin, and state and local government agencies. In addition, many local businesses liaise with government agencies on a regular basis due to government contracts and issues of regulatory compliance; graduates with a deep understanding of federal, state, and local government would be assets to these employers as well.

List of Similar Existing USG Programs and Productivity:

Enrollments and Degrees Conferred Institutions and Academic Programs	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Average 5 YR
Albany State University (Enrollment) (Degrees Conferred)	77 15	66 15	52 16	44 19	45 8	57 15
Clayton State University (Enrollment) (Degrees Conferred)	58 14	57 17	57 13	65 8	51 14	58 13
Columbus State University ¹ (Enrollment) (Degrees Conferred)	85 29	78 11	64 13	75 11	70 9	74 13
Fort Valley State University ¹ (Enrollment) (Degrees Conferred)	58 10	56 12	49 8	40 17	32 14	47 12
Georgia College and State University ¹ (Enrollment) (Degrees Conferred)	115 32	126 30	133 30	144 26	131 28	130 29
Georgia Southwestern State University (Enrollment) (Degrees Conferred)	29 4	27 6	28 6	31 3	30 3	29 4
Savannah State University (Enrollment) (Degrees Conferred)	131 12	116 21	112 23	93 15	83 16	107 17
University of North Georgia (Enrollment) (Degrees Conferred)	133 32	127 27	150 27	163 37	193 29	153 30

¹ B.A with a major in Political Science

Fiscal and Facilities Impact:

None

Accountability:

The Office of Academic Affairs will work with the institution to measure the success and continued effectiveness of the proposed program. The review is in concert with the institution's schedule of comprehensive program reviews.

4. **Establishment of a Bachelor of Science with a major in Cybersecurity, University of North Georgia**

Recommended: That the Board approve the request of President Bonita Jacobs that the University of North Georgia be authorized to establish a Bachelor of Science with a major in Cybersecurity, effective May 15, 2018.

Program Summary: UNG has 5 campuses serving more than 30 counties of northeast Georgia, is a federally designated Senior Military College as well as an NSA/DHS National Center of Academic Excellence in Cyber Defense Education (2016-2021). UNG has been offering a concentration in information assurance and security in the B.S. Computer Science degree program since 2004; the proposed degree is an extension of this concentration to create a more focused degree program aligned with the NIST/NICE Cybersecurity Workforce Framework's SP, PR, AN, and IN categories. The Bachelor of Science in Cybersecurity will develop the next generation of cyber leaders who can securely provision systems, protect and defend networks, analyze threats and investigate incidents in industry, government or military settings both at home and abroad.

Need and Demand: Cyberseek.org lists over 11,250 cybersecurity job openings in Georgia, from among 299,000 nationwide. The Governor's High Demand Career Initiative notes Cybersecurity as one of three focus areas, and the Georgia Department of Economic Development cites Georgia as the third-highest information security hub in the US, with over 115 cybersecurity companies and annual revenues of almost \$5 billion.

Over 750 computer science and information systems students are enrolled at UNG as of Fall 2017, with between 120 and 200 students per semester enrolled in cybersecurity courses (limited in some semesters by instructor availability). Demand for cybersecurity courses has more than tripled in two and a half years (58 students enrolled in two sections in Fall 2015, up to 220 students expected across six course sections in Spring 2018).

List of Similar Existing USG Programs and Productivity:

Enrollments and Degrees Conferred Institutions and Academic Programs	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Average 5 YR
Kennesaw State University ¹ (Enrollment) (Degrees Conferred)	-- ---	-- ---	-- ---	-- ----	49 ---	---
Columbus State University ² (Enrollment) (Degrees Conferred)	88 3	119 10	133 7	118 17	99 15	111 11
Middle Georgia State University ² (Enrollment) (Degrees Conferred)	493 49	577 70	631 81	660 75	694 85	611 72
Savannah State University ² (Enrollment) (Degrees Conferred)	133 11	145 24	143 32	140 38	118 36	136 28

¹ Recently approved

² Embedded within B.S with major in Information Technology

Fiscal and Facilities Impact:

None

Accountability:

The Office of Academic Affairs will work with the institution to measure the success and continued effectiveness of the proposed program. The review is in concert with the institution’s schedule of comprehensive program reviews.

5. Establishment of a Doctor of Nursing Practice, University of North Georgia

Recommended: That the Board approve the request of President Bonita Jacobs that the University of North Georgia be authorized to establish a Doctor of Nursing Practice, effective May 15, 2018.

Program Summary: The Doctor of Nursing Practice (DNP) program will provide an advanced nursing degree to graduates of the Masters' nurse practitioner programs who seek to meet the requirements for a terminal nursing degree. The DNP represents the preferred educational preparation for advanced practice nurses as recommended by the American Association of Colleges of Nursing (AACN) and the Institute of Medicine (IOM). The DNP program is designed to prepare advanced practice nurses to be lifelong learners who will be able to apply the American Nurses Association (ANA) Code of Ethics to their practice, be culturally sensitive in all their activities, and incorporate advanced practice competencies that guide their role performance. The UNG DNP program is a 38-credit hour post-master's program that will be offered online with two face-to-face sessions required.

Need and Demand: The Appalachian North Georgia area is comprised of rural counties and populations with many unmet healthcare needs. Students in our DNP program will have opportunities to serve these residents by implementing strategies to address their healthcare needs at a systems level. According to the US Department of Health and Human Services Health Resources and Services Administration (HRSA). It is projected that the undersupply of primary care physicians will reach an all-time high in 2025, and that the South will experience the largest discrepancy between supply and demand where the demand will exceed the supply by approximately 13,860 primary care physicians. The critical need for primary health care providers in the state of Georgia is further highlighted by the 2016 Kaiser Family Foundation report that indicates that Georgia only has 60% of the providers that are needed (Kaiser Foundation, 2017). Currently, Georgia is ranked 39th among states in the ratio of doctors per 100,000 population. Forecasts indicate that RN shortages will grow across the country between 2009 and 2030 with the largest shortage of nurses in the South (Juraschek, Zhang, Ranganathan, & Lin, 2012). In Georgia, nurse practitioner jobs are projected to increase by approximately 53 percent between 2014 and 2024 (GraduateNursingEDU.org, 2017).

List of Similar Existing USG Programs and Productivity:

Enrollments and Degrees Conferred Institutions and Academic Programs	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Average 5 YR
Augusta (Enrollment) (Degrees Conferred)	98 8	110 21	143 22	162 35	162 42	135 26
Georgia State University (Enrollment) (Degrees Conferred)	8 ----	10 -----	10 ----	19 6	31 10	16 3
Georgia Southern University (Enrollment) (Degrees Conferred)	21 6	56 4	55 10	90 3	102 0	61 5
Kennesaw State University ¹ (Enrollment) (Degrees Conferred)	10 ---	15 ---	17 1	12 3	11 0	13 1
University of West Georgia ² (Enrollment) (Degrees Conferred)	26 ----	31 ----	35 -----	36 4	35 7	33 2
Georgia College & State University (Enrollment) (Degrees Conferred)	14 ---	17 5	22 9	24 8	37 5	23 5

² Doctor of Education with a major in Nursing Education

¹ Doctor of Nursing Sciences

Fiscal and Facilities Impact:

Fiscal- UNG is requesting an on-line tuition rate of \$375.00 per credit hour.

Facilities: None

Accountability: The UNG DNP program will be accredited through the Accreditation Commission for Education in Nursing (ACEN). The Office of Academic Affairs will work with the institution to measure the success and continued effectiveness of the proposed program. The review is in concert with the institution's schedule of comprehensive program reviews.

6. Center for Rural Prosperity and Innovation Abraham Baldwin Agricultural College

Recommended: That the Board approve the request of President David Bridges that the Abraham Baldwin Agriculture College be authorized to house the Center for Rural Prosperity and Innovation, effective date May 15, 2018.

Background: A year-long study by the House Rural Development Council of the Georgia House of Representatives concluded: (1) the State of Georgia has experienced tremendous job growth; (2) Georgia's economic successes during this period have resulted from a favorable tax structure, regulatory environment, and aggressive economic development initiatives; (3) Georgia has been declared by several industry publications, including *Site Selection Magazine*, to be the best state in the nation for business for the previous four years; (4) this economic success has not extended into all of Georgia's rural areas to a desired level; and (5) Georgia's rural areas are faced with challenges distinct from other regions of this state.

Center for Rural Prosperity and Innovation: The Center for Rural Prosperity and Innovation (CRPI) was created by HB 951 and is located at Abraham Baldwin Agricultural College. The mission of CRPI is to foster innovation and economic development in rural Georgia. It will do so by working with public and private community stakeholders to identify projects that will lead to prosperity through employment and economic activity.

More specifically, the duties of the CRPI are defined in the legislation as follows: It shall be the duty of the Center for Rural Prosperity and Innovation to provide a central information and research hub for rural leadership training and best practices which may include: community planning models for proactively identifying value added gaps or strengths; industry-specific assistance; and cooperative efforts with nonprofit organizations, religious organizations, and other higher education partners.

The CRPI will employ an outcome-based approach focusing on highly coordinated project management that draws on the functional assets and resources of cooperating agencies and institutions. The Center will leverage human talent and facility assets of Abraham Baldwin Agricultural College against the financial and skill assets of various public and private entities to identify target communities and their respective opportunities and then plan and manage projects from start to completion.

7. **a. Revision to Subsection 3.2.1, Faculty Membership**

Abstract: In line with the goals of the Board of Regents' Policy Manual Review, the main purposes of these revisions are to simplify Policy language, to provide for consistency in Policy provisions, and to increase the efficiency of The Policy Manual. Suggested changes do not substantively alter the intent of the policy.

CURRENT POLICY LANGUAGE:

3.2 Faculties

3.2.1 Faculty Membership

In all institutions, the faculty will consist of the corps of instruction and the administrative officers.

EDITED POLICY LANGUAGE:

*NOTE: Highlighted language in italics moved from elsewhere in policy section. Struck-through language in italics moved elsewhere in policy section.

3.2 Faculties

3.2.1 Faculty Membership

In all **University System of Georgia (USG)** institutions, the faculty will consist of the **c**Corps of **i**nstruction and the administrative officers.

PROPOSED NEW POLICY LANGUAGE:

3.2 Faculties

3.2.1 Faculty Membership

In all University System of Georgia (USG) institutions, the faculty will consist of the Corps of Instruction and the administrative officers.

7. b. Revision to Subsection 3.2.1.1, Corps of Instruction

Abstract: In line with the goals of the Board of Regents' Policy Manual Review, the main purposes of these revisions are to simplify Policy language, to provide for consistency in Policy provisions, and to increase the efficiency of The Policy Manual. Suggested changes do not substantively alter the intent of the policy.

Current Policy Language:

3.2.1.1 Corps of Instruction

Full-time professors, associate professors, assistant professors, instructors, lecturers, senior lecturers, and teaching personnel with such other titles as may be approved by the Board, shall be the Corps of Instruction. Full-time research and extension personnel and duly certified librarians will be included in the Corps of Instruction on the basis of comparable training. Persons holding adjunct appointments or other honorary titles shall not be considered to be members of the faculty.

Edited Policy Language:

3.2.1.1 Corps of Instruction

Full-time professors, associate professors, assistant professors, instructors, lecturers, senior lecturers, **principal lecturers**, and teaching personnel with such other titles as may be approved by the Board, shall be the Corps of Instruction. Full-time research and extension personnel and duly certified librarians will be included in the Corps of Instruction on the basis of comparable training. Persons holding **part-time** **and** adjunct appointments or other honorary titles shall not be considered to be members of the faculty.

Proposed New Policy Language:

3.2.1.1 Corps of Instruction

Full-time professors, associate professors, assistant professors, instructors, lecturers, senior lecturers, principal lecturers, and teaching personnel with such other titles as may be approved by the Board, shall be the Corps of Instruction. Full-time research and extension personnel and duly certified librarians will be included in the Corps of Instruction on the basis of comparable training. Persons holding part-time and adjunct appointments or other honorary titles shall not be considered to be members of the faculty.

7. **c. Revision to Subsection 3.2.3, Faculty Meetings, and Subsection 3.2.4, Faculty Rules and Regulations**

Abstract: In line with the goals of the Board of Regents' Policy Manual Review, the main purposes of these revisions are to simplify Policy language, to provide for consistency in Policy provisions, and to increase the efficiency of The Policy Manual. Suggested changes do not substantively alter the intent of the policy.

Current Policy Language:

3.2.3 Faculty Meetings

Each faculty shall meet at least once each academic term and at such other times as may be necessary or desirable, except at those institutions which have a council, senate, assembly, or other such body, in which case the faculty shall meet at least twice a year. Each faculty shall appoint a secretary who shall keep a record of the proceedings.

3.2.4 Faculty Rules and Regulations

The faculty, or the council, senate, assembly, or such other comparable body at an institution (BoR Minutes, May 2010), shall, subject to the approval of the president of the institution:

1. Make statutes, rules, and regulations for its governance and for that of the students;
2. Provide such committees as may be required;
3. Prescribe regulations regarding admission, suspension, expulsion, classes, courses of study, and requirements for graduation; and,
4. Make such regulations as may be necessary or proper for the maintenance of high educational standards.

A copy of an institution's statutes, rules and regulations made by the faculty shall be filed with the Chancellor. The faculty shall also have primary responsibility for those aspects of student life which relate to the educational process, subject to the approval of the president of the institution. (BoR Minutes, 1986-87, p. 333; May 2010).

Edited Policy Language:

*NOTE: Highlighted language in italics moved from elsewhere in policy section. Struck-through language in italics moved elsewhere in policy section.

3.2.3 ~~Faculty Meetings~~

~~Each *faculty* shall meet at least once each academic term and at such other times as may be necessary or desirable, except at those institutions which have a *council, senate, assembly, or other such body*, in which case the faculty *shall meet* at least twice a year. Each faculty *shall appoint a secretary who shall keep a record of the proceedings*.~~

3.2.4 Faculty **Meetings**, Rules, and Regulations

The faculty council, senate, assembly, or other comparable governance body at all USG institutions shall meet and shall appoint a secretary who shall keep a record of the proceedings. All meetings should comply with all applicable laws and regulations, including the Georgia Open Records Act and Georgia Open Meetings Act.

The faculty, or the council, senate, assembly, or such other comparable governance body at an USG institution (~~BoR Minutes, May 2010~~), shall, subject to the approval of the pPresident of the institution:

1. Make statutes, rules, and regulations for its governance ~~and for that of the students~~;
2. Provide ~~such~~ committees as may be required;
3. ~~Prescribe~~ Make statutes, rules, and regulations for students regarding admission, suspension, expulsion, classes, courses of study, the learning environment, and requirements for graduation; and,
4. Make ~~such~~ regulations as may be necessary or proper for the maintenance of high educational standards.

A copy of an each institution's statutes, rules, and regulations made by the faculty shall be filed with the Chancellor and shall be published, implemented, and disseminated in accordance with SACSCOC regulations. The faculty shall ~~also~~ have primary responsibility for those aspects of student life which that relate to the educational process, subject to the approval of the pPresident of the institution. (~~BoR Minutes, 1986-87, p. 333; May 2010~~).

Proposed New Policy Language:

3.2.3 Faculty Meetings, Rules, and Regulations

The faculty council, senate, assembly, or other comparable governance body at all USG institutions shall meet and shall appoint a secretary who shall keep a record of the proceedings. All meetings should comply with all applicable laws and regulations, including the Georgia Open Records Act and Georgia Open Meetings Act.

The faculty or the council, senate, assembly, or other comparable faculty governance body at an USG institution, shall, subject to the approval of the President of the institution:

1. Make statutes, rules, and regulations for its governance;
2. Provide committees as may be required;
3. Make statutes, rules, and regulations for students regarding admission, suspension, expulsion, classes, courses of study, the learning environment, and requirements for graduation; and,
4. Make regulations necessary or proper for the maintenance of high educational standards.

A copy of each institution's statutes, rules, and regulations made by the faculty shall be filed with the Chancellor and shall be published, implemented, and disseminated in accordance with SACSCOC regulations. The faculty shall have primary responsibility for those aspects of student life that relate to the educational process, subject to the approval of the President of the institution.

7. d. Revision to Subsection 3.2.4.1, University System of Georgia Faculty Council

Abstract: In line with the goals of the Board of Regents' Policy Manual Review, the main purposes of these revisions are to simplify Policy language, to provide for consistency in Policy provisions, and to increase the efficiency of The Policy Manual. Suggested changes do not substantively alter the intent of the policy.

Current Policy Language:

3.2.4.1 University System of Georgia Faculty Council

There shall be a University System of Georgia Faculty Council (USGFC), which shall provide a faculty voice on academic and educational matters and BOR policies related to the profession, including but not limited to tenure and promotion, academic freedom, and post-tenure review. The USGFC shall be mindful and respectful of matters that are more appropriately handled at the institutional level but may make recommendations that have University System level impact or implications.

Membership of the USGFC shall be comprised of one voting representative from each USG institution and that representative must be a member of that institution's faculty and selected by a process determined by the faculty or faculty body of that institution. A copy of each institution's process to determine its USGFC representative shall be filed with the Executive Vice Chancellor and Chief Academic Officer of the University System of Georgia. The organization and governance of the USGFC shall be implemented according to policies and procedures established by the membership of the USGFC in the USGFC By-laws in consultation with and approved by the Chancellor or the Chancellor's designee.

Nothing in this policy or the USGFC By-laws shall supersede the authority and responsibilities of institutional presidents addressed in [Policy 2.5](#) (Presidential Authority and Responsibilities). With respect to matters specific to their institutions, presidents remain the official medium of communication between their institutional faculties and the Chancellor. (BoR Minutes, May 2010)

Edited Policy Language:

3.2.4.1 University System of Georgia Faculty Council

~~There shall be a University System of Georgia Faculty Council (USGFC), which shall provide a faculty voice on academic and educational matters and BOR~~ **Board of Regents'** policies related to the profession, including but not limited to tenure and promotion, academic freedom, and post-tenure review. The USGFC shall be mindful and respectful of matters that are more appropriately handled at the institutional level but may make recommendations that have University System level impact or implications.

Membership of the USGFC shall be comprised of one voting representative from each USG institution ~~and that representative must be~~ **who is** a member of that institution's faculty and selected by a process determined by the faculty or faculty body of that institution. A copy of each institution's process to determine its USGFC representative shall be **maintained at the institution level and provided to** ~~filed with the Executive Vice Chancellor and Chief Academic Officer of the University System of Georgia.~~ **Office upon demand** of Georgia. The organization and governance of the USGFC shall be implemented according to policies and procedures established by the membership of the USGFC in the USGFC ~~By-laws~~ **by-laws** in consultation with and approved by the Chancellor or the Chancellor's designee.

Nothing in this policy or the USGFC By-laws shall supersede the authority and responsibilities of institutional presidents provided by Board of Regents' Policy addressed in [Policy 2.5 \(Presidential Authority and Responsibilities\)](#). With respect to matters specific to their institutions, institution presidents remain the official medium of communication between their institutional faculties and the Chancellor. (~~BoR Minutes, May 2010~~)

Proposed New Policy Language:

3.2.3.1 University System of Georgia Faculty Council

The University System of Georgia Faculty Council (USGFC) shall provide a faculty voice on academic and educational matters and Board of Regents' policies related to the profession, including but not limited to tenure and promotion, academic freedom, and post-tenure review. The USGFC shall be mindful and respectful of matters that are more appropriately handled at the institutional level but may make recommendations that have University System level impact or implications.

Membership of the USGFC shall be comprised of one voting representative from each USG institution who is a member of that institution's faculty and selected by a process determined by the faculty or faculty body of that institution. A copy of each institution's process to determine its USGFC representative shall be maintained at the institution level and provided to the University System Office upon demand. The organization and governance of the USGFC shall be implemented according to policies and procedures established by the membership of the USGFC in the USGFC by-laws in consultation with and approved by the Chancellor or the Chancellor's designee.

Nothing in this policy or the USGFC by-laws shall supersede the authority and responsibilities of institutional presidents provided by Board of Regents' Policy. With respect to matters specific to their institutions, institution presidents remain the official medium of communication between their institutional faculties and the Chancellor.

8. a. Revision to Subsection 3.3.5.1, Associate Degrees, Diplomas and Certificates

Abstract: In line with the goals of the Board of Regents' Policy Manual Review, the main purposes of these revisions are to simplify Policy language, to provide for consistency in Policy provisions, and to increase the efficiency of The Policy Manual. Suggested changes do not substantively alter the intent of the policy.

Current Policy Language:**3.3.5.1 Associate Degrees, Diplomas & Certificates**

Associate degrees, diplomas, and certificates authorized to be awarded by public institutions in Georgia are defined as follows:

1.0. Associate of applied science (AAS) degrees are primarily for students who intend to enter specific career fields immediately upon graduation. These degrees are generally awarded through successful completion of a planned program of study at TCSG institutions. In order to minimize duplication of program offerings across the TCSG and USG, the following procedures will be followed for all new associate of applied science degrees.

1.1. All new associate of applied science degrees proposed for implementation at USG institutions after January 1, 2012, will be submitted through the following process:

- The USG institution submits the degree proposal to the USG System Office. If the degree duplicates an existing AAS degree at a TCSG institution near the proposing USG institution, the proposed degree must have a letter of support signed by the respective TCSG college president.
- USG System Office staff will present the proposal to the TCSG System Office for review by System Office staff.
- If recommended by TCSG System Office staff, the proposal will be reviewed by the TCSG Board.
- The TCSG Board will return the proposal to USG with a recommendation for support or non-support.
- USG System Office staff will share the recommendation from the TCSG Board with the USG Board. The USG Board will take final action on the proposal.

2.0. Associate of arts (AA) and associate of science (AS) degrees are primarily for students who intend to transfer to another institution for completion of a four-year degree program. These degrees are generally awarded through successful completion of a planned program of study at USG institutions.

2.1. TCSG institutions will not offer associate of arts degrees.

2.2. All new associate of science degrees proposed for implementation at TCSG colleges, regardless of delivery system, after January 1, 2012 will be submitted through the following process:

- The TCSG institution submits the degree proposal to the TCSG System Office. The proposed degree must have an articulation agreement signed by the respective TCSG and USG institutions' presidents.
- TCSG System Office staff will present the proposal to the USG System Office for review by System Office staff.
- If recommended by USG System Office staff, the proposal will be reviewed by the Board of Regents (BOR).
- The BOR will return the proposal to TCSG with a recommendation for support or non-support.

- TCSG System Office staff will share the recommendation from the BOR with the TCSG Board. The TCSG Board will take final action on the proposal.
1. Technical certificates and diplomas are generally awarded for the successful completion of a planned program of study through the colleges of TCSG. These programs are typically not designed for transfer.
 2. Bachelor's degrees are offered only through USG institutions.

Edited Policy Language:

3.3.5.1 Associate Degrees, ~~Diplomas & Certificates~~

~~Associate degrees, diplomas, and certificates authorized to be awarded by public institutions in Georgia are defined as follows:~~

~~1.0. Associate of applied science (AAS) degrees are primarily for students who intend to enter specific career fields immediately upon graduation. These degrees are generally awarded through successful completion of a planned program of study at TCSG institutions. In order to minimize duplication of program offerings across the TCSG and USG, the following procedures will be followed for all new associate of applied science degrees.~~

Associate of Applied Science Degrees

~~1.1. In order to minimize duplication of program offerings across TCSG and USG, the following procedures are required for all new Associate of Applied Science (A.A.S) degrees. All new associate of applied science A.A.S. degrees proposed for implementation at USG institutions after January 1, 2012, will be submitted through the following process:~~

- The USG institution submits the degree proposal to the USG System Office. If the degree duplicates an existing A.A.S. degree at a TCSG institution near the proposing USG institution, the proposed degree must have a letter of support signed by the respective TCSG college president.
- USG System Office staff will present the proposal to the TCSG System Office for review by System Office staff.
- If recommended by TCSG System Office staff, the proposal will be reviewed by the TCSG Board.
- The TCSG Board will return the proposal to USG with a recommendation for support or non-support.
- USG System Office staff will share the recommendation from the TCSG Board with the USG Board. The USG Board will take final action on the proposal.

~~2.0. Associate of a Arts (A.A.) and a Associate of science (A.S.) degrees are primarily for students who intend to transfer to another institution for completion of a four-year degree program. These degrees are generally awarded through successful completion of a planned program of study at USG institutions.~~

Associate of Arts Degrees

~~2.1. TCSG institutions will not offer a Associate of a Arts degrees.~~

Associate of Science Degrees

~~2.2.~~ All new Associate of Science degrees proposed for implementation at TCSG colleges, regardless of delivery system, after January 1, 2012 will be submitted through the following process:

- The TCSG institution submits the degree proposal to the TCSG System Office. The proposed degree must have an articulation agreement signed by the respective TCSG and USG institutions' presidents.
 - TCSG System Office staff will present the proposal to the USG System Office for review by System Office staff.
 - If recommended by USG System Office staff, the proposal will be reviewed by the Board of Regents (BOR).
 - The BOR will return the proposal to TCSG with a recommendation for support or non-support.
 - TCSG System Office staff will share the recommendation from the BOR with the TCSG Board. The TCSG Board will take final action on the proposal.
- 4- Technical certificates and diplomas are generally awarded for the successful completion of a planned program of study through the colleges of TCSG. These programs are typically not designed for transfer.

Bachelor Degrees

Bachelor's degrees are offered only through USG institutions.

Proposed New Policy Language:

3.3.5.1 Associate Degrees

Associate of Applied Science Degrees

In order to minimize duplication of program offerings across TCSG and USG, the following procedures are required for all new Associate of Applied Science (A.A.S.) degrees. All new A.A.S. degrees proposed for implementation at USG institutions will be submitted through the following process:

- The USG institution submits the degree proposal to the USG System Office. If the degree duplicates an existing AAS degree at a TCSG institution near the proposing USG institution, the proposed degree must have a letter of support signed by the respective TCSG college president.
- USG System Office staff will present the proposal to the TCSG System Office for review by System Office staff.
- If recommended by TCSG System Office staff, the proposal will be reviewed by the TCSG Board.
- The TCSG Board will return the proposal to USG with a recommendation for support or non-support.

- USG System Office staff will share the recommendation from the TCSG Board with the USG Board. The USG Board will take final action on the proposal.

Associate of Arts (A.A.) and Associate of Science (A.S.) degrees are primarily for students who intend to transfer to another institution for completion of a four-year degree program. These degrees are generally awarded through successful completion of a planned program of study at USG institutions.

Associate of Arts Degrees (A.A.)

TCSG institutions will not offer Associate of Arts degrees.

Associate of Science Degrees (A.S.)

All new Associate of Science degrees proposed for implementation at TCSG colleges, regardless of delivery system will be submitted through the following process:

- The TCSG institution submits the degree proposal to the TCSG System Office. The proposed degree must have an articulation agreement signed by the respective TCSG and USG institutions' presidents.
- TCSG System Office staff will present the proposal to the USG System Office for review by System Office staff.
- If recommended by USG System Office staff, the proposal will be reviewed by the Board of Regents (BOR).
- The BOR will return the proposal to TCSG with a recommendation for support or non-support.
- TCSG System Office staff will share the recommendation from the BOR with the TCSG Board. The TCSG Board will take final action on the proposal.

Bachelor Degrees

Bachelor's degrees are offered only through USG institutions.

Technical certificates and diplomas are generally awarded for the successful completion of a planned program of study through the colleges of TCSG. These programs are typically not designed for transfer.

8. b. Revision to Subsection 3.3.5.2, General Education Course Transfer

Abstract: In line with the goals of the Board of Regents' Policy Manual Review, the main purposes of these revisions are to simplify Policy language, to provide for consistency in Policy provisions, and to increase the efficiency of The Policy Manual. Suggested changes do not substantively alter the intent of the policy.

Current Policy Language:

3.3.5.2 General Education Course Transfer

This policy assures students who transfer between TCSG and USG institutions that they will not be required to repeat the course work approved for transfer that was successfully completed at another institution.

USG institutions and TCSG institutions will accept the following general education courses for transfer between their respective institutions. Courses will only be accepted from institutions accredited by the Commission on Colleges of the Southern Association of Colleges and Schools. Both the USG and the TCSG are committed to and responsible for assuring that faculty teaching these courses meet the SACS comprehensive standard for faculty qualifications.

New TCSG general education courses proposed for transfer to USG institutions in Core Curriculum Areas A-E will follow the same review procedure required for new Core Curriculum courses proposed by USG institutions:

- The TCSG System Office staff will present the proposed course(s) to the USG System Office.
- The USG System Office will convene a meeting of the appropriate disciplinary Regents Academic Advisory Committee. Non-voting faculty designated from the TCSG will be invited to participate.
- Course(s) approved by a Regents Academic Advisory Committee for transfer in Areas A-E will be recommended to the USG General Education Council for review.
- Course(s) approved by the USG General Education Council will be reviewed by System Office staff who will submit the courses to the USG Board for final action.

Upon receipt of USG Board approval for the designated course(s), TCSG colleges will clearly publicize the designated approval categories to TCSG students.

Edited Policy Language:

3.3.5.2 General Education Course Transfer

This policy ~~assures~~ ensures students who transfer between TCSG and USG institutions ~~that they~~ will not be required to repeat the course work approved for transfer that was successfully completed at another institution.

USG institutions and TCSG institutions will accept ~~the following~~ general education courses for transfer between their respective institutions ~~articulated in the Academic and Student Affairs Handbook~~. Courses will only be accepted from institutions accredited by the ~~Commission on Colleges of the Southern Association of Colleges and Schools~~ SACSCOC. Both the USG and the TCSG are committed to and responsible for assuring that faculty teaching these courses meet the SACS comprehensive standard for faculty qualifications.

New TCSG general education courses proposed for transfer to USG institutions in Core Curriculum Areas A-E will follow the same review procedure required for new Core Curriculum courses proposed by USG institutions:

- The TCSG System Office staff will present the proposed course(s) to the USG System Office.
- The USG System Office will convene a meeting of the appropriate disciplinary Regents Academic Advisory Committee. Non-voting faculty designated from the TCSG will be invited to participate.
- Course(s) approved by a Regents Academic Advisory Committee for transfer in Areas A-E will be recommended to the USG General Education Council for review.
- Course(s) approved by the USG General Education Council will be reviewed by System Office staff who will submit the courses to the USG Board for final action.

Upon receipt of USG Board approval for the designated course(s), TCSG colleges will clearly publicize the designated approval categories to TCSG students.

Proposed New Policy Language:

3.3.5.2 General Education Course Transfer

This policy ensures students who transfer between TCSG and USG institutions will not be required to repeat the course work approved for transfer that was successfully completed at another institution.

USG institutions and TCSG institutions will accept general education courses for transfer between their respective institutions articulated in the Academic and Student Affairs Handbook. Courses will only be accepted from institutions accredited by the SACSCOC. Both the USG and the TCSG are committed to and responsible for assuring that faculty teaching these courses meet the SACS comprehensive standard for faculty qualifications.

New TCSG general education courses proposed for transfer to USG institutions in Core Curriculum Areas A-E will follow the same review procedure required for new Core Curriculum courses proposed by USG institutions:

- The TCSG System Office staff will present the proposed course(s) to the USG System Office.
- The USG System Office will convene a meeting of the appropriate disciplinary Regents Academic Advisory Committee. Non-voting faculty designated from the TCSG will be invited to participate.
- Course(s) approved by a Regents Academic Advisory Committee for transfer in Areas A-E will be recommended to the USG General Education Council for review.
- Course(s) approved by the USG General Education Council will be reviewed by System Office staff who will submit the courses to the USG Board for final action.

Upon receipt of USG Board approval for the designated course(s), TCSG colleges will clearly publicize the designated approval categories to TCSG students.

9. **a. Revision to Subsection 3.5.1.1 Grades Approved in Determining the Grade Point Average**

Abstract: In line with the goals of the Board of Regents' Policy Manual Review, the main purposes of these revisions are to simplify Policy language, to provide for consistency in Policy provisions, and to increase the efficiency of The Policy Manual. Suggested changes do not substantively alter the intent of the policy.

Current Policy Language:

3.5.1.1 Grades Approved in Determining the Grade Point Average

The following grades are approved for use in institutions in the determination of the Grade Point Average:

Grade	Grade Point Average
A	Excellent (4.00)
B	Good (3.00)
C	Satisfactory (2.00)
D	Passing (1.00)
F	Failure (0.00)
WF	Withdrew failing (0.00)

The University of Georgia and Georgia State University shall be on the following grade point average system, calculated to and truncated at two significant digits, with the following numeric equivalents.

A	4.00
A-	3.70
B+	3.30
B	3.00
B-	2.70
C+	2.30
C	2.00
C-	1.70
D	1.00
F	0.00

In addition, Georgia State University will be allowed to use an A+ designation, with the equivalent numerical value of a 4.30. The University of Georgia and Georgia State University shall not use plus/minus grades in the calculation of the HOPE Scholarship grade point average (BoR Minutes, February 2009).

Institutions are permitted to use grades other than those in the Uniform Grading System for the purpose of grading student progress in Learning Support or Developmental Studies (see Academic and Student Affairs Handbook 2.9.1 for information on grading in Learning Support courses) (BoR Minutes, 1974-75, pp. 109-11; Aug. 2014).

Edited Policy Language:

3.5.1.1 Grades Approved in Determining the Grade Point Average

The following grades are approved for use in institutions in the determination of the Grade Point Average:

Grade	Grade Point Average
A	Excellent (4.00)
B	Good (3.00)
C	Satisfactory (2.00)
D	Passing (1.00)
F	Failure (0.00)
WF	Withdrew failing (0.00)

The University of Georgia and Georgia State University shall be on the following grade point average system, calculated to and truncated at two significant digits, with the following numeric equivalents.

A	4.00
A-	3.70
B+	3.30
B	3.00
B-	2.70
C+	2.30
C	2.00
C-	1.70
D	1.00
F	0.00

In addition, Georgia State University will be allowed to use an A+ designation, with the equivalent numerical value of a 4.30. The University of Georgia and Georgia State University shall not use plus/minus grades in the calculation of the HOPE Scholarship grade point average (~~BoR Minutes, February 2009~~).

~~Institutions are permitted to use grades other than those in the Uniform Grading System for the purpose of grading student progress in Learning Support or Developmental Studies (see Academic and Student Affairs Handbook 2.9.1 for information on grading in Learning Support courses) (BoR Minutes, 1974-75, pp. 109-11; Aug. 2014).~~

Proposed New Policy Language:

3.5.1.1 Grades Approved in Determining the Grade Point Average

The following grades are approved for use in institutions in the determination of the Grade Point Average:

Grade	Grade Point Average
A	Excellent (4.00)
B	Good (3.00)
C	Satisfactory (2.00)
D	Passing (1.00)
F	Failure (0.00)
WF	Withdrew failing (0.00)

The University of Georgia and Georgia State University shall be on the following grade point average system, calculated to and truncated at two significant digits, with the following numeric equivalents.

A	4.00
A-	3.70
B+	3.30
B	3.00
B-	2.70
C+	2.30
C	2.00
C-	1.70
D	1.00
F	0.00

In addition, Georgia State University will be allowed to use an A+ designation, with the equivalent numerical value of a 4.30. The University of Georgia and Georgia State University shall not use plus/minus grades in the calculation of the HOPE Scholarship grade point average.

10. a. Revision to Subsection 3.6.2, Termination of Academic Programs

Abstract: In line with the goals of the Board of Regents' Policy Manual Review, the main purposes of these revisions are to simplify Policy language, to provide for consistency in Policy provisions, and to increase the efficiency of The Policy Manual. Suggested changes do not substantively alter the intent of the policy.

Current Policy Language:

3.6.2 Termination of Academic Programs

The termination of educational programs, degrees, or majors shall be submitted to the Chancellor for review and recommendation for action by the Board of Regents. Subsequent reinstatement of a program must be submitted as a proposal for a new program, as noted in [Section 3.6.1 of this Policy Manual](#).

A temporary suspension of an educational program, degree, or major may be approved by a president for a period not to exceed two (2) academic years to allow for program review, to consider enrollment problems, to deal with faculty shortages, or for other similar reasons. The imposition and removal of a temporary suspension shall be reported to the Chancellor.

Edited Policy Language:

3.6.2 Termination of Academic Programs

The termination of ~~educational~~ **academic** programs, degrees, or majors shall be submitted to the Chancellor for review and recommendation for action by the Board of Regents. **Institutions must notify the USG Executive Chief Academic Officer at least two years prior to a formal request to terminate programs, degrees, or majors as outlined in the Academic and Student Affairs Handbook, including a teach-out plan in accordance with SACSCOC policies.** ~~Subsequent reinstatement of a program must be submitted as a proposal for a new program, as noted in [Section 3.6.1 of this Policy Manual](#).~~

3.6.2.1 Temporary Suspension of Academic Programs

A temporary suspension of an ~~educational~~ **academic** program, degree, or major may be approved by a president for a period not to exceed two (2) academic years to allow for program review, to consider enrollment problems, to deal with faculty shortages, or for other similar reasons. The imposition and removal of a temporary suspension shall be reported to the **USG Executive Chief Academic Officer** ~~Chancellor~~.

Proposed New Policy Language:

3.6.2 Termination of Academic Programs

The termination of academic programs, degrees, or majors shall be submitted to the Chancellor for review and recommendation for action by the Board of Regents. Institutions must notify the USG Executive Chief Academic Officer at least two years prior to a formal request to terminate programs, degrees, or majors as outlined in the Academic and Student Affairs Handbook, including a teach-out plan in accordance with SACSCOC policies.

3.6.2.1 Temporary Suspension of Academic Programs

A temporary suspension of an academic program, degree, or major may be approved by a president for a period not to exceed two (2) academic years to allow for program review, to consider enrollment problems,

to deal with faculty shortages, or for other similar reasons. The imposition and removal of a temporary suspension shall be reported to the USG Executive Chief Academic Officer.

10. b. Revision to Subsection 3.6.3, Comprehensive Academic Program Review

Abstract: In line with the goals of the Board of Regents' Policy Manual Review, the main purposes of these revisions are to simplify Policy language, to provide for consistency in Policy provisions, and to increase the efficiency of The Policy Manual. Suggested changes do not substantively alter the intent of the policy.

Current Policy Language:**3.6.3 Comprehensive Academic Program Review**

Each USG institution shall conduct academic program review on a periodic basis. Consistent with efforts in institutional effectiveness and strategic planning, each USG institution shall develop procedures to evaluate the effectiveness of its academic programs to address the quality, viability, and productivity of efforts in teaching and learning, scholarship, and service as appropriate to the institution's mission. Institutional review of academic programs shall involve analysis of both quantitative and qualitative data, and institutions must demonstrate that they make judgments about the future of academic programs within a culture of evidence. Planning and conduct of academic program reviews shall be used for the progressive improvement and adjustment of programs in the context of the institution's strategic plan and in response to findings and recommendations of the reviews. Adjustment may include program enhancement, maintenance at the current level, reduction in scope, or, if fully justified, consolidation or termination. (BoR Minutes, April 2010)

Except for programs requiring a formal accreditation review, an institution's cycle of review for all undergraduate academic programs shall be no longer than seven (7) years, and for all graduate programs no longer than ten (10) years. Newly approved programs should automatically be reviewed seven years after launch. If successfully reviewed, the new program will then become part of the regular institutional cycle. If unsuccessful, the institution will present a plan of action to the System Office. Programs accredited by external entities may not substitute an external review for institutional program review, but material submitted as part of an external accreditation process may be used in the institutional review. Institutions may align program review cycles with required external accreditation review, so long as no program review cycle at any level exceeds ten (10) years. Institutions must also review career Associate degrees, Associate of Arts in a specific discipline/major, and Associate of Science in a specific discipline/major every five (5) years; review General Education every five (5) years; learning outcomes for each Area A-E of institutional core curricula must be approved by the Council on General Education. Institutions are also encouraged to review Learning Support programs. (BoR Minutes, April 2010; May 2016)

Each USG institution will complete the USG Academic Affairs Comprehensive Program Review (CPR) reporting vehicle. The CPR procedures and reporting vehicle are outlined in the Academic and Student Affairs Handbook section 2.3.6 Comprehensive Program Review. Each USG institution will provide the year in which all Board approved academic programs last underwent CPR and the next scheduled year for CPR for each degree program. Academic Affairs will monitor annually and report how many programs underwent CPR by sector and degree level, types of institutional decisions made in regards to include program enhancement, maintenance at the current level, reduction in scope, or, if fully justified, consolidation or termination. The System Office staff will continue to provide data on programs with low enrollment for institutional information. (BoR Minutes, April 2010; May 2016)

Edited Policy Language:

3.6.3 Comprehensive Academic Program Review

Each USG institution shall conduct comprehensive academic program reviews for Career Associates, Associate degrees with a designated major, bachelor degrees and graduate degrees. Except for programs requiring a formal accreditation review, an institution's cycle of review for all undergraduate academic programs shall be no longer than seven (7) years, and for all graduate programs no longer than ten (10) years on a periodic basis. Consistent with efforts in institutional effectiveness and strategic planning, each USG institution shall develop procedures to evaluate the effectiveness of its academic programs to address the quality, viability, and productivity of efforts in teaching and learning, scholarship, and service as appropriate to the institution's mission. Institutional review of academic programs shall involve analysis of both quantitative and qualitative data, and institutions must demonstrate that they make judgments about the future of academic programs within a culture of evidence. Planning and conduct of academic program reviews shall be used for the progressive improvement and adjustment of programs in the context of the institution's strategic plan and in response to findings and recommendations of the reviews. Adjustment may include program enhancement, maintenance at the current level, reduction in scope, or, if fully justified, consolidation or termination. (BoR Minutes, April 2010)

~~Except for programs requiring a formal accreditation review, an institution's cycle of review for all undergraduate academic programs shall be no longer than seven (7) years, and for all graduate programs no longer than ten (10) years. Newly approved programs should automatically be reviewed seven years after launch. If successfully reviewed, the new program will then become part of the regular institutional cycle. If unsuccessful, the institution will present a plan of action to the System Office. Programs accredited by external entities may not substitute an external review for institutional program review, but material submitted as part of an external accreditation process may be used in the institutional review. Institutions may align program review cycles with required external accreditation review, so long as no program review cycle at any level exceeds ten (10) years. Institutions must also review career Associate degrees, Associate of Arts in a specific discipline/major, and Associate of Science in a specific discipline/major every five (5) years; review General Education every five (5) years; learning outcomes for each Area A-E of institutional core curricula must be approved by the Council on General Education. Institutions are also encouraged to review Learning Support programs. (BoR Minutes, April 2010; May 2016)~~

~~Newly approved programs should automatically be reviewed seven years after launch. If successfully reviewed, the new program will then become part of the regular institutional cycle. If unsuccessful, the institution will present a plan of action to the System Office. Programs accredited by external entities may not substitute an external review for institutional program review, but material submitted as part of an external accreditation process may be used in the institutional review. Institutions may align program review cycles with required external accreditation review, so long as no program review cycle at any level exceeds ten (10) years.~~

~~Each USG institution will complete the USG Academic Affairs Comprehensive Program Review (CPR) reporting vehicle. The CPR procedures and reporting vehicle are outlined in the Academic and Student Affairs Handbook section 2.3.6 Comprehensive Program Review. Each USG institution will provide the year in which all Board approved academic programs last underwent CPR and the next scheduled year for CPR for each degree program. Academic Affairs will monitor annually and report how many programs underwent CPR by sector and degree level, types of institutional decisions made in regards to include program enhancement, maintenance at the current level, reduction in scope, or, if fully justified, consolidation or termination. The System Office staff will continue to provide data on programs with low enrollment for institutional information. (BoR Minutes, April 2010; May 2016)~~

Proposed New Policy Language:

3.6.3 Comprehensive Academic Program Review

Each USG institution shall conduct comprehensive academic program reviews for Career Associates, Associate degrees with a designated major, bachelor degrees and graduate degrees. Consistent with efforts in institutional effectiveness and strategic planning, each USG institution shall develop procedures to evaluate the effectiveness of its academic programs to address the quality, viability, and productivity of efforts in teaching and learning, scholarship, and service as appropriate to the institution's mission. Institutional review of academic programs shall involve analysis of both quantitative and qualitative data, and institutions must demonstrate that they make judgments about the future of academic programs within a culture of evidence. Planning and conduct of academic program reviews shall be used for the progressive improvement and adjustment of programs in the context of the institution's strategic plan and in response to findings and recommendations of the reviews. Adjustment may include program enhancement, maintenance at the current level, reduction in scope, or, if fully justified, consolidation or termination.

11. a. Revision to Subsection 3.8.1, General

Abstract: In line with the goals of the Board of Regents' Policy Manual Review, the main purposes of these revisions are to simplify Policy language, to provide for consistency in Policy provisions, and to increase the efficiency of The Policy Manual. Suggested changes do not substantively alter the intent of the policy.

Current Policy Language:

3.8.1 General

The faculty shall recommend to the president of the institution the candidates for degrees that the institution has been authorized by the Board to confer. A record of all degrees awarded shall be filed in the office of the Registrar of the institution conferring the degree. Absent the approval of the USG chief academic officer, no bachelor's degree program shall exceed one hundred and twenty (120) semester credit hours, exclusive of physical education activity/basic health or orientation course hours that the institution may require (BoR Minutes, 1980-81, p. 49; December, 1995, p. 47).

Edited Policy Language:

3.8.1 General

The faculty shall recommend to the president of the institution the candidates for degrees that the institution has been authorized by the Board to confer. A record of all degrees awarded shall be filed in the office of the Registrar of the institution conferring the degree.

[New Paragraph] Absent the approval of the USG chief academic officer, no bachelor's degree program shall exceed the following credit hours one hundred and twenty (120) semester credit hours, exclusive of physical education activity/basic health or orientation course hours that the institution may require: (BoR Minutes, 1980-81, p. 49; December, 1995, p. 47).

1. Associate degrees shall consist of 60 credit hours
2. Bachelor's degrees shall consist of 120 credit hours
3. nexus degrees shall consist of 18 credit hours
4. Graduate degrees shall consist of 36 credit hours

Proposed New Policy Language:

3.8.1 General

The faculty shall recommend to the president of the institution the candidates for degrees that the institution has been authorized by the Board to confer. A record of all degrees awarded shall be filed in the office of the Registrar of the institution conferring the degree.

Absent the approval of the USG chief academic officer, no degree program shall exceed the following credit hours, exclusive of physical education activity/basic health or orientation course hours that the institution may require:

1. Associate degrees shall consist of 60 credit hours
2. Bachelor's degrees shall consist of 120 credit hours
3. nexus degrees shall consist of 18 credit hours

4. Graduate degrees shall consist of 36 credit hours

11. b. Revision to Subsection 3.3.6, Associate Degrees

Abstract: In line with the goals of the Board of Regents' Policy Manual Review, the main purposes of these revisions are to simplify Policy language, to provide for consistency in Policy provisions, and to increase the efficiency of The Policy Manual. Suggested changes do not substantively alter the intent of the policy.

Current Policy Language:

3.3.6 Associate Degrees

Edited Policy Language:

3.3.6^{8.2} Associate Degrees

New Proposed Policy Language:

3.8.2 Associate Degrees

11. c. Revision and Renumbering to Subsection 3.3.6.1, Transfer Degrees

Abstract: In line with the goals of the Board of Regents' Policy Manual Review, the main purposes of these revisions are to simplify Policy language, to provide for consistency in Policy provisions, and to increase the efficiency of The Policy Manual. Suggested changes do not substantively alter the intent of the policy.

Current Policy Language:**3.3.6.1 Transfer Degrees**

Associate of arts (AA) and associate of science (AS) degrees are primarily intended to be transfer degrees leading to the baccalaureate degree, although some provide students with a recognized two-year degree credential and employment opportunities upon graduation. All AA and AS degrees shall consist of 60 semester credit hours; 42 hours of the required core curriculum coursework in Board Policy 3.3.3.1, 18 hours of lower division requirements related to a bachelor's degree field of study (Area F), and do not include institutional requirements in physical education, activity, basic health, orientation or pre secondary education courses. Associate degrees beyond 60 credit hours require the approval of the USG Chief Academic Officer.

To facilitate transfer from associate degree-granting USG institutions to baccalaureate degree-granting USG institutions, if the degree program is in a disciplinary area that has an existing USG Regents' Academic Advisory Committee, then the 18 hours in Area F must adhere to the Area F curriculum guidelines approved by the appropriate Regents' Academic Committee (see the Academic & Student Affairs Handbook for approved Area F requirements). If the degree program is in a disciplinary area that does not have an existing USG Academic Committee and corresponding Area F curriculum guidelines, then the 18 hours of Area F for the program should align appropriately with related bachelor's degrees in the field.

In some associate degree programs, the required 18 hours in Area F are sufficiently coherent enough to be considered a major field of study at the associate level (i.e. 12 to 18 hours). These types of associate degrees are referred to as AA or AS degrees with a major in the appropriate disciplinary field. Associate degrees with a major field of study are subject to USG policies on comprehensive program review and all relevant SACSCOC standards for a distinct program of study. Distinct transfer associate-level degree programs of study must have appropriate student learning outcomes, must be assessed, must demonstrate continuous improvement based on assessment results, and may be advertised as available programs of study at the institution.

Other associate degrees allow greater flexibility in the Area F requirements and the required coursework is not coherent enough to be considered a major at the associate level. These latter associate degrees are not considered distinct programs of study and are referred to only as AA or AS, core curriculum degrees. AA or AS core curriculum degrees carry no disciplinary distinction in their name and are not considered distinct programs of study. See the Academic and Student Affairs Handbook for additional guidelines on transfer associate degrees.

(BoR Minutes, 1986-87, p. 370; December 1995; February 2005; October 2015)

Edited Policy Language:**~~3.3.6.1~~ 3.8.2.1 Transfer Degrees**

.Associate of a Arts (A.A.) and a Associate of s Science (A.S.) degrees are primarily intended to be transfer degrees leading to the baccalaureate degree, although some provide students with a recognized two-year degree credential and employment opportunities upon graduation. All A.A. and A.S. degrees shall consist of 60 semester credit hours; 42 hours of the required core curriculum coursework as outlined in Board Policy 3.3.3.1, 18 hours of lower division requirements related to a bachelor's degree field of study (Area F), and do not include institutional requirements in physical education, activity, basic health, or orientation or pre-secondary education courses. Associate degrees beyond 60 credit hours require the approval of the USG Chief Academic Officer.

~~To facilitate transfer from associate degree granting USG institutions to baccalaureate degree granting USG institutions, if the degree program is in a disciplinary area that has an existing USG Regents' Academic Advisory Committee, then the 18 hours in Area F must adhere to the Area F curriculum guidelines approved by the appropriate Regents' Academic Committee (see the Academic & Student Affairs Handbook for approved Area F requirements). If the degree program is in a disciplinary area that does not have an existing USG Academic Committee and corresponding Area F curriculum guidelines, then the 18 hours of Area F for the program should align appropriately with related bachelor's degrees in the field.~~

~~In some associate degree programs, the required 18 hours in Area F are sufficiently coherent enough to be considered a major field of study at the associate level (i.e. 12 to 18 hours). These types of associate degrees are referred to as AA or AS degrees with a major in the appropriate disciplinary field. Associate degrees with a major field of study are subject to USG policies on comprehensive program review and all relevant SACSCOC standards for a distinct program of study. Distinct transfer associate-level degree programs of study must have appropriate student learning outcomes, must be assessed, must demonstrate continuous improvement based on assessment results, and may be advertised as available programs of study at the institution.~~

~~Other associate degrees allow greater flexibility in the Area F requirements and the required coursework is not coherent enough to be considered a major at the associate level. These latter associate degrees are not considered distinct programs of study and are referred to only as AA or AS, core curriculum degrees. AA or AS core curriculum degrees carry no disciplinary distinction in their name and are not considered distinct programs of study. See the Academic and Student Affairs Handbook for additional guidelines on transfer associate degrees.~~

~~(BoR Minutes, 1986-87, p. 370; December 1995; February 2005; October 2015)~~

Proposed New Policy Language:

3.8.2.1 Transfer Degrees

Associate of Arts (A.A.) and Associate of Science (A.S.) degrees are primarily intended to be transfer degrees leading to the baccalaureate degree, although some provide students with a recognized two-year degree credential and employment opportunities upon graduation. All A.A. and A.S. degrees shall consist of 60 semester credit hours; 42 hours of the required core curriculum coursework as outlined in Board Policy, 18 hours of lower division requirements related to a bachelor's degree field of study (Area F), and do not include institutional requirements in physical education, activity, basic health, or orientation. Associate degrees beyond 60 credit hours require the approval of the USG chief academic officer.

Associate degrees with a major field of study are subject to USG policies on comprehensive program review and all relevant SACSCOC standards for a distinct program of study. Distinct transfer associate-level degree programs of study must have appropriate student learning outcomes, must be assessed, must

demonstrate continuous improvement based on assessment results, and may be advertised as available programs of study at the institution.

11. d. Revision and Renumbering to Subsection 3.3.6.2, Career Degrees

Abstract: In line with the goals of the Board of Regents' Policy Manual Review, the main purposes of these revisions are to simplify Policy language, to provide for consistency in Policy provisions, and to increase the efficiency of The Policy Manual. Suggested changes do not substantively alter the intent of the policy.

Current Policy Language:

3.3.6.2 Career Degrees

Career degrees include the Associate of Applied Science (A.A.S.) and Associate of Science in allied health areas (A.S. in designated health fields).

Career degrees are not intended for transfer and are primarily designed to prepare students for employment upon graduation. AAS degrees are generally awarded through successful completion of a planned program of study at Technical College System of Georgia institutions (see BOR Policy 3.3.5.1 for additional information on AAS degree offerings at USG institutions). Career associate degrees may designate a specific disciplinary area of study (e.g., AAS in Criminal Justice or AS in Nursing) and are considered distinct programs of study. Career associate degrees are subject to USG policies on comprehensive program review and all relevant SACSCOC standards for a distinct program of study. Career associate-level degree programs of study must have appropriate student learning outcomes, must be assessed, must demonstrate continuous improvement based on assessment results, and may be advertised as available programs of study at the institution.

(BoR Minutes, 1989-90, pp. 368-371; December 1995; October 2015)

Edited Policy Language:

~~3.3.6.2~~ 3.8.2.2 Career Degrees

Career degrees include the Associate of Applied Science (A.A.S.) and Associate of Science in allied health areas (A.S. in designated health fields).

Career degrees are ~~not intended for transfer and are~~ primarily designed to prepare students for employment upon graduation. A.A.S. degrees are generally awarded through successful completion of a planned program of study at Technical College System of Georgia institutions ~~(see BOR Policy 3.3.5.1 for additional information on AAS degree offerings at USG institutions).~~ **USG institutions that have been approved by the Board of Regents to offer** Career associate degrees ~~may~~ **must** designate a specific disciplinary areas of study (e.g., A.A.S. in Criminal Justice or A.S. in Nursing) ~~and that~~ are considered distinct programs of study. Career ~~associate~~ degrees are subject to **Board of Regents and** USG policies on comprehensive program review and all relevant SACSCOC standards for a distinct program of study. Career associate-level degree programs of study ~~must have appropriate student learning outcomes, must be assessed, must demonstrate continuous improvement based on assessment results, and~~ may be advertised as available programs of study at the institution.

(BoR Minutes, 1989-90, pp. 368-371; December 1995; October 2015)

Proposed New Policy Language:

3.8.2.2 Career Degrees

Career degrees include the Associate of Applied Science (A.A.S.) and Associate of Science in allied health areas (A.S. in designated health fields).

Career degrees are primarily designed to prepare students for employment upon graduation. A.A.S. degrees are generally awarded through successful completion of a planned program of study at Technical College System of Georgia institutions. USG institutions that have been approved by the Board of Regents to offer career associate degrees must designate specific disciplinary areas of study (e.g., A.A.S. in Criminal Justice or A.S. in Nursing) that are considered distinct programs of study. Career degrees are subject to Board of Regents and USG policies on comprehensive program review and all relevant SACSCOC standards for a distinct program of study. Career degree programs of study may be advertised as available programs of study at the institution.

11. e. Revision and Renumbering to Subsection 3.8.2, Graduate Degrees

Abstract: In line with the goals of the Board of Regents' Policy Manual Review, the main purposes of these revisions are to simplify Policy language, to provide for consistency in Policy provisions, and to increase the efficiency of The Policy Manual. Suggested changes do not substantively alter the intent of the policy.

Current Policy Language:

3.8.2 Graduate Degrees

USG graduate schools shall award only such graduate degrees as may have been authorized by the Board of Regents. Other USG institutions shall not offer work leading to a graduate degree unless approved by the Board upon recommendation of the Chancellor or the Chancellor's designee and the Committee on Education, Research and Extension. Absent the approval of the USG chief academic officer, no masters degree program shall exceed thirty-six (36) semester credit hours (BR Minutes, 1953-54, pp. 51-52; 1953-54, pp. 220-221; December, 1995, p. 47).

Edited Policy Language:~~3.8.2~~ 3.8.3 Graduate Degrees Courses

USG ~~graduate schools~~ institutions shall award only such graduate degrees that they have been authorized by the Board to confer. Other USG institutions shall not offer work leading to a graduate degree level courses unless approved by the Board upon recommendation of the Chancellor or the Chancellor's designee and the Committee on Education, Research and Extension. Absent the approval of the USG chief academic officer, no masters degree program shall exceed thirty six (36) semester credit hours (BR Minutes, 1953-54, pp. 51-52; 1953-54, pp. 220-221; December, 1995, p. 47).

Proposed New Policy Language:

3.8.3 Graduate Courses

USG institutions shall award only such graduate degrees that they have been authorized by the Board to confer. Other USG institutions shall not offer graduate level courses unless approved by the Board upon recommendation of the Chancellor.

11. f. Revision and Renumbering to Subsection 3.6.1.4, Ph.D. Programs

Abstract: In line with the goals of the Board of Regents' Policy Manual Review, the main purposes of these revisions are to simplify Policy language, to provide for consistency in Policy provisions, and to increase the efficiency of The Policy Manual. Suggested changes do not substantively alter the intent of the policy.

Current Policy Language:

3.6.1.4 Ph.D. Programs

Ph.D. programs shall be limited to research universities (BoR Minutes, 1954-55, pp. 102-03; July, 1996, p. 17). Comprehensive universities do not normally offer Ph.D. degrees. In exceptional cases, however, they may offer the Ph.D. when:

1. The program supports the central mission of that university;
2. There is demonstrated demand for the program;
3. There is demonstrated need for graduates of the program; and,
4. There is assurance of high academic quality.

(BoR Minutes, April 2008)

All such program proposals will be subject to Board approval processes for graduate programs. The USG chief academic officer will seek counsel from appropriate USG leaders and other research universities, and then make recommendations to the Chancellor and the Board of Regents as to whether a comprehensive university has met these criteria (BR Minutes, April 2008).

In the case of applied doctorates, the Chancellor may recommend exceptions to the above policy under guidelines adopted by the USG chief academic officer.

Edited Policy Language:

3.6.1.4 **3.8.4** Ph.D. Programs

Ph.D. programs shall be limited to research universities (~~BoR Minutes, 1954-55, pp. 102-03; July, 1996, p. 17~~). Comprehensive universities do not normally offer Ph.D. degrees. In exceptional cases, however, they may offer the Ph.D. when:

1. The program supports the central mission of that university;
2. There is demonstrated demand for the program;
3. There is demonstrated need for graduates of the program; and,
4. There is assurance of high academic quality.

~~(BoR Minutes, April 2008)~~

All such program proposals will be subject to Board approval processes for graduate programs. The USG chief academic officer will seek counsel from appropriate USG leaders and other research universities, and then make recommendations to the Chancellor and the Board of Regents as to whether a comprehensive university has met these criteria ~~(BR Minutes, April 2008)~~.

In the case of applied doctorates, the Chancellor may recommend exceptions to the above policy under guidelines adopted by the USG chief academic officer.

Proposed New Policy Language:

3.8.4 Ph.D. Programs

Ph.D. programs shall be limited to research universities. Comprehensive universities do not normally offer Ph.D. degrees. In exceptional cases, however, they may offer the Ph.D. when:

1. The program supports the central mission of that university;
2. There is demonstrated demand for the program;
3. There is demonstrated need for graduates of the program; and,
4. There is assurance of high academic quality.

All such program proposals will be subject to Board approval processes for graduate programs. The USG chief academic officer will seek counsel from appropriate USG leaders and other research universities, and then make recommendations to the Chancellor and the Board of Regents as to whether a comprehensive university has met these criteria.

In the case of applied doctorates, the Chancellor may recommend exceptions to the above policy under guidelines adopted by the USG chief academic officer.

11. g. Elimination of Subsection 3.8.3, Residence Requirements for Degrees

Abstract: In line with the goals of the Board of Regents' Policy Manual Review, the main purposes of these revisions are to simplify Policy language, to provide for consistency in Policy provisions, and to increase the efficiency of The Policy Manual. Suggested changes do not substantively alter the intent of the policy.

Current Policy Language:

3.8.3 Residence Requirement for Degree

The Board shall leave to the discretion of USG institutions the matter of conferring a degree on a student who has been in residence at an institution for less than one (1) academic year and who has successfully passed prescribed courses of study required for a degree (BoR Minutes, 1958-59, p. 346).

Edited Policy Language:

3.8.3 Residence Requirement for Degree

~~The Board shall leave to the discretion of USG institutions the matter of conferring a degree on a student who has been in residence at an institution for less than one (1) academic year and who has successfully passed prescribed courses of study required for a degree (BoR Minutes, 1958-59, p. 346).~~

No New Proposed Policy Language

11. h. Revision and Renumbering to Subsection 3.8.4, Honorary Degrees

Abstract: In line with the goals of the Board of Regents' Policy Manual Review, the main purposes of these revisions are to simplify Policy language, to provide for consistency in Policy provisions, and to increase the efficiency of The Policy Manual. Suggested changes do not substantively alter the intent of the policy.

Current Policy Language:

3.8.4 Honorary Degrees

Honorary degrees are subject to approval by the Board of Regents. Honorary degrees may be conferred by USG research, regional, or state universities and state colleges to persons of notable achievement in an academic field, the arts and letters, the professions, or public service. An institutionally approved process for advancing candidates for consideration in a timely fashion shall include recommendations by a faculty committee and selection by the president of a candidate to be communicated to the Chancellor. Honorary degrees may be conferred upon candidates recommended by the Chancellor and approved by the Board of Regents.

Current elected or appointed national office holders or officials of the State of Georgia to whom the USG institutions are directly or indirectly answerable, as well as persons who are announced candidates for national or state elective offices are ineligible for honorary degrees. Current Regents and all current USG employees are also ineligible.

Relatively few awards should be given. No individual shall receive more than one (1) honorary degree from a USG institution. The recipient must be present to receive the degree (BoR Minutes, June 1995, p. 34; September 1998, p. 92; April 2012).

Edited Policy Language:

3.8.4 **3.8.6** Honorary Degrees

Honorary degrees are subject to approval by the Board of Regents. Honorary degrees may be conferred by USG research, regional, **comprehensive**, or state universities and state colleges to persons of notable achievement in an academic field, the arts and letters, the professions, or public service. An institutionally approved process for advancing candidates for consideration in a timely fashion shall include recommendations by a faculty committee and selection by the president of a candidate to be communicated to the Chancellor. Honorary degrees may be conferred upon candidates recommended by the Chancellor and approved by the Board of Regents.

Current elected or appointed national office holders or officials of the State of Georgia to whom the USG institutions are directly or indirectly answerable, as well as persons who are announced candidates for national or state elective offices are ineligible for honorary degrees. Current Regents and all current USG employees are also ineligible.

~~Relatively few awards should be given. No individual shall receive more than one (1) honorary degree from a USG institution. The recipient must be present to receive the degree (BoR Minutes, June 1995, p. 34; September 1998, p. 92; April 2012).~~

Proposed New Policy Language:

3.8.6 Honorary Degrees

Honorary degrees are subject to approval by the Board of Regents. Honorary degrees may be conferred by USG research, comprehensive, state universities and state colleges to persons of notable achievement in an academic field, the arts and letters, the professions, or public service. An institutionally approved process for advancing candidates for consideration in a timely fashion shall include recommendations by a faculty committee and selection by the president of a candidate to be communicated to the Chancellor. Honorary degrees may be conferred upon candidates recommended by the Chancellor and approved by the Board of Regents.

Current elected or appointed national office holders or officials of the State of Georgia to whom the USG institutions are directly or indirectly answerable, as well as persons who are announced candidates for national or state elective offices are ineligible for honorary degrees. Current Regents and all current USG employees are also ineligible.

12. **Establishment of the Georgia Athletic Association Distinguished Professorship in Veterinary Medicine, University of Georgia**

Abstract: The College of Veterinary Medicine has established an endowed fund for the Georgia Athletic Association Distinguished Professorship in Veterinary Medicine. The professorship was executed on December 6, 2017 with an initial investment of \$500,000. The purpose of the professorship is to support the scholarly activities of the holder of the position. The holder will be engaged in teaching, research, and public service in veterinary medicine or some combination of such duties consistent with the purpose of the endowed position. The professorship will be housed in the College of Veterinary Medicine and the holder of the professorship shall be qualified for tenure on appointment and will have an outstanding record of external funded research and publications. The University of Georgia provided a fund balance sheet that confirms the amount to establish this endowment.

13. Named Faculty Position Appointments:

Details regarding institutional requests to appoint faculty with the appropriate qualifications into named faculty positions are found in the supplemental agenda. The following are included in this month.

Institution Name: Augusta University

University Faculty's Name: Dr. David Cearley

Named Position: Elwyn A. Saunders M.D. Professorship in Orthopedics

Institution Name: University of Georgia

University Faculty's Name: Dr. Levon Ambartsumian

Named Position: Regents' Professor

Institution Name: University of Georgia

University Faculty's Name: Professor Ken Barnett

Named Position: John Alton Hosch Professorship of Law #2

Institution Name: University of Georgia

University Faculty's Name: Dr. Brad E. Davis

Named Position: Dan B. Franklin Distinguished Professorship

Institution Name: University of Georgia

University Faculty's Name: Dr. Martin Gervais

Named Position: Terry College of Business Alumni Board Distinguished Professorship

Institution Name: University of Georgia

University Faculty's Name: Dr. C. Rhett Jackson

Named Position: John Porter Stevens Distinguished Professorship in Water Resources

Institution Name: University of Georgia

University Faculty's Name: Dr. Lisa K. Nolan

Named Position: Georgia Athletic Association Distinguished Professorship in Veterinary Medicine

14. Revision to the Michael A. Leven gift, Kennesaw State University

Abstract: Kennesaw State University (KSU) is conducting a significant academic review project that includes analyses of degree programs curriculum alignment with institutional mission, and strategic resource allocation. The B.S. in Culinary Sustainability and Hospitality, housed in KSU's University College, has been identified for curriculum reform to better align the course offerings with KSU's mission. Part of the curriculum changes include establishing a focused concentration in hospitality under the existing BBA degree in the Coles College of Business to better meet the needs of students. KSU in conjunction with Mr. Michael A. Leven would like to redirect this gift to support the new concentration in hospitality under the BBA with the intention to build a stand-alone BBA with a major in Hospitality. The naming of Michael A. Leven School of Culinary, Sustainability and Hospitality will be moved to the Coles College of Business. It is the intent that the Michael A. Leven gift is in alignment with the plans for the Coles College of Business expansion and is requesting that this gift be dedicated to the Coles College of Business to support the development of a new academic unit and to establish a named position within the new academic unit.

INFORMATION ITEMS:

Annual Reports from Advisory Groups:

- USG Faculty Council
- Student Advisory Committee

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COMMITTEE ON ECONOMIC DEVELOPMENT

May 15, 2018

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INFORMATION ITEM

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1. USG ECONOMIC DEVELOPMENT PRESENTATION

Lisa Armistead, Associate Provost at Georgia State, and Phyllis Parker, Executive Director of the Center for Health Information Technology, will give an overview of a pilot program that was launched at Georgia State University in the fall of 2017.

Georgia State will give a course overview and share two semesters of results with the track committee members. This was a joint collaboration project between the System Office and Georgia State University.

AGENDA

COMMITTEE ON ORGANIZATION & LAW

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- 6. Executive Session 75

1. Revision to the Policy Manual: Section 1 – Officers of the Board of Regents

In line with the goals of the Board of Regents’ Policy Manual Review, the main purpose of the revisions to Section 2 of the Policy Manual is to simplify and remove redundant Policy language and to increase the efficiency of the Policy Manual.

CURRENT POLICY LANGUAGE:

10.1 Publicity

The Chancellor and his/her designee are authorized to give to the public and representatives of the press and of radio and television stations information pertaining to the Board of Regents and the USG (BoR Minutes, 1936-37, p. 34).

EDITED POLICY LANGUAGE:

~~10.1~~ 1.2.5 Publicity Responsibilities

The Chancellor and his ~~or~~ her designee are authorized to give to the public and representatives of the press ~~and of radio and television stations~~ information pertaining to the Board of Regents and the USG ~~University System of Georgia~~ (BoR Minutes, 1936-37, p. 34).

PROPOSED NEW POLICY LANGUAGE:

1.2.5 Publicity Responsibilities

The Chancellor and his or her designee are authorized to give to the public and representatives of the press information pertaining to the Board of Regents and the University System of Georgia.

2. Revision to the Policy Manual: Section 2 – Institutional Governance

In line with the goals of the Board of Regents' Policy Manual Review, the main purpose of the revisions to Section 2 of the Policy Manual is to simplify and remove redundant Policy language and to increase the efficiency of the Policy Manual.

CURRENT POLICY LANGUAGE:

2.1 Election of Presidents by the Board

The Board shall elect the presidents of institutions. Presidents shall not hold tenure at the institution but may hold, retain, or receive academic rank. Presidents shall be elected for a term of one (1) year; however, the one-year term is extended past expiration of the one-year term until such time as the Board acts either to reappoint the President for the remainder of a one-year term, or chooses not to reappoint the President, as contemplated in Board Policy 2.4.2. The Chancellor shall notify them of their appointment, but such presidents shall not be entitled to a written employment contract. All such appointments will be made expressly subject to the Policies of the Board of Regents.

Persons holding tenure in the USG who receive an initial presidential appointment shall be required to relinquish their tenure before assuming the office of the president. No person shall be awarded tenure while serving as president.

A person accepting the position of acting president at a USG institution shall not be a candidate for president of that institution. (BoR Minutes, 1991-92, p. 34; Aug. 2000; Oct. 2013; Feb. 2017).

EDITED POLICY LANGUAGE:

*NOTE: Highlighted language in italics moved from elsewhere in policy section. Struck-through language in italics moved elsewhere in policy section.

2.1 Election of Presidents by the Board of Regents

The Board of Regents shall elect the presidents of University System of Georgia (USG) institutions. *Presidents shall not hold tenure at the institution but may hold, retain, or receive academic rank.* Presidents shall be elected for a term of one (1)-year, which will be; however, the one-year term is extended past expiration of the one-year term until such time as the Board acts either to reappoint the President for the remainder of a one-year term, or chooses not to reappoint the President, as contemplated in Board Policy 2.4.2. *All appointments will be made expressly subject to Board of Regents' policies and* the Chancellor shall notify them presidents of the Board's decision. *their appointment, but such* USG presidents shall not be entitled to a written

employment contract. ~~All such appointments will be made expressly subject to the Policies of the Board of Regents.~~

Presidents shall not hold tenure at the institution but may hold, retain, or receive academic rank. Persons holding tenure in the USG who receive an initial presidential appointment shall be required to relinquish their tenure before assuming the office position of the pPresident. No person shall be awarded tenure while serving as pPresident.

A person accepting the position of a Acting or Interim pPresident at a USG institution shall not be a candidate for pPresident of that institution. (BoR Minutes, 1991-92, p. 34; Aug. 2000; Oct. 2013; Feb. 2017).

PROPOSED NEW POLICY LANGUAGE:

2.1 Election of Presidents by the Board of Regents

The Board of Regents shall elect the presidents of University System of Georgia (USG) institutions for a term of one year, which will be extended until the Board acts either to reappoint the President for the remainder of a one-year term or chooses not to reappoint the President, as contemplated in Board Policy. All appointments will be made expressly subject to Board of Regents' policies and the Chancellor shall notify the presidents of the Board's decision. USG presidents shall not be entitled to a written employment contract.

Presidents shall not hold tenure at the institution but may hold, retain, or receive academic rank. Persons holding tenure in the USG who receive an initial presidential appointment shall be required to relinquish their tenure before assuming the position of President. No person shall be awarded tenure while serving as President.

A person accepting the position of Acting or Interim President at a USG institution shall not be a candidate for President of that institution.

CURRENT POLICY LANGUAGE:

2.2 Procedure for Selection of a President for USG Institutions

When a vacancy occurs in a presidency, the Chancellor shall consult with the chair to decide whether to conduct a national search. If a search is conducted, the chancellor in consultation with the chair may appoint an institutional search committee. The committee shall be composed of representatives of the faculty, alumni, foundation, students, and the community. Faculty shall compose the largest number of institutional members of the committee. Except as provided below, the chancellor shall name a faculty member as the chair of the institutional search committee.

For searches at research institutions, the chair shall serve on the institutional committee and name six other regents to the institutional search committee, one of whom shall be the regent residing closest to the institution. In addition, for a research institution search, the board chair shall name a regent, from those appointed, as chair of the institutional committee.

The institutional committee shall submit 3 to 5 unranked names to a Regents Special Committee for consideration. The chair shall appoint the Regents Special Committee, one of whom shall be the Regent residing closest to the institution. In the case of presidential searches at research universities, the institutional committee shall submit 3 to 5 unranked names to the board for consideration. Authority to name one or more finalists rests exclusively with the Board of Regents (BoR Minutes, October 2013).

EDITED POLICY LANGUAGE:

*NOTE: Highlighted language in italics moved from elsewhere in policy section. Struck-through language in italics moved elsewhere in policy section.

2.2 Procedure for Selection of a President for USG Institutions

When a vacancy occurs in a presidency at a **University System of Georgia institution**, the Chancellor shall consult with the **Chair of the Board of Regents** to ~~decide~~ **determine** whether to conduct a national search. If a search is conducted, the ~~eChancellor~~, in consultation with the **Chair of the Board of Regents**, may appoint an institutional search committee.

The **institutional search** committee shall be composed of representatives of the faculty, alumni, ~~F~~Foundation, students, and the community. ~~with F~~Faculty shall ~~compos~~**ing**e the largest number of institutional members of the committee. ~~Except as provided below~~**For institutional search committees at comprehensive universities, state universities, and state colleges, the eChancellor shall name a faculty member to serve** as the chair of the institutional search committee.

Additionally, Ffor searches at research **universities institutions**, the **Chair of the Board of Regents** shall serve on the institutional **search** committee and name six other ~~r~~**Regents** to the

institutional search committee, one of whom shall be the Regent residing closest to the institution. In addition, ~~For a research institution search, the board~~ Chair of the Board of Regents shall name a Regent, from those appointed, to serve as chair of the institutional search committee ~~for research universities~~.

~~For comprehensive universities, state universities, and state colleges, the institutional search committee shall submit three to five unranked names to a Regents' Special Committee for consideration. The Chair of the Board of Regents shall appoint members to the Regents' Special Committee, one of whom shall be the Regent residing closest to the institution. In the case of presidential searches at research universities, the institutional search committee shall submit three to five unranked names to the Board of Regents for consideration. Authority to name one or more finalists for President rests exclusively with the Board of Regents (BoR Minutes, October 2013).~~

PROPOSED NEW POLICY LANGUAGE:

2.2 Selection of Presidents for USG Institutions

When a vacancy occurs in a presidency at a University System of Georgia institution, the Chancellor shall consult with the Chair of the Board of Regents to determine whether to conduct a national search. If a search is conducted, the Chancellor, in consultation with the Chair of the Board of Regents, may appoint an institutional search committee.

The institutional search committee shall be composed of representatives of the faculty, alumni, Foundation, students, and the community with faculty composing the largest number of institutional members. For institutional search committees at comprehensive universities, state universities, and state colleges, the Chancellor shall name a faculty member to serve as the chair of the institutional search committee.

Additionally, for searches at research universities, the Chair of the Board of Regents shall serve on the institutional search committee and name six other Regents to the institutional search committee, one of whom shall be the Regent residing closest to the institution. The Chair of the Board of Regents shall name a Regent, from those appointed, to serve as chair of the institutional search committee for research universities.

For comprehensive universities, state universities, and state colleges, the institutional search committee shall submit three to five unranked names to a Regents' Special Committee for consideration. The Chair of the Board of Regents shall appoint members to the Regents' Special Committee, one of whom shall be the Regent residing closest to the institution. In the case of presidential searches at research universities, the institutional search committee shall submit three to five unranked names to the Board of Regents for consideration. Authority to name one or more finalists for President rests exclusively with the Board of Regents.

CURRENT POLICY LANGUAGE:

2.3 Performance Assessment of Presidents

It is the intent of the Board of Regents that evaluation of the presidents shall be an ongoing process, which consists of open communication between the Chancellor or the president's supervisor and the president on both individual and institutional goals and objectives, as well as on the methods and processes used to achieve them. Evaluations will be factored into the annual appointment renewal for each president (BoR Minutes, September 2006).

EDITED POLICY LANGUAGE:

2.3 Performance Assessment of Presidents

~~It is the intent of the Board of Regents that e~~ Evaluation of the **University System of Georgia institution** presidents shall be an ongoing process, which consists of open communication between the Chancellor ~~or the president's supervisor~~ and the **p**President on ~~both~~ individual and institutional goals and objectives, ~~as well as on the~~ **and** methods and processes used to achieve them. Evaluations will be factored into the annual appointment renewal for each **p**President (~~BoR Minutes, September 2006~~).

PROPOSED NEW POLICY LANGUAGE:

2.3 Performance Assessment of Presidents

Evaluation of University System of Georgia institution presidents shall be an ongoing process, which consists of open communication between the Chancellor and the President on individual and institutional goals and objectives and methods and processes used to achieve them. Evaluations will be factored into the annual appointment renewal for each President.

CURRENT POLICY LANGUAGE:

2.8 Compensation of Presidents

The salaries, taxable income and associated fringe benefits for USG presidents and the Chancellor, as approved annually by the Board of Regents, shall be paid exclusively by the USG institution from state appropriations and/or other appropriate sources held by the institution as outlined in the annual compensation letter. (BoR Minutes, August 2004; October 2013; January 2017)

EDITED POLICY LANGUAGE:

*NOTE: Struck-through language in italics moved to Section 1.2.

2.8~~4~~ Compensation of Presidents

The Board of Regents shall annually approve the salaries, taxable income, and associated fringe benefits for paid to presidents of USG institutions. ~~presidents and the Chancellor, as approved annually by the Board of Regents.~~ Any funds paid to a President shall be outlined in the annual compensation letter issued to the President and shall be paid exclusively by the USG President's institution from state appropriations and/or other appropriate sources funds held by the institution as outlined in the annual compensation letter. (~~BoR Minutes, August 2004; October 2013; January 2017~~)

PROPOSED NEW POLICY LANGUAGE:

2.4 Compensation of Presidents

The Board of Regents shall annually approve the salaries, taxable income, and associated fringe benefits paid to presidents of USG institutions. Any funds paid to a President shall be outlined in the annual compensation letter issued to the President and shall be paid exclusively by the President's institution from state appropriations and other appropriate funds held by the institution.

CURRENT POLICY LANGUAGE:

2.4 Presidential Transitions

2.4.1 Resignation or Retirement

Presidents of USG institutions shall provide the Board and the Chancellor not less than three (3) month's notice of his/her intention to resign or retire, unless such notice is waived by the Chancellor.

2.4.2 Re-Appointment Declined

If the Board declines to reappoint a president, it shall notify the president, through the Chancellor, of such decision immediately following the Board's action to not reappoint a president. A decision by the Board not to reappoint a president is not subject to appeal. (BoR Minutes, Aug. 2014; Feb. 2017)

2.4.3 Removal for Cause

The Board may remove a president for cause at any time. A president removed for cause shall be entitled, upon written request within ten (10) days of receiving notice of the removal, to a statement of charges against him/her. Such statement of charges shall be provided to the president within ten (10) days of the president's request. A president shall, after reviewing the statement of charges, be entitled to a hearing before the Board or a committee thereof under such procedures as the Board may determine. The actions of the Board shall be final.

A president terminated for cause shall not be eligible for re-employment within the USG.

2.4.4 Educational Leave and Continued Employment

Any person vacating a USG presidency that he/she has held for not less than five (5) years may, at the discretion of the Chancellor, be:

1. Granted twelve (12) months educational leave with pay. Such educational leave may be extended by the Chancellor for an additional twelve (12) months. In no event shall the duration of such educational leave exceed twenty-four (24) months. Any paid educational leave granted under this policy shall terminate immediately upon acceptance by the leave recipient of full-time employment during the period of leave.

2. Employed in a professional or administrative position within the USG. Employment beyond the second year, if any, shall be under such terms and conditions as determined by the Chancellor or the employing institution.
3. Awarded an academic appointment at the rank of professor at a USG institution. Such appointment may, consistent with accreditation requirements and the needs of the institution, include an award of tenure by the Chancellor. Compensation and other terms of employment beyond the second year of appointment shall be as determined by the institution.

Except as otherwise provided in this section, the terms and conditions of such employment in items 2 and 3 above shall be as provided in [Section 8.0](#) of this Policy Manual.

The compensation during any period of leave, employment, or appointment granted under this policy shall be as determined by the Chancellor. In making such determination, the Chancellor shall take into consideration the base salary and other compensation of the outgoing president prior to his/her vacating the presidency.

Nothing in this section shall prohibit any cooperative organization of the USG from supplementing the compensation of a former president during any period of leave, employment, or appointment granted under this section subject to approval of said compensation by the Chancellor (BoR Minutes, October 2013).

Nothing contained in this section shall govern any terms or conditions of educational leave or employment beyond two (2) years from the date a person leaves the presidency of a USG institution (BoR Minutes, 1991-92, pp. 33-34).

EDITED POLICY LANGUAGE:

*NOTE: Highlighted language in italics moved from elsewhere in policy section. Struck-through language in italics moved elsewhere in policy section.

2.45 Presidential Transitions

2.45.1 Resignation or Retirement

A Presidents of a University System of Georgia (USG) institutions shall provide the Board of Regents and the Chancellor not less than three (3) month's notice of his/ or her intention to resign or retire, unless such notice is waived by the Chancellor.

2.45.2 Re-Appointment Declined

If the Board of Regents declines to reappoint a President, it shall notify the President, through the Chancellor, of such decision immediately following the Board's action to not reappoint a President. A decision by the Board not to reappoint a President is not subject to appeal. (BoR Minutes, Aug. 2014; Feb. 2017)

2.45.3 Removal for Cause

The Board of Regents may remove a President for cause at any time. A President removed for cause shall be entitled, upon written request within ten (10) days of receiving notice of the removal, to a statement of charges against him/ or her, which. Such statement of charges shall be provided to the President within ten (10) days of the President's request. A president shall, After reviewing the statement of charges, a President shall be entitled to a hearing before the Board or a committee thereof under such procedures as the Board may determine. The actions of the Board shall be final.

A President terminated for cause shall not be eligible for re-employment within the USG.

2.45.4 Educational Leave and Continued Employment

Any person vacating a USG presidency that he/ or she has held for not less than five (5) years may, at the discretion of the Chancellor, be:

1. Granted twelve (12) months educational leave with pay. Such educational leave may be extended by the Chancellor for an additional twelve (12) months, but in no event shall the duration of such educational leave exceed twenty four (24) months. Any paid educational leave granted under this policy shall terminate immediately upon acceptance by the leave recipient of full-time employment during the period of leave.
2. Employed in a professional or administrative position within the USG. Employment beyond the second year, if any, shall be under such terms and conditions as determined by the Chancellor or the employing institution.
3. Awarded an academic appointment at the rank of professor at a USG institution. Such appointment may, consistent with accreditation requirements and the needs of the institution, include an award of tenure by the Chancellor. Compensation and other terms of employment beyond the second year of appointment shall be as determined by the institution.

Except as otherwise provided in this section, the terms and conditions of such employment in items 2 and 3 above shall be as provided in Section 8.0 of this comply with Board of Regents' Policy Manual.

The compensation during any period of leave, employment, or appointment granted under this policy shall be as determined by the Chancellor. In making such determination, the Chancellor

shall take into consideration the base salary and other compensation of the outgoing President prior to his/ or her vacating the presidency.

Nothing in this section shall prohibit any cooperative organization of the USG from supplementing the compensation of a former President during any period of leave, employment, or appointment granted under this section subject to approval of said compensation by the Chancellor. ~~(BoR Minutes, October 2013).~~

Nothing contained in this section shall govern any terms or conditions of educational leave or employment beyond two (2) years from the date a person leaves the presidency of a USG institution. ~~(BoR Minutes, 1991-92, pp. 33-34).~~

PROPOSED NEW POLICY LANGUAGE:

2.5 Presidential Transitions

2.5.1 Resignation or Retirement

A President of a University System of Georgia (USG) institutions shall provide the Board of Regents and the Chancellor not less than three months' notice of his or her intention to resign or retire, unless such notice is waived by the Chancellor.

2.5.2 Re-Appointment Declined

If the Board of Regents declines to reappoint a President, it shall notify the President, through the Chancellor, of such decision immediately following the Board's action to not reappoint the President. A decision by the Board not to reappoint a President is not subject to appeal.

2.5.3 Removal for Cause

The Board of Regents may remove a President for cause at any time. A President removed for cause shall be entitled, upon written request within ten days of receiving notice of the removal, to a statement of charges against him or her, which shall be provided to the President within ten days of the President's request. After reviewing the statement of charges, a President shall be entitled to a hearing before the Board or a committee thereof under such procedures as the Board may determine. The actions of the Board shall be final.

A President terminated for cause shall not be eligible for re-employment within the USG.

2.5.4 Educational Leave and Continued Employment

Any person vacating a USG presidency that he~~r~~ or she has held for not less than five (~~5~~) years may, at the discretion of the Chancellor, be:

1. Granted 12 months educational leave with pay. Such educational leave may be extended by the Chancellor for an additional 12 months, but in no event shall the educational leave exceed 24 months. Any paid educational leave granted under this policy shall terminate immediately upon acceptance by the leave recipient of full-time employment during the period of leave.
2. Employed in a professional or administrative position within the USG. Employment beyond the second year, if any, shall be under such terms and conditions as determined by the Chancellor or the employing institution.
3. Awarded an academic appointment at the rank of professor at a USG institution. Such appointment may, consistent with accreditation requirements and the needs of the institution, include an award of tenure by the Chancellor. Compensation and other terms of employment beyond the second year of appointment shall be as determined by the institution.

Except as otherwise provided in this section, the terms and conditions of such employment in items 2 and 3 above shall comply with Board of Regents' Policy.

The compensation during any period of leave, employment, or appointment granted under this policy shall be as determined by the Chancellor taking into consideration the base salary and other compensation of the outgoing President prior to his or her vacating the presidency.

Nothing in this section shall prohibit any cooperative organization of the USG from supplementing the compensation of a former President during any period of leave, employment, or appointment granted under this section subject to approval of said compensation by the Chancellor.

Nothing contained in this section shall govern any terms or conditions of educational leave or employment beyond two years from the date a person leaves the presidency of a USG institution.

CURRENT POLICY LANGUAGE:

2.5 Presidential Authority and Responsibilities

2.5.1 Executive Head of Institution

The president of each USG institution shall be the executive head of the institution and of all its departments, and shall exercise such supervision and direction as will promote the efficient operation of the institution. The president shall be 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's discretionary powers shall be broad enough to enable him/her to discharge these responsibilities (BoR Minutes, 1972-74, pp. 69-71; 1977-78, pp. 167-168; April, 2007, pp. 76-77).

2.5.2 Ex-Officio Faculty Chair

The president shall be the ex-officio chair of the faculty and may preside at meetings of the faculty. The president and/or the president's designee shall be a member of all faculties and other academic bodies within the institution. He/she shall decide all questions of jurisdiction, not otherwise defined by the Chancellor, of the several councils, faculties, and officers.

The president shall have the right to call meetings of any council, faculty, or committee at his/her institution at any time. The president shall have the power to veto any act of any council, faculty, or committee of his/her institution but, in doing so, shall transmit to the proper officer a written statement of the reason for such veto. A copy of each veto statement shall be transmitted to the Chancellor.

At those institutions that have a council, senate, assembly, or any such body, the president or the president's designee may chair such body and preside at its meetings. The president shall be the official medium of communication between the faculty and the Chancellor and between the council, senate, assembly, or any such body and the Chancellor (BoR Minutes, 1993-94, p. 239; April, 2007).

2.5.3 Personnel Policies

The president shall be responsible for the initial appointment of faculty members and administrative employees of each institution, the salary and all promotions of each, and be authorized to make all reappointments of faculty members and administrative employees, except as otherwise specified in this Policy Manual.

The president has the right and authority to grant leaves of absence for up to one (1) year for members of the faculty for study at other institutions or for such reasons as the president may deem proper.

He/she shall make such reports as required from time to time to the Board, through the Chancellor or his/her designee, of the condition of the institution under his/her leadership (BoR Minutes, February 2007; November 2013).

The president of each institution, or his/her designee, is authorized to accept on behalf of the Board the resignation of any employee of his/her institution (BoR Minutes, 1977-78, p. 123; 1982-83, p. 225).

2.5.4 Agreements

The president of each institution, or the president's designee, shall have the authority to execute, accept, or deliver, on behalf of the Board, the following types of research agreements, settlement agreements, service agreements, and reciprocal emergency law enforcement agreements affecting his/her institution:

1. Research or service agreements whereby the institution concerned, for monetary compensation or other good and valuable consideration, agrees to perform certain institution-oriented research or other personal services within a time period of one (1) year or less.
2. Agreements between USG institutions and hospitals or other organized medical facilities, both public and private, whereby the hospital or medical facility concerned agrees to provide clinical services to nursing and other students enrolled in nursing and allied health programs at the institution concerned. Said agreements shall be subject to cancellation by either party (BoR Minutes, October 2013)
3. Reciprocal emergency law enforcement agreements between USG institutions and county and municipal authorities, as authorized by the Georgia Mutual Aid Act, as amended (BoR Minutes, 1993-94, pp. 63-64).
4. Settlements of grievances and complaints, including those filed by state and federal agencies, that do not include a monetary commitment of more than \$100,000. Notice of settlements shall be filed with the University System Office of Legal Affairs (BoR Minutes, May 2006; April, 2007).
5. Any agreements necessary for the day-to-day operation of the institution (BoR Minutes, April, 2007).

EDITED POLICY LANGUAGE:

*NOTE: Highlighted language in italics moved from elsewhere in policy section. Struck-through language in italics moved elsewhere in policy section.

2.56 Presidential Authority and Responsibilities

2.56.1 Executive Head of Institution

The pPresident of each **University System of Georgia (USG)** institution shall be the executive head of the institution and of all its departments, and shall exercise such supervision and direction as will to promote the efficient operation of the institution. The pPresident shall be is responsible to the Chancellor for the operation and management of the institution, and for the execution of all directives of the Board of Regents and the Chancellor. The president's discretionary powers shall be broad enough to enable him/her to discharge these responsibilities (BoR Minutes, 1972-74, pp. 69-71; 1977-78, pp. 167-168; April, 2007, pp. 76-77).

2.56.2 Ex-Officio Faculty Chair

The pPresident shall be the ex-officio chair of the faculty and *member of all faculties and other academic bodies within the institution*. The President may preside at faculty meetings, of the faculty and The President may call meetings of any council, senate, assembly, committee, or governance body at his or her institution at any time, may chair the governance body, and may *preside at the meetings*. The pPresident and/or the president's designee shall be a member of all *faculties and other academic bodies within the institution*. He/she **The President** shall decide all questions of jurisdiction, not otherwise defined by the Chancellor, of the several councils, faculties, and officers.

The president shall have the right to call meetings of any council, faculty, or committee at his/her institution at any time. The pPresident shall have the power to may veto any act of any council, faculty, or committee of his/ or her institution but, in doing so, shall transmit to the proper officer a written statement of the reason for such veto. A copy of each veto statement shall be transmitted to the Chancellor.

At those institutions that have a *council, senate, assembly, or any such body, the president or the president's designee may chair such body and preside at its meetings*. The pPresident shall be the official medium of communication between the faculty and the Chancellor and between the council, senate, assembly, committee, or any such governance body and the Chancellor (BoR Minutes, 1993-94, p. 239; April, 2007).

2.56.3 Personnel Policies

The pPresident shall be is responsible for the initial appointment of faculty members and administrative employees of each institution, and the salary and all promotions of those

employees. each, and be The President may authorized to make all reappointments of faculty members and administrative employees; except as otherwise specified in this Policy Manual. The President may accept the resignation of any employee of his or her institution on behalf of the Board of Regents.

The pPresident has the right and authority to may grant leaves of absence for up to one (1) year for members of the faculty for study at other institutions or for such reasons as the pPresident may deem proper.

He/she The President shall make such reports as required from time to time to the Board, through the Chancellor or his/ or her designee, of the condition of the institution under his/ or her leadership (BoR Minutes, February 2007; November 2013).

The president of each institution, or his/her designee, is authorized to accept on behalf of the Board the resignation of any employee of his/her institution (BoR Minutes, 1977-78, p. 123; 1982-83, p. 225).

2.56.4 Agreements

The pPresident of each institution, or the president's designee, shall have the authority to may execute, accept, or deliver, on behalf of the Board of Regents, the following types of research agreements, settlement agreements, service agreements, and reciprocal emergency law enforcement agreements affecting his/ or her institution:

1. Research or service agreements whereby the institution concerned, for monetary compensation or other good and valuable consideration, agrees to perform certain institution-oriented research or other personal services within a time period of one (1) year or less.;
2. Agreements between USG institutions and hospitals or other organized medical facilities, both public and private, whereby the hospital or medical facility concerned agrees to provide clinical services to nursing and other students enrolled in nursing and allied health programs at the institution concerned, which are. Said agreements shall be subject to cancellation by either party; (BoR Minutes, October 2013)
3. Reciprocal emergency law enforcement agreements between USG institutions and county and municipal authorities, as authorized by the Georgia Mutual Aid Act, as amended (BoR Minutes, 1993-94, pp. 63-64).;
4. Settlements of grievances and complaints, including those filed by state and federal agencies, that do not include a monetary commitment of more than \$100,000. Notice of settlements shall be filed with the University System Office of Legal Affairs (BoR Minutes, May 2006; April, 2007).; and,
5. Any agreements necessary for the day-to-day operation of the institution (BoR Minutes, April, 2007).

2.6.5 Delegation of Authority and Responsibilities

The President may delegate his or her authority and responsibilities under Board of Regents' Policy unless expressly prohibited by the Board of Regents.

PROPOSED NEW POLICY LANGUAGE:

2.6 Presidential Authority and Responsibilities

2.6.1 Executive Head of Institution

The President of each University System of Georgia (USG) institution shall be the executive head of the institution and all its departments and shall exercise supervision and direction to 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 of Regents and the Chancellor.

2.6.2 Ex-Officio Faculty Chair

The President shall be the ex-officio chair of the faculty and a member of all faculties and other academic bodies within the institution. The President may preside at faculty meetings. The President may call meetings of any council, senate, assembly, committee, or governance body at his or her institution at any time, may chair the governance body, and may preside at the meetings. The President shall decide all questions of jurisdiction, not otherwise defined by the Chancellor, of the several councils, faculties, and officers.

The President may veto any act of any council, faculty, or committee of his or her institution but, in doing so, shall transmit to the proper officer a written statement of the reason for such veto. A copy of each veto statement shall be transmitted to the Chancellor.

The President shall be the official medium of communication between the faculty and the Chancellor and between the council, senate, assembly, committee, or governance body and the Chancellor.

2.6.3 Personnel Policies

The President is responsible for the initial appointment of faculty members and administrative employees of each institution and the salary and all promotions of those employees. The President may reappoint faculty members and administrative employees except as otherwise

specified in this Policy Manual. The President may accept the resignation of any employee of his or her institution on behalf of the Board of Regents.

The President may grant leaves of absence for members of the faculty for study at other institutions or for such reasons as the President may deem proper.

The President shall make such reports as required from time to time to the Board, through the Chancellor, of the condition of the institution under his or her leadership.

2.6.4 Agreements

The President may execute, accept, or deliver, on behalf of the Board of Regents, the following types of research agreements, settlement agreements, service agreements, and reciprocal emergency law enforcement agreements affecting his or her institution:

1. Research or service agreements whereby the institution concerned, for monetary compensation or other good and valuable consideration, agrees to perform certain institution-oriented research or other personal services within a time period of one year or less;
2. Agreements between USG institutions and hospitals or other organized medical facilities, both public and private, whereby the hospital or medical facility concerned agrees to provide clinical services to nursing and other students enrolled in nursing and allied health programs at the institution concerned, which are subject to cancellation by either party;
3. Reciprocal emergency law enforcement agreements between USG institutions and county and municipal authorities, as authorized by the Georgia Mutual Aid Act, as amended;
4. Settlements of grievances and complaints, including those filed by state and federal agencies, that do not include a monetary commitment of more than \$100,000. Notice of settlements shall be filed with the University System Office of Legal Affairs; and,
5. Any agreements necessary for the day-to-day operation of the institution.

2.6.5 Delegation of Authority and Responsibilities

The President may delegate his or her authority and responsibilities under Board of Regents' Policy unless expressly prohibited by the Board of Regents.

CURRENT POLICY LANGUAGE:

2.7 Organization Structure and Changes

Presidents are authorized to develop the organizational structure required to effectively manage their institution. Changes involving the addition, deletion, or substantive name change of a unit reporting directly to the president will be reported to the Chancellor at least two (2) weeks prior to the effective date of the change. The presidents are authorized to approve all other organizational changes (BoR Minutes, January, 2004; February, 2007).

At the beginning of each fiscal year, each president shall submit to the Chancellor a list of all academic institutes and centers that are authorized to operate on each campus highlighting those which have been added or deleted since the prior year's submission. The addition or elimination of academic centers and institutes located at an institution does not require the Chancellor's or Regents' approval (BoR Minutes, February, 2007).

EDITED POLICY LANGUAGE:

2.7 Organization Structure and Changes

Presidents are authorized to develop the organizational structure required to effectively manage their institution. Changes involving the addition, deletion, or substantive name change of a unit reporting directly to the pPresident will shall be reported to the Chancellor at least two (2) weeks prior to the effective date of the change. ~~The presidents are authorized to approve all other organizational changes (BoR Minutes, January, 2004; February, 2007).~~

At the beginning of each fiscal year, each pPresident shall submit to the Chancellor a list of all academic institutes and centers that are authorized to operate on each campus highlighting those which have been added or deleted since the prior year's submission. The addition or elimination of academic centers and institutes located at an institution does not require the Chancellor's or Regents' approval ~~(BoR Minutes, February, 2007).~~

PROPOSED NEW POLICY LANGUAGE:

2.7 Organization Structure and Changes

Presidents are authorized to develop the organizational structure required to effectively manage their institution. Changes involving the addition, deletion, or substantive name change of a unit reporting directly to the President shall be reported to the Chancellor at least two weeks prior to the effective date of the change.

At the beginning of each fiscal year, each President shall submit to the Chancellor a list of all academic institutes and centers that are authorized to operate on each campus highlighting those which have been added or deleted since the prior year's submission. The addition or elimination of academic centers and institutes located at an institution does not require the Chancellor's or Regents' approval.

CURRENT POLICY LANGUAGE:

2.10 Institutional Mission

The mission of the University System of Georgia (USG) is achieved through the collective missions of our state’s public colleges and universities. The role of public higher education in Georgia is to drive economic development and produce more educated individuals to contribute to the quality of life in the state. USG institutions are responsible for producing graduates with the requisite skills and knowledge to ensure Georgia’s strong future in the knowledge-based and global economy. The individual mission and function of the institutions within the USG must be aligned with the overall USG mission in order to strategically meet the higher education needs of the State.

To that end, the function and mission of each institution in the University System of Georgia (USG) is determined by the Board of Regents, and any change in institutional function and mission must be approved by the Board. Institutional function determines the scope of activity of the institution over a considerable period of time and covers the following aspects:

1. the level at which the institution will operate
2. the types of educational degree programs to be offered
3. the cost of attending the institution (student tuition and fees)
4. the admissions selectivity of the institution and the extent to which the institution serves as a primary point of access to higher education for under-represented students in a geographic region of Georgia
5. the extent to which the institution engages in teaching, research, and service

Specific functions and missions for individual institutions and the procedures to request a change in functional sector, functional sector category, and institutional mission can be found in the Institutional Function and Mission Guidelines in the Academic and Student Affairs Handbook. USG institutions are classified according to the following functional sectors.

Research Universities Institutions classified as research universities offer a broad array of undergraduate and graduate and professional programs and are characterized as doctoral-granting with a Carnegie Classification of very high or high research activity. Associate degrees are typically not offered at research universities. While teaching is a core focus at all USG institutions, the emphasis on basic and applied research is much heavier at research universities than any other institutional sector. It is expected that institutions operating within this sector will be world-class research institutions with significant commitments to receipt of external funding, philanthropic giving, and fundraising at the highest levels.

Institution	Primary Section/Function	Secondary Sections/Function	Secondary Sections/Function
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Georgia Institute of Technology	Research University	n/a	Georgia’s technological research institution
Georgia State University	Research University	State College	
University of Georgia	Research University	n/a	Georgia’s land-grant institution and agricultural experiment station
Augusta University	Research University	n/a	State’s dedicated health/sciences/medical college

Comprehensive Universities Institutions classified as comprehensive universities offer a number of undergraduate and master’s-level programs with some doctoral programs. Typically, associate-level degrees are not offered at comprehensive universities. Graduate programs at comprehensive universities are characterized as master’s-dominant. While teaching is a core focus at all USG institutions, the emphasis on basic and applied research is heavier at comprehensive universities than state universities or state colleges, but not emphasized as heavily as research universities. It is expected that institutions within this sector will be committed to being world-class academic institutions.

Institution	Primary Section/Function	Secondary Sections/Function	Secondary Sections/Function
Georgia Southern University	Comprehensive University	n/a	Approved for doctoral programs
Valdosta State University	Comprehensive University	n/a	Approved for doctoral programs
Kennesaw State University	Comprehensive University	n/a	Approved for doctoral programs
University of West Georgia	Comprehensive University	n/a	Approved for doctoral programs

State Universities Institutions included in the state universities sector offer a number of undergraduate and master’s-level programs, but very few doctoral programs. Associate-level degrees can be offered at these universities, but they are also typically limited. While teaching is a core focus at all USG institutions, the emphasis on research activity at these state universities includes some basic research, but is typically more focused on institutional and/or applied research.

Institution	Primary Section/Function	Secondary Sections/Function	Secondary Sections/Function
Albany State University	State University	n/a	n/a
Armstrong State University	State University	n/a	Approved for doctoral programs

Clayton State University	State University	n/a	n/a
Columbus State University	State University	n/a	Approved for doctoral programs
Fort Valley State University	State University	n/a	State's 1890 land grant institution
Georgia College & State University	State University	n/a	State's public liberal arts institution; approved for doctoral programs
Georgia Southwestern State University	State University	n/a	n/a
Middle Georgia State University	State University	n/a	n/a
Savannah State University	State University	n/a	n/a
University of North Georgia	State University	n/a	State's military college; approved for doctoral programs

State Colleges

Balanced Bachelor's and Associate State Colleges

Institutions included in the balanced bachelor's and associate-level state colleges group offer bachelor's degrees, associate programs, and general education courses, but no graduate programs. These state colleges are characterized as balanced bachelor's and associate-level degrees with bachelor's programs focused on specialized academic and economic development program areas and regional, college-educated workforce needs. The emphasis at these state colleges is on teaching and service with limited focus on basic or applied research activity.

Associate Dominant-Select Bachelor's State Colleges

Institutions included in the associate dominant state colleges group are characterized as offering associate-dominant programs and general education courses, with very few, select, professionally-oriented bachelor's degree programs. The select bachelor's programs are focused on specialized academic and economic development program areas and regional, college-educated workforce needs. The emphasis at these state colleges is on teaching and service with limited focus on basic or applied research.

Institution	Primary Section/Function	Secondary Sections/Function	Secondary Sections/Function
Abraham Baldwin Agricultural College	State College - Balanced Bachelor's & Associate Degrees	n/a	State's agricultural state college
Atlanta Metropolitan State College	State College - Balanced Bachelor's & Associate Degrees	n/a	n/a

College of Coastal Georgia	State College - Balanced Bachelor's & Associate Degrees	n/a	n/a
Dalton State College	State College - Balanced Bachelor's & Associate Degrees	n/a	n/a
Georgia Gwinnett College	State College - Balanced Bachelor's & Associate Degrees	n/a	n/a
Gordon State College	State College - Balanced Bachelor's & Associate Degrees	n/a	n/a
Bainbridge State College	State College - Associate Dominant, Select Bachelor's	n/a	n/a
Darton State College	State College - Associate Dominant, Select Bachelor's	n/a	n/a
East Georgia State College	State College - Associate Dominant, Select Bachelor's	n/a	n/a
Georgia Highlands College	State College - Associate Dominant, Select Bachelor's	n/a	n/a
South Georgia State College	State College - Associate Dominant, Select Bachelor's	n/a	n/a

Institutions with a Blended Function

At times a USG institution may be approved by the Board to advance aspects of a mission from different functional sectors. When this occurs, an institution will have a blended institutional function. An institution with a blended function will be designated with a primary sector function and a secondary function sector. A blended function contains components from both the primary and secondary sectors. While the institution will follow the function of their primary sector, it will also be authorized to function in accordance with aspects of the secondary sector function. For example, a state university may be approved to advance aspects of the function of a state college in order to provide access to students in a region of the state that would typically be served by a state college. Such an institution will continue to function primarily according to the state university sector, but will also reflect aspects associated with the function of a state college (e.g., level at which the institution operates, the types of degrees offered, cost of attendance, admission standards, and extent the institution engages in teaching, research, and service).

No institution may operate as an institution with a blended function unless approved by the Board. When the Board approves an institution as having a blended, function the Board will also

approve the institution's primary functional sector. The guidelines for obtaining Board approval to operate as an institution with a blended function can be found in the Academic and Student Affairs Handbook. A list of institutions currently approved for a blended function is also located in the Academic & Student Affairs Handbook.

The Chancellor or the Chancellor's designee may, from time to time, direct institutions with a blended function whether and to what extent an institution will implement primary functional sector requirements or secondary functional sector requirements.

(BoR minutes, August 2013; January 2017)

EDITED POLICY LANGUAGE:

NOTE: Highlighted language in italics moved from elsewhere in policy section. Struck-through language in italics moved elsewhere in policy section.

2.108 Institutional Mission

The mission of the University System of Georgia (USG) is achieved through the collective missions of our state's public colleges and universities, *which*. ~~The role of public higher education in Georgia is to~~ drive economic development and produce more educated individuals to contribute to the quality of life in the sState. USG institutions are responsible for producing graduates with the requisite skills and knowledge to ensure Georgia's strong future in the knowledge-based and global economy. The individual mission and function of the institutions within the USG must be aligned with the overall USG mission in order to strategically meet the higher education needs of the State.

~~To that end,~~ *The function and mission of each USG institution in the University System of Georgia (USG) is determined by the Board of Regents, and any change in institutional function and mission must be approved by the Board. Institutional function determines the scope of activity of the institution over a considerable period of time and covers the following aspects:*

1. *†The level at which the institution will operate;*
2. *†The types of educational degree programs to be offered;*
3. *†The cost of attending the institution (student tuition and fees);*
4. *†The admissions selectivity of the institution and the extent to which the institution serves as a primary point of access to higher education for under-represented students in a geographic region of Georgia; and,*
5. *†The extent to which the institution engages in teaching, research, and service.*

Specific functions and missions for individual institutions and the procedures to request a change in functional sector, functional sector category, and institutional mission can be found in the ~~Institutional Function and Mission Guidelines in the~~ Academic and *&* Student Affairs Handbook.

USG institutions are classified according to the following functional sectors:

Research Universities, which ~~Institutions classified as research universities~~ offer a broad array of undergraduate, ~~and graduate,~~ and professional programs and are characterized as doctoral-granting with a Carnegie Classification of very high or high research activity. Associate degrees are typically not offered at research universities. While teaching is a core focus at all USG institutions, the emphasis on basic and applied research is much heavier at research universities than any other institutional sector. It is expected that institutions operating within this sector will be world-class research institutions with significant commitments to receipt of external funding, philanthropic giving, and fundraising at the highest levels.

Institution	Primary Section/Function	Secondary Sections/Function	Secondary Sections/Function
Georgia Institute of Technology	Research University	n/a	Georgia’s technological research institution
Georgia State University	Research University	State College	
University of Georgia	Research University	n/a	Georgia’s land-grant institution and agricultural experiment station
Augusta University	Research University	n/a	State’s dedicated health, sciences, and medical college

Comprehensive Universities, which ~~Institutions classified as comprehensive universities~~ offer a number of undergraduate and master’s-level programs with some doctoral programs. Typically, associate-level degrees are not offered at comprehensive universities. Graduate programs at comprehensive universities are characterized as master’s-dominant. While teaching is a core focus at all USG institutions, the emphasis on basic and applied research is heavier at comprehensive universities than state universities or state colleges, but not emphasized as heavily as research universities. It is expected that institutions within this sector will be committed to being world-class academic institutions.

Institution	Primary Section/Function	Secondary Sections/Function	Secondary Sections/Function
Georgia Southern University	Comprehensive University	n/a	Approved for doctoral programs
Valdosta State University	Comprehensive University	n/a	Approved for doctoral programs
Kennesaw State University	Comprehensive University	n/a	Approved for doctoral programs
University of West Georgia	Comprehensive University	n/a	Approved for doctoral programs

State Universities, which ~~Institutions included in the state universities sector~~ offer a number of undergraduate and master's-level programs, but very few doctoral programs. Associate-level degrees can be offered at these universities, but they are also typically limited. While teaching is a core focus at all USG institutions, the emphasis on research activity at these state universities includes some basic research, but is typically more focused on institutional and/or applied research.

Institution	Primary Section/Function	Secondary Sections/Function	Secondary Sections/Function
Albany State University	State University	n/a	n/a
Armstrong State University	State University	n/a	Approved for doctoral programs
Clayton State University	State University	n/a	n/a
Columbus State University	State University	n/a	Approved for doctoral programs
Fort Valley State University	State University	n/a	State's 1890 land grant institution
Georgia College & State University	State University	n/a	State's public liberal arts institution; approved for doctoral programs
Georgia Southwestern State University	State University	n/a	n/a
Middle Georgia State University	State University	n/a	n/a
Savannah State University	State University	n/a	n/a
University of North Georgia	State University	n/a	State's military college; approved for doctoral programs

State Colleges

Balanced Bachelor's and Associate State Colleges

Institutions included in the balanced bachelor's and associate-level state colleges group offer bachelor's degrees, associate programs, and general education courses, but no graduate programs. These state colleges are characterized as balanced bachelor's and associate-level degrees with bachelor's programs focused on specialized academic and economic development program areas and regional, college-educated workforce needs. The emphasis at these state colleges is on teaching and service with limited focus on basic or applied research activity.

Associate Dominant-Select Bachelor's State Colleges

Institutions included in the associate dominant state colleges group are characterized as offering associate-dominant programs and general education courses, with very few, select,

professionally-oriented bachelor’s degree programs. The select bachelor’s programs are focused on specialized academic and economic development program areas and regional, college-educated workforce needs. The emphasis at these state colleges is on teaching and service with limited focus on basic or applied research.

Institution	Primary Section/Function	Secondary Sections/Function	Secondary Sections/Function
Abraham Baldwin Agricultural College	State College - Balanced Bachelor’s & Associate Degrees	n/a	State’s agricultural state college
Atlanta Metropolitan State College	State College - Balanced Bachelor’s & Associate Degrees	n/a	n/a
College of Coastal Georgia	State College - Balanced Bachelor’s & Associate Degrees	n/a	n/a
Dalton State College	State College - Balanced Bachelor’s & Associate Degrees	n/a	n/a
Georgia Gwinnett College	State College - Balanced Bachelor’s & Associate Degrees	n/a	n/a
Gordon State College	State College - Balanced Bachelor’s & Associate Degrees	n/a	n/a
Bainbridge State College	State College – Associate Dominant, Select Bachelor’s	n/a	n/a
Darton State College	State College – Associate Dominant, Select Bachelor’s	n/a	n/a
East Georgia State College	State College - Associate Dominant, Select Bachelor’s	n/a	n/a
Georgia Highlands College	State College - Associate Dominant, Select Bachelor’s	n/a	n/a
South Georgia State College	State College - Associate Dominant, Select Bachelor’s	n/a	n/a

Institutions with a Blended Function

At times a USG institution may be approved by the Board to advance aspects of a mission from different functional sectors. When this occurs, an institution will have a blended institutional

~~function. An institution with a blended function will be designated with a primary sector function and a secondary function sector. A blended function contains components from both the primary and secondary sectors. While the institution will follow the function of their primary sector, it will also be authorized to function in accordance with aspects of the secondary sector function. For example, a state university may be approved to advance aspects of the function of a state college in order to provide access to students in a region of the state that would typically be served by a state college. Such an institution will continue to function primarily according to the state university sector, but will also reflect aspects associated with the function of a state college (e.g., level at which the institution operates, the types of degrees offered, cost of attendance, admission standards, and extent the institution engages in teaching, research, and service).~~

No institution may operate as an institution with a blended function unless approved by the Board of Regents. When the Board approves an institution as having a blended function, the Board will also approve the institution's primary functional sector. The guidelines for obtaining Board approval to operate as an institution with a blended function and a list of institutions currently approved for a blended function can be found in the Academic and Student Affairs Handbook. ~~A list of institutions currently approved for a blended function is also located in the Academic & Student Affairs Handbook.~~

The Chancellor ~~or the Chancellor's designee~~ may, from time to time, direct institutions with a blended function on whether and to what extent ~~an~~ the institution will implement primary functional sector requirements or secondary functional sector requirements.

~~(BoR minutes, August 2013; January 2017)~~

PROPOSED NEW POLICY LANGUAGE:

2.8 Institutional Mission

The mission of the University System of Georgia (USG) is achieved through the collective missions of our state's public colleges and universities, which drive economic development and produce more educated individuals to contribute to the quality of life in the State. USG institutions are responsible for producing graduates with the requisite skills and knowledge to ensure Georgia's strong future in the knowledge-based and global economy. The individual mission and function of the institutions within the USG must be aligned with the overall USG mission in order to strategically meet the higher education needs of the State.

The function and mission of each USG institution is determined by the Board of Regents and any change in institutional function and mission must be approved by the Board. Institutional function determines the scope of activity of the institution over a considerable period of time and covers the following aspects:

1. The level at which the institution will operate;

2. The types of educational degree programs to be offered;
3. The cost of attending the institution (student tuition and fees);
4. The admissions selectivity of the institution and the extent to which the institution serves as a primary point of access to higher education for under-represented students in a geographic region of Georgia; and,
5. The extent to which the institution engages in teaching, research, and service.

Specific functions and missions for individual institutions and the procedures to request a change in functional sector, functional sector category, and institutional mission can be found in the Academic & Student Affairs Handbook.

USG institutions are classified according to the following functional sectors:

Research Universities, which offer a broad array of undergraduate, graduate, and professional programs and are characterized as doctoral-granting with a Carnegie Classification of very high or high research activity. Associate degrees are typically not offered at research universities. While teaching is a core focus at all USG institutions, the emphasis on basic and applied research is much heavier at research universities than any other institutional sector. It is expected that institutions operating within this sector will be world-class research institutions with significant commitments to receipt of external funding, philanthropic giving, and fundraising at the highest levels.

Institution	Primary Section/Function	Secondary Sections/Function	Secondary Sections/Function
Georgia Institute of Technology	Research University	n/a	Georgia’s technological research institution
Georgia State University	Research University	State College	
University of Georgia	Research University	n/a	Georgia’s land-grant institution and agricultural experiment station
Augusta University	Research University	n/a	State’s dedicated health, /sciences, and /medical college

Comprehensive Universities, which offer a number of undergraduate and master’s-level programs with some doctoral programs. Typically, associate-level degrees are not offered at comprehensive universities. Graduate programs at comprehensive universities are characterized as master’s-dominant. While teaching is a core focus at all USG institutions, the emphasis on basic and applied research is heavier at comprehensive universities than state universities or state colleges, but not emphasized as heavily as research universities. It is expected that institutions within this sector will be committed to being world-class academic institutions.

Institution	Primary Section/Function	Secondary Sections/Function	Secondary Sections/Function
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Georgia Southern University	Comprehensive University	n/a	Approved for doctoral programs
Valdosta State University	Comprehensive University	n/a	Approved for doctoral programs
Kennesaw State University	Comprehensive University	n/a	Approved for doctoral programs
University of West Georgia	Comprehensive University	n/a	Approved for doctoral programs

State Universities, which offer a number of undergraduate and master's-level programs, but very few doctoral programs. Associate-level degrees can be offered at these universities, but they are also typically limited. While teaching is a core focus at all USG institutions, the emphasis on research activity at these state universities includes some basic research, but is typically more focused on institutional or applied research.

Institution	Primary Section/Function	Secondary Sections/Function	Secondary Sections/Function
Albany State University	State University	n/a	n/a
Clayton State University	State University	n/a	n/a
Columbus State University	State University	n/a	Approved for doctoral programs
Fort Valley State University	State University	n/a	State's 1890 land grant institution
Georgia College & State University	State University	n/a	State's public liberal arts institution; approved for doctoral programs
Georgia Southwestern State University	State University	n/a	n/a
Middle Georgia State University	State University	n/a	n/a
Savannah State University	State University	n/a	n/a
University of North Georgia	State University	n/a	State's military college; approved for doctoral programs

State Colleges

Balanced Bachelor's and Associate State Colleges

Institutions included in the balanced bachelor's and associate-level state colleges group offer bachelor's degrees, associate programs, and general education courses, but no graduate programs. These state colleges are characterized as balanced bachelor's and associate-level

degrees with bachelor’s programs focused on specialized academic and economic development program areas and regional, college-educated workforce needs. The emphasis at these state colleges is on teaching and service with limited focus on basic or applied research activity.

Associate Dominant-Select Bachelor’s State Colleges

Institutions included in the associate dominant state colleges group are characterized as offering associate-dominant programs and general education courses, with very few, select, professionally-oriented bachelor’s degree programs. The select bachelor’s programs are focused on specialized academic and economic development program areas and regional, college-educated workforce needs. The emphasis at these state colleges is on teaching and service with limited focus on basic or applied research.

Institution	Primary Section/Function	Secondary Sections/Function	Secondary Sections/Function
Abraham Baldwin Agricultural College	State College - Balanced Bachelor’s & Associate Degrees	n/a	State’s agricultural state college
Atlanta Metropolitan State College	State College - Balanced Bachelor’s & Associate Degrees	n/a	n/a
College of Coastal Georgia	State College - Balanced Bachelor’s & Associate Degrees	n/a	n/a
Dalton State College	State College - Balanced Bachelor’s & Associate Degrees	n/a	n/a
Georgia Gwinnett College	State College - Balanced Bachelor’s & Associate Degrees	n/a	n/a
Gordon State College	State College - Balanced Bachelor’s & Associate Degrees	n/a	n/a
East Georgia State College	State College - Associate Dominant, Select Bachelor’s	n/a	n/a
Georgia Highlands College	State College - Associate Dominant, Select Bachelor’s	n/a	n/a
South Georgia State College	State College - Associate Dominant, Select Bachelor’s	n/a	n/a

Institutions with a Blended Function

At times a USG institution may be approved by the Board to advance aspects of a mission from

different functional sectors. When this occurs, an institution will have a blended institutional function with a primary sector function and a secondary function sector. While the institution will follow the function of their primary sector, it will also be authorized to function in accordance with aspects of the secondary sector function.

No institution may operate as an institution with a blended function unless approved by the Board of Regents. When the Board approves an institution as having a blended function, the Board will also approve the institution's primary functional sector. The guidelines for obtaining Board approval to operate as an institution with a blended function and a list of institutions currently approved for a blended function can be found in the Academic & Student Affairs Handbook.

The Chancellor may, from time to time, direct institutions with a blended function on whether and to what extent the institution will implement primary functional sector requirements or secondary functional sector requirements.

CURRENT POLICY LANGUAGE:

2.9 Institutional Effectiveness: Planning and Assessment

Each institution shall have a strategic planning process that maintains a current strategic plan in which institutional priorities are defined and through which the institution's mission is carried out in accordance with the strategic directions and guiding principles established by the Board of Regents. The faculty and staff of each institution shall be involved in developing the planning process and shall be included in the structure by which the plan is implemented.

In addition, each institution shall have a formal process by which systematic assessment of institutional effectiveness is conducted and the results of assessments are used to achieve institutional improvement. Assessment processes may differ from institution to institution, but each institution shall assess:

1. Basic academic skills at entry;
2. General education;
3. Degree programs; and,
4. Academic and administrative support programs and/or functions.

The faculty and staff of each institution shall be involved in developing assessment processes and included in the structure by which those processes are implemented and used for improvement.

Each institution shall link its substantive budget allocations and other major academic and administrative decisions to its planning and assessment processes to improve institutional effectiveness. In addition, institutional planning, assessment, and improvement processes are expected to contribute to the realization of the USG vision, mission, goals, and strategic initiatives.

A current copy of each institution's strategic plan shall be maintained in the University System Office of the Board of Regents. The plan will contain a description of the planning structure and process by which institutional priorities are set as well as the institution's current priorities and goals. The plan shall also describe the processes used for assessing and improving institutional effectiveness.

EDITED POLICY LANGUAGE:

2.9 Institutional Effectiveness: Planning and Assessment

Each **University System of Georgia (USG)** institution shall have a strategic planning process that maintains a current strategic plan in which institutional priorities are defined and through which the institution's mission is carried out in accordance with the strategic directions and guiding

principles established by the Board of Regents. The faculty and staff of each institution shall be involved in developing the planning process and shall be included in the structure by which the plan is implemented.

In addition, each institution shall have a formal process by which systematic assessment of institutional effectiveness is conducted and the results of assessments are used to achieve institutional improvement. Assessment processes may differ from institution to institution, but each institution shall assess:

1. Basic academic skills at entry;
2. General education;
3. Degree programs; and,
4. Academic and administrative support programs and/or functions.

The faculty and staff of each institution shall be involved in developing assessment processes and included in the structure by which those processes are implemented and used for improvement.

Each institution shall link its substantive budget allocations and other major academic and administrative decisions to its planning and assessment processes to improve institutional effectiveness. In addition, institutional planning, assessment, and improvement processes are expected to contribute to the realization of the USG vision, mission, goals, and strategic initiatives.

A current copy of each institution's strategic plan shall be maintained in the University System Office ~~of the Board of Regents~~. The plan will contain a description of the planning structure and process by which institutional priorities are set as well as the institution's current priorities and goals. The plan shall also describe the processes used for assessing and improving institutional effectiveness.

PROPOSED NEW POLICY LANGUAGE:

2.9 Institutional Effectiveness: Planning and Assessment

Each University System of Georgia (USG) institution shall have a strategic planning process that maintains a current strategic plan in which institutional priorities are defined and through which the institution's mission is carried out in accordance with the strategic directions and guiding principles established by the Board of Regents. The faculty and staff of each institution shall be involved in developing the planning process and shall be included in the structure by which the plan is implemented.

In addition, each institution shall have a formal process by which systematic assessment of institutional effectiveness is conducted and the results of assessments are used to achieve

institutional improvement. Assessment processes may differ from institution to institution, but each institution shall assess:

1. Basic academic skills at entry;
2. General education;
3. Degree programs; and,
4. Academic and administrative support programs and/or functions.

The faculty and staff of each institution shall be involved in developing assessment processes and included in the structure by which those processes are implemented and used for improvement.

Each institution shall link its substantive budget allocations and other major academic and administrative decisions to its planning and assessment processes to improve institutional effectiveness. In addition, institutional planning, assessment, and improvement processes are expected to contribute to the realization of the USG vision, mission, goals, and strategic initiatives.

A current copy of each institution's strategic plan shall be maintained in the University System Office. The plan will contain a description of the planning structure and process by which institutional priorities are set as well as the institution's current priorities and goals. The plan shall also describe the processes used for assessing and improving institutional effectiveness.

CURRENT POLICY LANGUAGE:

2.6 Presidents' Meetings

When directed by the Chancellor, the presidents of the USG institutions shall convene in order to make recommendations to the Chancellor and through the Chancellor to the Board of Regents regarding all educational and administrative matters of concern to the USG as a whole.

EDITED POLICY LANGUAGE:

2.6¹⁰ Presidents' Meetings

When directed by the Chancellor, the presidents of the University System of Georgia (USG) institutions shall convene in order to make recommendations to the Chancellor and through the Chancellor to the Board of Regents regarding all educational and administrative matters of concern to the USG as a whole.

PROPOSED NEW POLICY LANGUAGE:

2.10 Presidents' Meetings

When directed by the Chancellor, the presidents of the University System of Georgia (USG) institutions shall convene in order to make recommendations to the Chancellor and through the Chancellor to the Board of Regents regarding all educational and administrative matters of concern to the USG as a whole.

3. Revision to the Policy Manual: Section 4 – Student Affairs

In line with the goals of the Board of Regents' Policy Manual Review, the main purpose of the revisions to Section 4 of the Policy Manual is to simplify and remove redundant Policy language and to increase the efficiency of the Policy Manual.

CURRENT POLICY LANGUAGE:

4.1.4 Fraternities and Sororities

Each USG institution shall be authorized to decide for itself whether social fraternities and/or sororities shall be established and whether they shall be local only or affiliated with national groups. Each institution also shall be authorized to promulgate rules and regulations concerning the establishment, organization, governance, and discipline of social fraternities and sororities (BoR Minutes, 1964-65, p. 651).

EDITED POLICY LANGUAGE:

4.1.4 Fraternities and Sororities

Each USG **University System of Georgia** institution ~~shall be authorized to~~ **may** decide for itself whether social fraternities and/or sororities shall be established **at the institution** and whether ~~they~~ **each social fraternity or sorority** shall be local only or affiliated with national groups. Each institution ~~also shall be authorized to~~ **may** promulgate rules and regulations concerning the establishment, organization, governance, and discipline of social fraternities and sororities (~~BoR Minutes, 1964-65, p. 651~~).

PROPOSED NEW POLICY LANGUAGE:

4.1.4 Fraternities and Sororities

Each University System of Georgia institution may decide whether social fraternities and sororities shall be established at the institution and whether each social fraternity or sorority shall be local only or affiliated with national groups. Each institution may promulgate rules and regulations concerning the establishment, organization, governance, and discipline of social fraternities and sororities.

CURRENT POLICY LANGUAGE:

4.4.2 Financial Needs Analysis

Applicants for Student Financial Aid Programs that are based on need must file an acceptable needs analysis which has been approved by the United States Department of Education.

All member institutions will accept and process the Free Application for Federal Student Aid (FAFSA) for Federal and State student aid programs. In addition, institutions may elect to accept and process other needs analysis systems approved by the United States Department of Education (BoR Minutes, 1986-87, p. 135).

EDITED POLICY LANGUAGE:

4.4.2 Financial Needs Analysis

Applicants for Student Financial Aid Programs that are based on need must file an acceptable needs analysis which has been approved by the United States Department of Education.

All member **University System of Georgia (USG)** institutions will **shall** accept and process the Free Application for Federal Student Aid (FAFSA) for Federal and State student aid programs. ~~In addition,~~ **USG** institutions may elect to accept and process other needs analysis systems approved by the United States Department of Education (~~BoR Minutes, 1986-87, p. 135~~).

PROPOSED NEW POLICY LANGUAGE:

4.1.2 Financial Needs Analysis

Applicants for student financial aid programs that are based on need must file an acceptable needs analysis which has been approved by the United States Department of Education.

University System of Georgia (USG) institutions shall accept and process the Free Application for Federal Student Aid (FAFSA) for federal and state student aid programs. USG institutions may elect to accept and process other needs analysis systems approved by the United States Department of Education.

CURRENT POLICY LANGUAGE:

4.6.1 Withdrawal of Recognition of Student Organizations

The Board of Regents has determined that the use of marijuana, controlled substances, or other illegal or dangerous drugs constitutes a serious threat to the public health, welfare, and academic achievement of students enrolled in the USG. Therefore, all student organizations, including but not limited to societies, fraternities, sororities, clubs, and similar groups of students which are affiliated with, recognized by, or which use the facilities under the jurisdiction of USG institutions, are hereby charged with the responsibility of enforcing compliance with local, state and federal laws by all persons attending or participating in their respective functions and affairs, social or otherwise.

As provided by the Student Organization Responsibility for Drug Abuse Act, any such student organization which, through its officers, agents, or responsible members, knowingly permits, authorizes, or condones the manufacture, sale, distribution, possession, serving, consumption or use of marijuana, controlled substances, or other illegal or dangerous drugs at any affair, function, or activity of such student organization, social or otherwise, is hereby declared to be in violation of the laws of this state and shall have its recognition as a student organization withdrawn and, after complying with the constitutional requirements of due process, shall be expelled from the campus for a minimum of one (1) calendar year from the date of determination of guilt.

Such organization shall also be prohibited from using any property or facilities of the institution for a period of at least one (1) year. Any lease, rental agreement, or other document between the Board of Regents or the institution and the student organization that relates to the use of the property leased, rented, or occupied shall be terminated for knowingly having permitted or authorized the unlawful actions described above.

All sanctions imposed by this policy shall be subject to review procedures authorized by the Board of Regents Policy 8.6 Application for Discretionary Review. (BoR Minutes, February 2015)

An appeal to the Board of Regents shall not defer the effective date of the adverse action against the student organization pending the Board's review unless the Board so directs. Any such stay or suspension by the Board shall expire as of the date of the Board's final decision on the matter. (BoR Minutes, 1989-90, p. 384)

This Policy amendment is intended to implement The Student Organization Responsibility for Drug Abuse Act of 1990.

EDITED POLICY LANGUAGE:

*NOTE: Highlighted language in italics moved from elsewhere in policy section. Struck-through language in italics moved elsewhere in policy section.

4.6.34 **Student Organization Responsibility for Drug Abuse** ~~Withdrawal of Recognition of Student Organizations~~

The ~~Board of Regents has determined that the~~ use of marijuana, controlled substances, or other illegal or dangerous drugs constitutes a serious threat to the public health, welfare, and academic achievement of students enrolled in the **University System of Georgia (USG)**. Therefore, all student organizations, including but not limited to societies, fraternities, sororities, clubs, and similar groups of students which are affiliated with, recognized by, or which use the facilities under the jurisdiction of USG institutions, are ~~hereby charged with the responsibility of~~ **for** enforcing compliance with local, state, and federal laws by all persons attending or participating in their respective functions and affairs, social or otherwise.

As provided by the Student Organization Responsibility for Drug Abuse Act, any such student organization which, through its officers, agents, or responsible members, knowingly permits, authorizes, or condones the manufacture, sale, distribution, possession, serving, consumption or use of marijuana, controlled substances, or other illegal or dangerous drugs at any affair, function, or activity of such student organization, social or otherwise, ~~is hereby declared to be in violation of the laws of this State and, after being afforded the constitutional requirements of due process,~~ **is hereby declared to be in violation of the laws of this State and, after being afforded the constitutional requirements of due process,** shall have its recognition as a student organization withdrawn and, ~~after complying with the constitutional requirements of due process,~~ shall be expelled from the campus for a minimum of one ~~(1)~~ calendar year from the date of determination of guilt.

Such organization shall also be prohibited from using any property or facilities of the institution for a period of at least one ~~(1)~~ year. Any lease, rental agreement, or other document between the Board of Regents or the institution and the student organization that relates to the use of the property leased, rented, or occupied shall be terminated for **the student organization** knowingly having permitted or authorized the unlawful actions described above.

All sanctions imposed by this policy shall be subject to review procedures authorized by the Board of Regents' Policy 8-6 **on** Application for Discretionary Review. ~~(BoR Minutes, February 2015)~~

An appeal to the Board of Regents shall not defer the effective date of the adverse action against the student organization pending the Board's review unless the Board so directs. Any such stay or suspension by the Board shall expire as of the date of the Board's final decision on the matter. ~~(BoR Minutes, 1989-90, p. 384)~~

~~This Policy amendment is intended to implement The Student Organization Responsibility for Drug Abuse Act of 1990.~~

PROPOSED NEW POLICY LANGUAGE:**4.6.3 Student Organization Responsibility for Drug Abuse**

The use of marijuana, controlled substances, or other illegal or dangerous drugs constitutes a serious threat to the public health, welfare, and academic achievement of students enrolled in the University System of Georgia (USG). Therefore, all student organizations, including but not limited to societies, fraternities, sororities, clubs, and similar groups of students which are affiliated with, recognized by, or which use the facilities under the jurisdiction of USG institutions, are responsible for enforcing compliance with local, state, and federal laws by all persons attending or participating in their respective functions and affairs, social or otherwise.

As provided by the Student Organization Responsibility for Drug Abuse Act, any such student organization which, through its officers, agents, or responsible members, knowingly permits, authorizes, or condones the manufacture, sale, distribution, possession, serving, consumption or use of marijuana, controlled substances, or other illegal or dangerous drugs at any affair, function, or activity of such student organization, social or otherwise, violates the laws of this State and, after being afforded the constitutional requirements of due process, shall have its recognition as a student organization withdrawn and shall be expelled from the campus for a minimum of one calendar year from the date of determination of guilt.

Such organization shall also be prohibited from using any property or facilities of the institution for a period of at least one year. Any lease, rental agreement, or other document between the Board of Regents or the institution and the student organization that relates to the use of the property leased, rented, or occupied shall be terminated for the student organization knowingly having permitted or authorized the unlawful actions described above.

All sanctions imposed by this policy shall be subject to review procedures authorized by the Board of Regents' Policy on Application for Discretionary Review.

An appeal to the Board of Regents shall not defer the effective date of the adverse action against the student organization pending the Board's review unless the Board so directs. Any such stay or suspension by the Board shall expire as of the date of the Board's final decision on the matter.

CURRENT POLICY LANGUAGE:

4.6.2 Violations of State or Federal Law

A student in any USG institution who is charged with, or indicted for, a felony or crime involving moral turpitude may be suspended pending the disposition of the criminal charges against him/her. Upon request, the student shall be accorded a hearing as provided in [Section 4.7.1 of this Policy Manual](#). At such hearing, the student shall have the burden of establishing that his/her continued presence as a member of the student body will not be detrimental to the health, safety, welfare, or property of other students or members of the campus community or to the orderly operation of the institution.

Upon final conviction, the student shall be subject to appropriate disciplinary action (BoR Minutes, 1959-60, p. 306; 1983-84, p. 168).

EDITED POLICY LANGUAGE:

4.6.2 Violations of State or Federal Law

A student in any **University System of Georgia (USG)** institution who is charged with, or indicted for, a felony or crime involving moral turpitude may be suspended pending the disposition of the criminal charges against him/ **or** her. Upon request, the student shall be accorded a hearing, as provided in **Section 4.7.1 of this Policy Manual and any related institution policy**. ~~At such hearing, the student~~ **where he or she** shall have the burden of establishing that his/ **or** her continued presence as a member of the student body will not be detrimental to the health, safety, welfare, or property of other students or members of the campus community or to the orderly operation of the institution. Upon final conviction, the student shall be subject to appropriate disciplinary action (~~BoR Minutes, 1959-60, p. 306; 1983-84, p. 168~~).

PROPOSED NEW POLICY LANGUAGE:

4.6.2 Violations of State or Federal Law

A student in any University System of Georgia (USG) institution who is charged with, or indicted for, a felony or crime involving moral turpitude may be suspended pending the disposition of the criminal charges against him or her. Upon request, the student shall be accorded a hearing, as provided in this Policy Manual and any related institution policy, where he or she shall have the burden of establishing that his or her continued presence as a member of the student body will not be detrimental to the health, safety, welfare, or property of other students or members of the campus community or to the orderly operation of the institution. Upon final conviction, the student shall be subject to appropriate disciplinary action.

CURRENT POLICY LANGUAGE:

4.6.4 Alcohol and Drugs on Campus

The Board of Regents recognizes and supports Georgia laws with respect to the sale, use, distribution, and possession of alcoholic beverages and illegal drugs, as well as the Drug-free Postsecondary Education Act of 1990 with respect to the manufacture, distribution, sale, possession, or use of marijuana, controlled substances or dangerous drugs on college campuses and elsewhere. To this end, the Board has encouraged its institutions to adopt programs designed to increase awareness of the dangers involved in the use of alcoholic beverages, marijuana or other illegal or dangerous drugs by USG students and employees. Such programs shall stress individual responsibility related to the use of alcohol and drugs on and off the campus.

To assist in the implementation of such awareness programs, and to enhance the enforcement of state laws at USG institutions, each institution shall adopt and disseminate comprehensive rules and regulations consistent with local, state and federal laws, concerning the manufacture, distribution, sale, possession, or use of alcoholic beverages, marijuana, controlled substances, or dangerous drugs on campus and at institutionally-approved events off campus.

A copy of the rules and regulations adopted by each institution shall be filed with the office of the Associate Vice Chancellor for Student Services (BoR Minutes, 1989-90, p. 383).

Disciplinary sanctions for the violation of such rules and regulations shall be included as a part of each institution's disciplinary code of student conduct. Disciplinary sanctions for students convicted of a felony offense involving the manufacture, distribution, sale, possession, or use of marijuana, controlled substances, or other illegal or dangerous drugs shall include the forfeiture of academic credit and the temporary or permanent suspension or expulsion from the institution. All sanctions imposed by the institution shall be subject to review procedures authorized by Board of Regents Policy 8.6 Application for Discretionary Review. (BoR Minutes, February 2015)

The rules and regulations adopted by each institution shall also provide for relief from disciplinary sanctions previously imposed against one whose convictions are subsequently overturned on appeal or otherwise.

This policy amendment is intended to implement The Drug-Free Postsecondary Education Act of 1990.

EDITED POLICY LANGUAGE:

*NOTE: Highlighted language in italics moved from elsewhere in policy section. Struck-through language in italics moved elsewhere in policy section.

4.6.4 Alcohol and Drugs on Campus

The Board of Regents recognizes and supports **In accordance with** Georgia laws with respect to governing the **manufacture,** sale, use, distribution, and possession of alcoholic beverages, **and** illegal drugs, **marijuana, controlled substances, or dangerous drugs on college campuses and elsewhere,** as well as **including** the Drug-Free Postsecondary Education Act of 1990 with respect to the **manufacture, distribution, sale, possession, or use of marijuana, controlled substances or dangerous drugs on college campuses and elsewhere.** To this end, the Board of Regents has encouraged its institutions to adopt programs designed to increase awareness of the dangers involved in the use of alcoholic beverages, marijuana, or other illegal or dangerous drugs by **University System of Georgia (USG)** students and employees. Such programs shall stress individual responsibility related to the use of alcohol and drugs on and off the campus.

To assist in the implementation of such awareness programs, and to enhance the enforcement of state laws at USG institutions, each institution shall adopt and disseminate comprehensive rules and regulations consistent with local, state, and federal laws, concerning the manufacture, distribution, sale, possession, or use of alcoholic beverages, marijuana, controlled substances, or dangerous drugs on campus and at institutionally-approved events off campus.

~~A copy of the rules and regulations adopted by each institution shall be filed with the office of the Associate Vice Chancellor for Student Services (BoR Minutes, 1989-90, p. 383).~~

Disciplinary sanctions for the violation of such rules and regulations shall be included as a part of each institution's disciplinary code of student conduct. Disciplinary sanctions for students convicted of a felony offense involving the manufacture, distribution, sale, possession, or use of marijuana, controlled substances, or other illegal or dangerous drugs shall include the forfeiture of academic credit and the temporary or permanent suspension or expulsion from the institution. All sanctions imposed by the institution shall be subject to review procedures authorized by Board of Regents' Policy 8-6 **on** Application for Discretionary Review. ~~(BoR Minutes, February 2015)~~

The rules and regulations adopted by each institution shall also provide for relief from disciplinary sanctions previously imposed against one whose convictions are subsequently overturned on appeal or otherwise.

~~This policy amendment is intended to implement The Drug-Free Postsecondary Education Act of 1990.~~

PROPOSED NEW POLICY LANGUAGE:

4.6.4 Alcohol and Drugs on Campus

In accordance with Georgia laws governing the manufacture, sale, use, distribution, and possession of alcoholic beverages, illegal drugs, marijuana, controlled substances, or dangerous drugs on college campuses and elsewhere, including the Drug-Free Postsecondary Education Act of 1990, the Board of Regents encourages its institutions to adopt programs designed to increase awareness of the dangers involved in the use of alcoholic beverages, marijuana, or other illegal or dangerous drugs by University System of Georgia (USG) students and employees. Such programs shall stress individual responsibility related to the use of alcohol and drugs on and off the campus.

To assist in the implementation of such awareness programs and to enhance the enforcement of state laws at USG institutions, each institution shall adopt and disseminate comprehensive rules and regulations consistent with local, state, and federal laws concerning the manufacture, distribution, sale, possession, or use of alcoholic beverages, marijuana, controlled substances, or dangerous drugs on campus and at institutionally-approved events off campus.

Disciplinary sanctions for the violation of such rules and regulations shall be included as a part of each institution's disciplinary code of student conduct. Disciplinary sanctions for students convicted of a felony offense involving the manufacture, distribution, sale, possession, or use of marijuana, controlled substances, or other illegal or dangerous drugs shall include the forfeiture of academic credit and the temporary or permanent suspension or expulsion from the institution. All sanctions imposed by the institution shall be subject to review procedures authorized by Board of Regents' Policy on Application for Discretionary Review.

The rules and regulations adopted by each institution shall also provide for relief from disciplinary sanctions previously imposed against one whose convictions are subsequently overturned on appeal or otherwise.

CURRENT POLICY LANGUAGE:

4.7 Appeals

4.7.1 Student Appeals

Final judgment on all appeals regarding admissions (including program admissions), residency, student grades, traffic citations, and the Guaranteed Tuition Plan rests with the president of the institution at which the appeal is heard (BoR Minutes, June 2006). Any University System student aggrieved by a final decision of the president of an institution, other than those stated above, may apply to the Board's Office of Legal Affairs for a review of the decision, in accordance with Policy 8.6 Applications for Discretionary Review; provided, however, that an application may be reviewed if (1) the record suggests that a miscarriage of justice might reasonably occur if the application is not reviewed, or (2) whether the record suggests that the institutional decision, if not reviewed, might reasonably have detrimental and system-wide significance. (BoR Minutes, April 2010, February 2015)

4.7.2 Appeals on Other Matters

Appeals by students shall be made according to Policy 8.6 Application for Discretionary Review. (BoR Minutes, April 2010; February 2015)

EDITED POLICY LANGUAGE:

4.7 Appeals

4.7.1 Student Appeals

Final judgment on all appeals regarding admissions (including program admissions), residency, student grades, **and** traffic citations, ~~and the Guaranteed Tuition Plan~~ rests with the **p**resident of the institution at which the appeal is heard ~~(BoR Minutes, June 2006)~~. Any University System student aggrieved by a final decision of the **p**resident of an institution, other than those stated above, may apply to the Board's Office of Legal Affairs for a review of the decision, in accordance with the Board of Regents' Policy 8-6 **on** Applications for Discretionary Review; provided, however, that an application may be reviewed if (1) the record suggests that a miscarriage of justice might reasonably occur if the application is not reviewed; **;** or, (2) ~~whether~~ the record suggests that the institutional decision, if not reviewed, might reasonably have detrimental and system-wide significance. ~~(BoR Minutes, April 2010, February 2015)~~

~~4.7.2 Appeals on Other Matters~~

~~Appeals by students shall be made according to Policy 8.6 Application for Discretionary Review. (BoR Minutes, April 2010; February 2015)~~

PROPOSED NEW POLICY LANGUAGE:

4.7 Appeals

Final judgment on all appeals regarding admissions (including program admissions), residency, student grades, and traffic citations rests with the President of the institution at which the appeal is heard. Any University System student aggrieved by a final decision of the President of an institution, other than those stated above, may apply to the Board's Office of Legal Affairs for a review of the decision, in accordance with the Board of Regents' Policy on Applications for Discretionary Review; provided, however, that an application may be reviewed if (1) the record suggests that a miscarriage of justice might reasonably occur if the application is not reviewed; or, (2) the record suggests that the institutional decision, if not reviewed, might reasonably have detrimental and system-wide significance.

CURRENT POLICY LANGUAGE:

4.9 University System Student Advisory Council

There shall be a University System Student Advisory Council, which shall provide a forum for communication and recommendation between USG students, the Chancellor, and, as appropriate, the Board of Regents, concerning problems and issues that are important in providing information and assistance in programs and activities of the member institutions.

This Council shall meet at least once annually with the Chancellor, or the Chancellor's designee, and his/her staff for the purpose of discussing plans and growth of the USG and various problems connected therewith. The Council should prepare an annual report to be presented to the Board of Regents of the University System of Georgia at a spring meeting.

Membership of the University System Student Advisory Council shall be composed of duly elected student body presidents, or equivalent elected officers, of USG institutions. The organization and governance shall be according to policies and procedures established by the members of the University System Student Advisory Council in consultation with the Chancellor or the Chancellor's designee, and approved by the Board of Regents (BoR Minutes, August 2004).

EDITED POLICY LANGUAGE:

4.9 University System Student Advisory Council

~~There shall be a~~ University System Student Advisory Council, ~~which~~ shall provide a forum for communication and recommendation between **University System of Georgia (USG)** students, the Chancellor, and, as appropriate, the Board of Regents, concerning ~~problems and issues~~ **matters** that are important in providing information and assistance in programs and activities of ~~the member~~ **USG** institutions.

~~This~~ Council shall meet at least once annually with the Chancellor, or the Chancellor's designee, and ~~his/her~~ **the Chancellor's** staff for the purpose of discussing plans and growth of the USG and various ~~problems~~ **matters** connected therewith. The Council should prepare an annual report to be presented to the Board of Regents ~~of the University System of Georgia~~ at a spring meeting.

Membership of the ~~University System Student Advisory Council~~ shall be composed of duly elected student body presidents, or equivalent elected officers, of USG institutions. The organization and governance **of the Council** shall be according to policies and procedures established by the members of the ~~University System Student Advisory Council~~ in consultation with the Chancellor or the Chancellor's designee, and approved by the Board of Regents ~~(BoR Minutes, August 2004)~~.

PROPOSED NEW POLICY LANGUAGE:

4.9 University System Student Advisory Council

The University System Student Advisory Council shall provide a forum for communication and recommendation between University System of Georgia (USG) students, the Chancellor, and, as appropriate, the Board of Regents, concerning matters that are important in providing information and assistance in programs and activities of USG institutions.

The Council shall meet at least once annually with the Chancellor or the Chancellor's designee and the Chancellor's staff for the purpose of discussing plans and growth of the USG and various matters connected therewith. The Council should prepare an annual report to be presented to the Board of Regents at a spring meeting.

Membership of the Council shall be composed of duly elected student body presidents, or equivalent elected officers, of USG institutions. The organization and governance of the Council shall be according to policies and procedures established by the members of the Council in consultation with the Chancellor or the Chancellor's designee and approved by the Board of Regents.

4. Revision to the Policy Manual: Section 6 – Campus Affairs

In line with the goals of the Board of Regents' Policy Manual Review, the main purpose of the revisions to Section 6 of the Policy Manual is to simplify and remove redundant Policy language and to increase the efficiency of the Policy Manual.

CURRENT POLICY LANGUAGE:

6.3.5 Trademarks

All trademarks arising out of research by USG institutions constitute property of the Board of Regents of the University System of Georgia, and applications for registration, use of, and licensing of such trademarks shall be governed by the policies of the Board. Trademarks arising out of research done by a USG institution pursuant to an agreement with a cooperative organization shall be the property of such cooperative organization and such organization may file all appropriate applications and other documents necessary to protect such trademarks and may exercise all other rights consistent with ownership of the trademarks.

7.11.8 Trademarks

For purposes of this policy, the term “trademark” shall include all trademarks, service marks, trade names, seals, symbols, designs, slogans, and logotypes developed by or associated with the USG or any of its institutions, or not yet registered under federal and state trademark statutes.

All trademarks of USG institutions constitute property of the Board of Regents of the University System of Georgia and all applications for registration under Federal and State laws pertaining to trademark registration shall be made in the name of the Board of Regents of the University System of Georgia.

Authorization by the Board of Regents shall be required for the private or commercial use by any person, firm, association, corporation, institution, or other entity of any trademark developed by, or associated with the USG or any of its institutions.

The presidents of USG institutions are authorized to execute on behalf of the Board of Regents:

1. Certain applications for trademark and service mark registration;
2. Declarations of continuing use;
3. Declarations concerning use of specimens;
4. Conversions of applications from Principal to Supplemental Register;
5. Applications for renewal; and,
6. License agreements that permit the manufacture, sale, use, or distribution of services or goods bearing USG trademarks representative of the institution.

(BoR Minutes, 1990-91, pp. 388-389)

Notice of trademark and service mark applications shall be sent to the Chancellor within ten (10) days after filing (BoR Minutes, 1990-91, pp. 388-389).

License agreements shall name the Board of Regents as licensor, and shall be effective for the period of time as specified in the agreement. All such license agreements shall be executed on forms approved by the Attorney General, and, if not, shall be null and void and of no effect whatsoever. Funds derived from such license agreements shall remain at the institution, shall be used for educational purposes, and shall not inure to the benefit of any individual. A signed or conformed copy of each license agreement shall be filed in the office of the chief business officer of the institution (BoR Minutes, 1990-91, pp. 388-389).

The content of licensing agreements authorized as aforesaid shall follow guidelines as established and promulgated by the Chancellor (BoR Minutes, 1982-83, pp. 124-25).

EDITED POLICY LANGUAGE:

*NOTE: Highlighted language in italics moved from elsewhere in policy section. Struck-through language in italics moved elsewhere in policy section.

6.3.5 Trademarks

All trademarks *of University System of Georgia (USG) institutions and those* arising out of research by USG institutions constitute property of the Board of Regents of the University System of Georgia and *shall be made in the name of the Board of Regents of the University System of Georgia.*, and ~~a~~ Applications for registration, use ~~of~~, and licensing of such trademarks shall be governed by the policies of the Board.

Trademarks arising out of research done by a USG institution pursuant to an agreement with a cooperative organization shall be the property of such cooperative organization and such organization may file all appropriate applications and other documents necessary to protect such trademarks and may exercise all other rights consistent with ownership of the trademarks.

7.11.8 Trademarks

~~For purposes of this policy, the term “trademark” shall include all trademarks, service marks, trade names, seals, symbols, designs, slogans, and logotypes developed by or associated with the USG or any of its institutions, or not yet registered under federal and state trademark statutes.~~

~~All trademarks of USG institutions constitute property of the Board of Regents of the University System of Georgia and all applications for registration under Federal and State laws pertaining to trademark registration shall be made in the name of the Board of Regents of the University System of Georgia.~~

Authorization by the Board of Regents shall be required for the private or commercial use by any person, firm, association, corporation, institution, or other entity of any trademark developed by, or associated with the USG or any of its institutions.

The presidents of USG institutions are authorized to execute on behalf of the Board of Regents:

1. Certain applications for trademark and service mark registration;
2. Declarations of continuing use;
3. Declarations concerning use of specimens;
4. Conversions of applications from Principal to Supplemental Register;
5. Applications for renewal; and,
6. License agreements that permit the manufacture, sale, use, or distribution of services or goods bearing USG trademarks representative of the institution.

~~(BoR Minutes, 1990-91, pp. 388-389)~~

Notice of trademark and service mark applications shall be sent to the Chancellor within ten ~~(10)~~ days after filing ~~(BoR Minutes, 1990-91, pp. 388-389)~~.

License agreements shall name the Board of Regents as licensor, and shall be effective for the period of time as specified in the agreement. All such license agreements shall be executed on forms approved by the Attorney General, and, if not, shall be null and void and of no effect whatsoever. Funds derived from such license agreements shall remain at the institution, shall be used for educational purposes, and shall not inure to the benefit of any individual. A signed or conformed copy of each license agreement shall be filed in the office of the chief business officer of the institution ~~(BoR Minutes, 1990-91, pp. 388-389)~~.

The content of licensing agreements authorized as aforesaid shall follow guidelines as established and promulgated by the Chancellor ~~(BoR Minutes, 1982-83, pp. 124-25)~~.

PROPOSED NEW POLICY LANGUAGE:

6.3.5 Trademarks

All trademarks of University System of Georgia (USG) institutions and those arising out of research by USG institutions constitute property of the Board of Regents of the University System of Georgia and shall be made in the name of the Board of Regents of the University System of Georgia. Applications for registration, use, and licensing of such trademarks shall be governed by the policies of the Board.

Trademarks arising out of research done by a USG institution pursuant to an agreement with a cooperative organization shall be the property of such cooperative organization and such

organization may file all appropriate applications and other documents necessary to protect such trademarks and may exercise all other rights consistent with ownership of the trademarks.

Authorization by the Board of Regents shall be required for the private or commercial use by any person, firm, association, corporation, institution, or other entity of any trademark developed by or associated with the USG or any of its institutions.

The presidents of USG institutions are authorized to execute on behalf of the Board of Regents:

1. Certain applications for trademark and service mark registration;
2. Declarations of continuing use;
3. Declarations concerning use of specimens;
4. Conversions of applications from Principal to Supplemental Register;
5. Applications for renewal; and,
6. License agreements that permit the manufacture, sale, use, or distribution of services or goods bearing USG trademarks representative of the institution.

Notice of trademark and service mark applications shall be sent to the Chancellor within ten days after filing.

License agreements shall name the Board of Regents as licensor, and shall be effective for the period of time as specified in the agreement. All such license agreements shall be executed on forms approved by the Attorney General, and, if not, shall be null and void and of no effect whatsoever. Funds derived from such license agreements shall remain at the institution, shall be used for educational purposes, and shall not inure to the benefit of any individual. A signed or conformed copy of each license agreement shall be filed in the office of the chief business officer of the institution.

The content of licensing agreements authorized as aforesaid shall follow guidelines as established and promulgated by the Chancellor.

CURRENT POLICY LANGUAGE:

9.10.6 Use of Institutional Facilities/Property

The policy of the Board regarding the use of institutional facilities/property shall be as follows.

9.10.6.1 In Political Campaigns

The president of each institution may authorize the use of institution facilities for political speeches; however, such use shall be limited to meetings sponsored by recognized organizations of the institution and shall be held only at places designated by the president.

The use of USG materials, supplies, equipment, machinery, or vehicles in political campaigns is forbidden. (BoR Minutes, 1976-77, p. 257)

9.10.6.2 By Affiliated Organizations

[Reserved]

9.10.6.3 By Unaffiliated Outside Parties

An outside party may request permission to use an institution facility for an event that is not contrary to the mission of the institution; however, in such instances, the president of the institution shall require the completion of a USG-approved license agreement, including a properly executed indemnification and liability insurance agreement unless said outside party is constitutionally prohibited from doing so. (BoR Minutes, January 2016)

EDITED POLICY LANGUAGE:

9.10.6 6.14 Use of Institutional Facilities/ and Property

The policy of the Board regarding the use of institutional facilities/property shall be as follows.

9.10.6 6.14.1 In Political Campaigns

The pPresident of each University System of Georgia (USG) institution may authorize the use of institution facilities for political speeches; however, such use shall be limited to meetings sponsored by recognized organizations of the institution and shall be held only at places designated by the pPresident.

The use of USG materials, supplies, equipment, machinery, or vehicles in political campaigns is forbidden. (BoR Minutes, 1976-77, p. 257)

~~9.10.6.2 By Affiliated Organizations~~

~~[Reserved]~~

~~9.10.6.3~~ 6.14.2 By Unaffiliated Outside Parties

An outside party may request permission to use an **USG** institution facility for an event that is not contrary to the mission of the institution; however, in such instances, the **p**President of the institution shall require the completion of a USG-approved license agreement, including a properly executed indemnification and liability insurance agreement unless said outside party is constitutionally prohibited from doing so. (~~BoR Minutes, January 2016~~)

EDITED POLICY LANGUAGE:

6.14 Use of Institutional Facilities and Property

6.14.1 In Political Campaigns

The President of each University System of Georgia (USG) institution may authorize the use of institution facilities for political speeches; however, such use shall be limited to meetings sponsored by recognized organizations of the institution and shall be held only at places designated by the President.

The use of USG materials, supplies, equipment, machinery, or vehicles in political campaigns is forbidden.

6.14.2 By Unaffiliated Outside Parties

An outside party may request permission to use a USG institution facility for an event that is not contrary to the mission of the institution; however, in such instances, the President of the institution shall require the completion of a USG-approved license agreement, including a properly executed indemnification and liability insurance agreement unless said outside party is constitutionally prohibited from doing so.

CURRENT POLICY LANGUAGE:

7.11 Miscellaneous

7.11.1 Sales of Institutional Products

A USG institution shall not enter into competition with private industry. Nothing in this Policy shall be interpreted to mean that USG institutions are prohibited from providing those goods and services connected with the institution's mission or those goods and services customarily provided by institutions of higher education (BoR Minutes, October 2013).

USG institutions are not prohibited from making sales on the wholesale market. However, in no event are such sales to be made to the general public (BoR Minutes, 1947-48, p. 20; 1951-52, pp. 254-55).

EDITED POLICY LANGUAGE:

*NOTE: Highlighted language in italics moved from elsewhere in policy section. Struck-through language in italics moved elsewhere in policy section.

7.11 Miscellaneous

7.11.1 **6.18** Sales of Institutional Products

A **No University System of Georgia (USG)** institution shall ~~not~~ enter into competition with private industry. ~~Nothing in this Policy shall be interpreted to mean that USG institutions are prohibited from~~ **may** providing those goods and services connected with the institution's mission **and** ~~or~~ those goods and services customarily provided by institutions of higher education (BoR Minutes, October 2013).

USG institutions are not prohibited from making sales on the wholesale market. However, in no event are such sales to be made to the general public (~~BoR Minutes, 1947-48, p. 20; 1951-52, pp. 254-55~~).

PROPOSED NEW POLICY LANGUAGE:

6.18 Sales of Institutional Products

No University System of Georgia (USG) institution shall enter into competition with private industry. USG institutions may provide goods and services connected with the institution's mission and goods and services customarily provided by institutions of higher education.

USG institutions are not prohibited from making sales on the wholesale market. However, in no event are such sales to be made to the general public.

CURRENT POLICY LANGUAGE:

7.11.2 Business Enterprises

USG institutions shall not permit the operation of private business enterprises on their campuses, except as otherwise provided by contract. All business enterprises operated on a campus of a USG institution shall be operated as auxiliary enterprises and shall be under the direct management, control, and supervision of the chief business officer of the institution (BoR Minutes, 1948-49, pp. 219-20; 1966-67, p. 354). Refer to [Section 15.0, Auxiliary Enterprise Funds, in the Business Procedures Manual](#) for more information on auxiliary enterprises.

EDITED POLICY LANGUAGE:~~7.11.2~~ 6.19 Business Enterprises

University System of Georgia (USG) institutions shall not permit the operation of private business enterprises on their campuses, except as otherwise provided by contract. All business enterprises operated on a campus of a USG institution shall be operated as auxiliary enterprises and shall be under the direct management, control, and supervision of the chief business officer of the institution (~~BoR Minutes, 1948-49, pp. 219-20; 1966-67, p. 354~~). Refer to [Section 15.0, Auxiliary Enterprise Funds, in the Business Procedures Manual](#) for more information on auxiliary enterprises.

PROPOSED NEW POLICY LANGUAGE:

6.19 Business Enterprises

University System of Georgia (USG) institutions shall not permit the operation of private business enterprises on their campuses except as otherwise provided by contract. All business enterprises operated on a campus of a USG institution shall be operated as auxiliary enterprises and shall be under the direct management, control, and supervision of the chief business officer of the institution.

CURRENT POLICY LANGUAGE:

7.11.4 Motor Vehicles

7.11.4.1 Passenger Automobiles

USG institutions may purchase, lease, or otherwise acquire passenger automobiles on a use-by-use basis when approved by the presidents and the Chancellor.

USG institutions may purchase vehicles to be used exclusively for institution security purposes (BoR Minutes, 1932, p. 39; 1979-80, p. 60).

7.11.4.2 Institution-Owned Buses

Various departments and activities of each institution requiring the use of an institution-owned bus will be charged for the use of the bus at a rate adequate to cover all maintenance and operating expenses as well as the replacement cost of the bus. Money collected from such charges shall be placed in a revolving fund from which shall be paid all maintenance and operating expenses of the bus, with the balance accumulating in the fund to an amount adequate for replacement of the bus.

7.11.4.3 Vehicle Regulations

USG institutions are authorized to adopt appropriate traffic regulations, including the authority to impose reasonable penalties and/or fines for violations of the regulations (BoR Minutes, June, 1971).

EDITED POLICY LANGUAGE:

*NOTE: Highlighted language in italics moved from elsewhere in policy section. Struck-through language in italics moved elsewhere in policy section.

~~7.11.4~~ 6.20 Motor Vehicles~~7.11.4~~ 6.20.1 Passenger Automobiles

University System of Georgia (USG) institutions may purchase, lease, or otherwise acquire passenger automobiles motor vehicles on a use-by-use basis subject to the Office of Planning and Budget Memorandum #10, "Rules, Regulations and Procedures Governing the Use and Assignment of Motor Vehicles, Purchase, Operation and Disposal of Motor Vehicles and Associated Record-keeping," and regulation by DOAS when approved by the institution pPresidents and the Chancellor.

~~USG institutions may purchase vehicles to be used exclusively for institution security purposes (BoR Minutes, 1932, p. 39; 1979-80, p. 60).~~

7.11.46.20.2 Institution-Owned Buses

Various departments and activities of each **USG** institution requiring the use of an institution-owned bus will be charged for the use of the bus at a rate adequate to cover all maintenance and operating expenses as well as the replacement cost of the bus. Money collected from such charges shall be placed in a revolving fund from which ~~shall be paid~~ all maintenance and operating expenses of the bus **shall be paid**; with the balance accumulating in the fund to an amount adequate for replacement of the bus.

7.11.46.20.3 Vehicle Regulations

~~USG institutions are authorized to~~ **may** adopt appropriate traffic regulations, including the ~~authority to impose~~ **ing** reasonable penalties ~~and/or~~ fines for violations of the regulations (~~BoR Minutes, June, 1971~~).

PROPOSED NEW POLICY LANGUAGE:

6.20 Motor Vehicles

6.20.1 Passenger Automobiles

University System of Georgia (USG) institutions may purchase, lease, or otherwise acquire motor vehicles on a use-by-use basis subject to the Office of Planning and Budget Memorandum #10, "Rules, Regulations and Procedures Governing the Use and Assignment of Motor Vehicles, Purchase, Operation and Disposal of Motor Vehicles and Associated Record-keeping," and regulation by DOAS when approved by the institution President and the Chancellor.

6.20.2 Institution-Owned Buses

Various departments and activities of each USG institution requiring the use of an institution-owned bus will be charged for the use of the bus at a rate adequate to cover all maintenance and operating expenses as well as the replacement cost of the bus. Money collected from such charges shall be placed in a revolving fund from which all maintenance and operating expenses of the bus shall be paid with the balance accumulating in the fund to an amount adequate for replacement of the bus.

6.20.3 Vehicle Regulations

USG institutions may adopt appropriate traffic regulations, including imposing reasonable penalties ~~and/or~~ fines for violations of the regulations.

CURRENT POLICY LANGUAGE:

7.11.5 Farming Operations

USG institutions shall not operate any farms that are not essential to the teaching or research programs of the respective institutions (BoR Minutes, 1953-54, p. 262).

EDITED POLICY LANGUAGE:

7.11.5 **6.21** Farming Operations

A University System of Georgia (USG) institutions shall not operate any farms that are not essential to the teaching or research programs of the ~~respective-institutions (BoR Minutes, 1953-54, p. 262).~~

PROPOSED NEW POLICY LANGUAGE:

6.21 Farming Operations

A University System of Georgia (USG) institution shall not operate any farms that are not essential to the teaching or research programs of the institution.

CURRENT POLICY LANGUAGE:

10.3 Identification of USG Institutions

Each institution shall appropriately reflect, in its catalogs, catalog-like bulletins, brochures, and other printed materials, and in its other communication functions, the institution's identity as a USG institution.

Each institution also shall include in its catalogs and catalog-like bulletins, and in other similar publications to the fullest extent feasible, an appropriate statement, accompanied by suitable graphics when such are available, describing the University System of Georgia and identifying the classifications, names, and locations of all the institutions thereof (BoR Minutes, May 1981).

EDITED POLICY LANGUAGE:

*NOTE: Highlighted language in italics moved from elsewhere in policy section. Struck-through language in italics moved elsewhere in policy section.

10.3 **6.22** Identification of USG Institutions

Each **University System of Georgia (USG)** institution shall appropriately reflect *its identity as a USG institution*, in its catalogs, catalog-like bulletins, brochures, and other printed and online materials, and in its other communication functions, the institution's *identity as a USG institution*.

Each **USG** institution also shall, *to the fullest extent feasible*, include in its catalogs and catalog-like bulletins, and in other similar publications **print and online materials** *to the fullest extent feasible*, an appropriate statement, accompanied by suitable and graphics **approved by the University System Office** when such are available, describing the **USG** University System of Georgia and identifying the classifications, names, and locations of all the institutions thereof (BoR Minutes, May 1981).

PROPOSED NEW POLICY LANGUAGE:

6.22 Identification of USG Institutions

Each University System of Georgia (USG) institution shall appropriately reflect its identity as a USG institution in its print and online materials. Each USG institution shall, to the fullest extent feasible, include in its print and online materials an appropriate statement and graphics approved by the University System Office describing the USG.

CURRENT POLICY LANGUAGE:

10.2 Publications

10.2.2 Institutional Publications

All publications, including bulletins, annuals, magazines, etc., published either by students, faculties, or staffs of any USG institution shall be published only under proper supervision and authority of the president of the institution. All financial contracts pertaining to such publications shall be approved by the president or his/her designated representative.

10.2.3 Publishing Notices of Charges

All catalogues, college bulletins, or other publications issued by USG institutions shall contain the following provisions printed in boldface type:

All tuition, fees, or other charges are subject to change at the end of any academic term.

(BoR Minutes 1938-39, p. 384)

EDITED POLICY LANGUAGE:

10.2 **6.23 Institution** Publications

10.2.2 Institutional Publications

All publications, ~~including bulletins, annuals, magazines, etc., published either by students, faculties, or staffs~~ **issued on behalf** of any **University System of Georgia (USG)** institution shall be published only under proper supervision and authority of the ~~p~~**President** of the institution. All financial contracts pertaining to such publications shall be approved by the ~~p~~**President** or his/ **or** her designated representative.

10.2.3 Publishing Notices of Charges

All catalogues, college bulletins, or other publications issued by USG institutions shall contain the following provisions printed in boldface type: **All tuition, fees, or other charges are subject to change at the end of any academic term.**

(BoR Minutes 1938-39, p. 384)

PROPOSED NEW POLICY LANGUAGE:

6.23 Institution Publications

All publications issued on behalf of any University System of Georgia (USG) institution shall be published only under proper supervision and authority of the President of the institution. All financial contracts pertaining to such publications shall be approved by the President or his or her designated representative.

CURRENT POLICY LANGUAGE:

10.4 Records Retention

Records retention guidelines have been adopted by the Board of Regents to establish consistent records retention practices by USG institutions. The guidelines consist of a list of record types organized into categories, and should be consulted to determine the minimum retention time for a particular type of record.

The University System Office administers the records retention guidelines and is the source for information concerning implementation of the guidelines. The Office of Legal Affairs shall approve all additions to, deletions from, and revisions of the records retention guidelines. (BoR Minutes, Jan. 2017)

EDITED POLICY LANGUAGE:

10.4 **6.24** Records Retention

Records retention guidelines have been adopted by the Board of Regents to establish consistent records retention practices by **the University System Office and University System of Georgia (USG)** institutions. The guidelines consist of a list of record types organized into categories, and should be consulted to determine the minimum retention time for a particular type of record.

The University System Office administers the records retention guidelines and is the source for information concerning implementation of the guidelines. The **University System** Office of Legal Affairs shall approve all additions to, deletions from, and revisions of the records retention guidelines. (~~BoR Minutes, Jan. 2017~~)

PROPOSED NEW POLICY LANGUAGE:

6.24 Records Retention

Records retention guidelines have been adopted by the Board of Regents to establish consistent records retention practices by the University System Office and University System of Georgia (USG) institutions. The guidelines consist of a list of record types organized into categories and should be consulted to determine the minimum retention time for a particular type of record.

The University System Office administers the records retention guidelines and is the source for information concerning implementation of the guidelines. The University System Office of Legal Affairs shall approve all additions to, deletions from, and revisions of the records retention guidelines.

CURRENT POLICY LANGUAGE:

10.5 Healthcare Information

As part of its broader mission and in support of the health and safety of the citizens of Georgia, the Board of Regents maintains personal healthcare information about its students, employees, patients, and others. The Board, its officers, and its employees are committed to protecting the privacy and confidentiality of this information. The Board fully supports and complies with all federal and state statutes and rules regulating the use, maintenance, transfer, and disposition of healthcare records and information (BoR Minutes, January 2003).

EDITED POLICY LANGUAGE:

~~10.5~~ **6.25** Healthcare Information

As part of its broader mission and in support of the health and safety of the citizens of Georgia, the Board of Regents maintains personal healthcare information about its students, employees, patients, and others. The Board, its officers, and its employees are committed to protecting the privacy and confidentiality of this information. The Board fully supports and complies with all federal and state statutes and rules regulating the use, maintenance, transfer, and disposition of healthcare records and information (~~BoR Minutes, January 2003~~).

PROPOSED NEW POLICY LANGUAGE:

6.25 Healthcare Information

As part of its broader mission and in support of the health and safety of the citizens of Georgia, the Board of Regents maintains personal healthcare information about its students, employees, patients, and others. The Board, its officers, and its employees are committed to protecting the privacy and confidentiality of this information. The Board fully supports and complies with all federal and state statutes and rules regulating the use, maintenance, transfer, and disposition of healthcare records and information.

CURRENT POLICY LANGUAGE:

8.6 Application for Discretionary Review

Any student or employee in the University System aggrieved by a final decision of the president of an institution may apply to the Board's Office of Legal Affairs ("Legal Affairs") for a review of the decision. Review of the decision is not a matter of right, but is within the sound discretion of Legal Affairs. If granted, the discretionary review shall be limited to the record from the institutional appeal process. Nothing in this policy shall be construed to extend to any party substantive or procedural rights not required by federal or state law. This policy shall not be construed to extend to any party any expectation of employment, admission, or additional due process rights. This policy is not part of the due process rights afforded to students or employees of the University System; those rights have been fully afforded upon the decision of the president. The Board reserves the right to change this policy at any time, and to make such changes effective retroactively to any pending application.

Each application for review shall be submitted in writing to Legal Affairs within a period of twenty calendar days following the decision of the president. Legal Affairs shall determine whether the application for review shall be granted. Legal Affairs may at its discretion refer a matter for mediation, arbitration, reconsideration, or evaluation of settlement options.

If an application for discretionary review is granted, a Committee shall review the decision of the president. Said Committee shall consist of the Vice Chancellor for Legal Affairs or his or her designee, the Vice Chancellor for Academic Affairs or his or her designee, the Vice Chancellor for Human Resources or his or her designee, and any other person or persons deemed appropriate by the Committee. Legal Affairs may issue guidelines governing the process for review. The decision of the Committee shall be final and binding for all purposes. There shall be no recourse to the Chancellor or the Board of Regents from such decision; provided, however that the Committee on Organization & Law retains the authority to make an exception to this policy in its discretion.

Legal Affairs shall periodically report to the Organization and Law Committee of the Board of Regents regarding applications for discretionary review filed and their dispositions.

EDITED POLICY LANGUAGE:

*NOTE: Highlighted language in italics moved from elsewhere in policy section. Struck-through language in italics moved elsewhere in policy section.

~~8.6~~ 6.26 Application for Discretionary Review

Any student or employee in the University System aggrieved by a final decision of the President of an **University System of Georgia** institution may apply to the Board's **University**

System Office of Legal Affairs (“Legal Affairs”) for a review of the decision. Review of the decision is not a matter of right, but is within the sound discretion of **USO** Legal Affairs. If granted, the discretionary review shall be limited to the record from the institutional appeal process. Nothing in this policy shall be construed to extend to any party substantive or procedural rights not required by federal or state law. This policy shall not be construed to extend to any party any expectation of employment, admission, or additional due process rights. This policy is not part of the due process rights afforded to students or employees of the University System; those rights have been fully afforded upon the decision of the **President**. The Board of **Regents** reserves the right to change this policy at any time; and to make such changes effective retroactively to any pending application.

Each application for review shall be submitted in writing to **USO** Legal Affairs within a period of twenty calendar days following the decision of the **President**. **USO** Legal Affairs shall determine whether the application for review shall be granted. **USO** Legal Affairs may at its discretion refer a matter for mediation, arbitration, reconsideration, or evaluation of settlement options.

If an application for discretionary review is granted, a Committee **composed of the following USO administrators** shall review the **final institution decision**; ~~of the president. Said Committee shall consist of the Vice Chancellor for the chief Legal officer Affairs or his or her designee, the Vice Chancellor for chief Academic officer Affairs or his or her designee, the Vice Chancellor for chief Human Resources officer or his or her designee, and any other person or persons deemed appropriate by the Committee.~~ **USO** Legal Affairs may issue guidelines governing the process for review.

The decisions of **the USO Legal Affairs and** the Committee shall be final and binding for all purposes. There shall be no recourse to the Chancellor or the Board of Regents from such decision; provided, however, that the **Board of Regents’** Committee on Organization & **and** Law retains the authority to make an exception to this policy in its discretion.

USO Legal Affairs shall periodically report to the **Committee on** Organization and Law Committee ~~of the Board of Regents~~ regarding applications for discretionary review filed and their dispositions.

PROPOSED NEW POLICY LANGUAGE:

6.26 Application for Discretionary Review

Any student or employee in the University System aggrieved by a final decision of the President of a University System of Georgia institution may apply to the University System Office of Legal Affairs (“Legal Affairs”) for a review of the decision. Review of the decision is not a matter of right, but is within the sound discretion of USO Legal Affairs. If granted, the discretionary review shall be limited to the record from the institutional appeal process. Nothing

in this policy shall be construed to extend to any party substantive or procedural rights not required by federal or state law. This policy shall not be construed to extend to any party any expectation of employment, admission, or additional due process rights. This policy is not part of the due process rights afforded to students or employees of the University System; those rights have been fully afforded upon the decision of the President. The Board of Regents reserves the right to change this policy at any time and to make such changes effective retroactively to any pending application.

Each application for review shall be submitted in writing to USO Legal Affairs within a period of twenty calendar days following the decision of the President. USO Legal Affairs shall determine whether the application for review shall be granted. USO Legal Affairs may at its discretion refer a matter for mediation, arbitration, reconsideration, or evaluation of settlement options.

If an application for discretionary review is granted, a Committee composed of the following USO administrators shall review the final institution decision: the chief legal officer or his or her designee, the chief academic officer or his or her designee, the chief human resources officer or his or her designee, and any other person or persons deemed appropriate by the Committee. USO Legal Affairs may issue guidelines governing the process for review.

The decisions of the USO Legal Affairs and the Committee shall be final and binding for all purposes. There shall be no recourse to the Chancellor or the Board of Regents from such decision; provided, however, that the Board of Regents' Committee on Organization and Law retains the authority to make an exception to this policy in its discretion.

USO Legal Affairs shall periodically report to the Committee on Organization and Law Committee regarding applications for discretionary review filed and their dispositions.

CURRENT POLICY LANGUAGE:

12.7 Integrated Review

Proposals requiring approval by the Board of Regents or an officer thereof pertaining to an academic program; intercollegiate athletics as noted in Board Policy 4.5; capital projects; and real property shall first be submitted for integrated review using a process determined by the Chancellor. Institutions should ensure that proposals submitted for integrated review are consistent with the University System of Georgia and institutional strategic plans, objectives, and mission while reflecting the prudent use of resources. Institutions should avoid public discussion, significant resource commitment, or long-term obligations involving projects submitted for integrated review until such time as the project has received initial approval.

EDITED POLICY LANGUAGE:12.7 **6.27** Integrated Review

Proposals requiring approval by the Board of Regents or an officer thereof pertaining to an academic program; intercollegiate athletics ~~as noted in Board Policy 4.5~~; capital projects; and real property shall first be submitted for integrated review using a process determined by the Chancellor. **University System of Georgia (USG)** Institutions ~~should~~ **shall** ensure that proposals submitted for integrated review are consistent with the ~~University System of Georgia~~ **USG** and institutional strategic plans, objectives, and mission while reflecting the prudent use of resources. Institutions should avoid public discussion, significant resource commitment, or long-term obligations involving projects submitted for integrated review until ~~such time as~~ the project has received initial approval.

PROPOSED NEW POLICY LANGUAGE:

6.27 Integrated Review

Proposals requiring approval by the Board of Regents or an officer thereof pertaining to an academic program, intercollegiate athletics, capital projects, and real property shall first be submitted for integrated review using a process determined by the Chancellor. University System of Georgia (USG) institutions shall ensure that proposals submitted for integrated review are consistent with the USG and institutional strategic plans, objectives, and mission while reflecting the prudent use of resources. Institutions should avoid public discussion, significant resource commitment, or long-term obligations involving projects submitted for integrated review until the project has received initial approval.

5. Revision to the Policy Manual: Section 8 – Personnel

In line with the goals of the Board of Regents' Policy Manual Review, the main purpose of the revisions to Section 8 of the Policy Manual is to simplify and remove redundant Policy language and to increase the efficiency of the Policy Manual.

CURRENT POLICY LANGUAGE:

8.2.21 Employment Appeals

Applications from University System employees for Board of Regents' review of presidential decisions shall be limited to instances in which an employee is terminated, demoted, or otherwise disciplined in a manner which results in a loss of pay. Any University System employee aggrieved by a final decision of the president of an institution, other than those stated above, may apply to the Board's Office of Legal Affairs for a review of the decision, in accordance with Policy 8.6 Applications for Discretionary Review; provided, however, that an application may be reviewed if (1) the record suggests that a miscarriage of justice might reasonably occur if the application is not reviewed, or (2) whether the record suggests that the institutional decision, if not reviewed, might reasonably have detrimental and system-wide significance. (BoR Minutes, April 2010, February 2015)

EDITED POLICY LANGUAGE:

8.2.21 Employment Appeals

Applications from University System employees for Board of Regents' review of presidential decisions shall be limited to instances in which an employee is terminated, demoted, or otherwise disciplined in a manner which results in a loss of pay. Any University System employee aggrieved by a final decision of the pPresident of an institution, other than those stated above, may apply to the Board's University System Office of Legal Affairs for a review of the decision, in accordance with the Board of Regents' Policy 8.6 on Applications for Discretionary Review; provided, however, that an application may be reviewed if (1) the record suggests that a miscarriage of justice might reasonably occur if the application is not reviewed; or (2) whether the record suggests that the institutional decision, if not reviewed, might reasonably have detrimental and system-wide significance. (BoR Minutes, April 2010, February 2015)

PROPOSED NEW POLICY LANGUAGE:

8.2.21 Employment Appeals

Applications from University System employees for Board of Regents' review of presidential decisions shall be limited to instances in which an employee is terminated, demoted, or otherwise disciplined in a manner which results in a loss of pay. Any University System employee aggrieved by a final decision of the President of an institution, other than those stated above, may apply to the University System Office of Legal Affairs for a review of the decision, in accordance with the Board of Regents' Policy on Applications for Discretionary Review; provided, however, that an application may be reviewed if (1) the record suggests that a miscarriage of justice might reasonably occur if the application is not reviewed, or (2) the record suggests that the institutional decision, if not reviewed, might reasonably have detrimental and system-wide significance.

6. Executive Session

The committee will enter executive session to discuss pending applications for review. These are made to the Board of Regents Office of Legal Affairs pursuant to Policy 8.6 Applications for Discretionary Review and are typically personnel matters and issues of academic status.

AGENDA

COMMITTEE ON PERSONNEL AND BENEFITS

May 15, 2018

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APPROVAL ITEMS

1. Revision to the Board Policy Manual: Section 8.2 – General Policies for all Personnel

In line with the goals of the ongoing Board of Regents’ Policy Manual Review, the main purposes of the policy edits are to simplify Policy language, to provide for consistency in Policy provisions, and to increase the efficiency of the Board Policy Manual.

Proposed Committee: Committee on Personnel & Benefits (Track II)

CURRENT POLICY LANGUAGE:

8.2.8 Retirement

8.2.8.1 Retirement Systems

It is the policy of the Board of Regents to provide for the retirement of all eligible employees either through the Teachers Retirement System of Georgia or the Regents’ Retirement Plan. Employees eligible for the Regents’ Retirement Plan shall be those employees identified in [Sections 3.2.1, 3.2.2, and 3.2.3](#) of the Policy Manual, and persons who serve on the Chancellor’s administrative staff whose appointment is subject to approval by the Board of Regents. (BoR Minutes, 1990-91, p. 39)

8.2.8.2 Definition of a USG Retiree/Eligibility for Retirement

Effective November 1, 2002, to be eligible for retirement from the USG, an employee must meet one of the following four conditions at the time of his/her separation from employment, regardless of the retirement plan elected by the employee:

1. An employee must have been employed by the USG for the last ten (10) years in a regular, benefited position and have attained age 60; or,
2. An employee must have at least twenty-five (25) total years of benefited service established with a State of Georgia sponsored retirement plan, of which the last five (5) years of employment must have been continuous and with the USG. An early pension benefit penalty will apply to an individual who elects to participate in the Teachers Retirement System of Georgia, or in the Employees Retirement System, if he/she decides to retire with between twenty-five (25) and thirty (30) years of benefited service, prior to attaining age 60; or,
3. An employee must have at least thirty (30) total years of benefited service established with a State of Georgia sponsored retirement plan, of which the last five (5) years must have been continuous and with the USG; or,
4. An employee must be deemed to be totally and permanently disabled, as documented through the receipt of disability benefits from Social Security or from the Teachers

Retirement System of Georgia, following nine and one-half (9.5) years of continuous service to the USG in a regular, benefited position.

An individual who has retired from another State of Georgia sponsored retirement plan may not count such retirement service toward meeting the eligibility criteria for retirement from the USG. (BoR Minutes, October 2002)

Notwithstanding the requirements of this policy or Policy 8.2.8.4, the Vice Chancellor for Human Resources shall have the authority to waive the requirements regarding continuous service with the USG as it relates to the eligibility to receive benefits provided by the Board of Regents. The decision of the Vice Chancellor shall be final and unappealable. The Vice Chancellor shall notify the Committee on Personnel & Benefits of any waivers granted under this policy. (BoR Minutes, November 2015)

8.2.8.3 Employment Beyond Retirement

An individual who has retired from the USG and is receiving benefits from the Teachers Retirement System, the Employees Retirement System, or the Regent's Retirement Plan, may be eligible for reemployment on a part-time basis by the USG. Reemployment of USG retirees by the USG must fall under the following conditions:

1. The reemployment of a USG retiree must be approved by the hiring institution's president. Institutions must submit a copy of their hiring and approval procedures to rehire USG retirees to the Office of Faculty Affairs.
2. A rehired retiree must have a minimum break of at least one (1) month between the effective date of his/her retirement and the effective date of his/her reemployment.
3. The work commitment of a rehired retiree must be less than half-time; i.e., less than 49%.
4. The salary that is paid to a rehired retiree must be either:
 - No more than 49% of the annual benefit-base compensation amount that he/she was earning at the time of his/her retirement, with consideration for the average merit increase percentages that have been applied since the employee retired; or,
 - No more than 49% of the average compensation for the position into which the retiree is being hired based on the institution's existing compensation plan, or, if not applicable, the average compensation of existing or previous incumbents; or,
 - No more than 49% of a reasonable market competitive rate for the position into which the retiree is being rehired as determined by the institutional chief human resources officer.
5. The salary that is paid to a rehired retiree must be consistent with his/her work commitment.

(BoR Minutes, April 2002; November, 2007; October 2008)

8.2.8.4 Career State Employees Eligibility for Retirement with Health and Life Benefits

A State of Georgia employee who transfers to the University System of Georgia without a break in service shall be eligible to retire with Health and Life benefits provided that on the date of his/her separation of employment:

1. He/she has attained age 60 and he/she has a minimum of ten (10) years of service established with a State of Georgia sponsored retirement plan; the last 12 months of employment must have been served with the USG; or,
2. He/she has a total of twenty-five (25) years of service established with a State of Georgia sponsored retirement plan, regardless of age; the last 12 months must have been served with the USG.

An employee must be enrolled in the Health and Life benefits coverage at the time of retirement in order to continue coverage in retirement. An individual, who has retired from another State of Georgia sponsored retirement plan may not count such retirement service toward meeting the criteria for being a career employee. (BoR Minutes, October 2002; May 2013)

EDITED POLICY LANGUAGE:

8.2.8 Retirement **and Post Retirement**

8.2.8.1 Retirement Systems

It is the policy of **In accordance with state law**, the Board of Regents ~~to provide~~ for the retirement of all eligible employees ~~either~~ through the Teachers Retirement System of Georgia (TRS), the Employees' Retirement System of Georgia (ERS), or the Regents' Retirement Plan (which is also referred to as the Optional Retirement Plan of the University System of Georgia) (ORP). **Only FLSA-exempt USG Employees are eligible to enroll in for the Regents' Retirement Plan ORP shall be those employees identified in Sections 3.2.1, 3.2.2, and 3.2.3 of the Policy Manual, and persons who serve on the Chancellor's administrative staff whose appointment is subject to approval by the Board of Regents. (BoR Minutes, 1990-91, p. 39) The only USG employees eligible for ERS are those who have vested in ERS prior to being hired by the USG and who elect, upon hire by the USG, to remain in ERS. Eligibility for TRS, ORP, and ERS are governed by those agencies and applicable state law.**

8.2.8.2 Definition of a USG Retiree **and Eligibility for Health Benefits Upon Retirement**

Upon meeting one of the above conditions, an employee will be eligible for USG retiree benefits upon retirement. An employee must be enrolled in the benefits coverage at the time of retirement or disability to be eligible to continue coverage in retirement. The Board of Regents' contributions to the retiree healthcare coverage will be established each year by the Board.

Effective November 1, 2002, to be eligible for retirement **with benefits** from the USG, an employee must meet one of the following four conditions at the time of his/ **or** her separation from employment, regardless of the retirement plan elected by the employee:

1. An employee must have been employed by the USG for the last ten ~~(10)~~ years in a regular, benefited position and have attained age 60; ~~or,~~
2. An employee must have at least ~~twenty-five (25)~~ total years of benefited service established with a State of Georgia sponsored retirement plan, of which the last five ~~(5)~~ years of employment must have been continuous and with the USG. An early pension benefit penalty will apply to an individual who elects to participate in ~~the Teachers Retirement System of Georgia,~~ TRS or ~~in the Employees Retirement System ERS,~~ if he/ ~~or~~ she decides to retire with between ~~twenty-five (25)~~ and ~~thirty (30)~~ years of benefited service, prior to attaining age 60; ~~or,~~
3. An employee must have at least ~~thirty (30)~~ total years of benefited service established with a State of Georgia sponsored retirement plan, of which the last five ~~(5)~~ years must have been continuous and with the USG; or,
4. An employee must be deemed to be totally and permanently disabled, as documented through the receipt of disability benefits from Social Security or from ~~the Teachers Retirement System of Georgia,~~ TRS following ~~ten nine and one-half (9.5)~~ years of continuous service to the USG in a regular, benefited position.

For academic year faculty, the contract period covering fall and spring semesters shall be counted as a full year of service under this policy. The months between academic years without a summer contract shall not constitute a break in service.

An individual who has retired from another State of Georgia sponsored retirement plan may not count such retirement service toward meeting the eligibility criteria for retirement from the USG. ~~(BoR Minutes, October 2002)~~

~~Notwithstanding the requirements of this policy or Policy 8.2.8.4,~~ ~~†~~ The Vice Chancellor for Human Resources shall have the authority to waive the requirements regarding continuous service with the USG as it relates to the eligibility to receive benefits provided by the Board of Regents. The decision of the Vice Chancellor shall be ~~is~~ final and ~~is~~ not subject to appealable. The Vice Chancellor shall notify the Committee on Personnel & Benefits of any waivers granted under this policy. ~~(BoR Minutes, November 2015)~~

8.2.8.3 Employment Beyond Retirement

An individual who has retired from the USG and is receiving benefits from ~~the Teachers Retirement System~~ TRS, ~~the Employees Retirement System~~ ERS, or ~~the Regent's Retirement Plan,~~ ORP may be eligible for reemployment on a part-time basis by the USG. Reemployment of USG retirees by the USG must fall under the following conditions:

1. The reemployment of a USG retiree must be approved by the hiring institution's president. Institutions must submit a copy of their hiring and approval procedures to rehire USG retirees to the ~~Office of Human Resources upon request~~ Faculty Affairs.
2. A rehired retiree must have a minimum break of at least one ~~(1)~~ month between the effective date of his/ ~~or~~ her retirement and the effective date of his/ ~~or~~ her reemployment.

3. The work commitment of a rehired retiree must be less than half-time; i.e., less than 49% percent.
4. The salary that is paid to a rehired retiree must be either:
 - No more than 49% percent of the annual benefit-base compensation amount that he/ or she was earning at the time of his/ or her retirement; with consideration for the average merit increase percentages that have been applied since the employee retired; or,
 - No more than 49% percent of the average compensation for the position into which the retiree is being hired based on the institution's existing compensation plan; or, if not applicable, the average compensation of existing or previous incumbents; or,
 - No more than 49% percent of a reasonable market competitive rate for the position into which the retiree is being rehired as determined by the institutional chief human resources officer.
5. The salary that is paid to a rehired retiree must be consistent with his/ or her work commitment.

~~(BoR Minutes, April 2002; November, 2007; October 2008)~~

8.2.8.4 Career State Employees Eligibility for Retirement with Health and Life Benefits

A State of Georgia employee who transfers to the ~~University System of Georgia~~ **USG** without a break in service shall be eligible to retire with Health and Life benefits provided that on the date of his/ or her separation of employment:

1. He/ or she has attained age 60 and ~~he/she~~ has a minimum of ten ~~(10)~~ years of service established with a State of Georgia sponsored retirement plan; **and** the last 12 months of employment ~~must~~ have been served with the USG; or,
2. He/ or she has a total of ~~twenty-five (25)~~ years of service established with a State of Georgia sponsored retirement plan, regardless of age; **and** the last 12 months **of employment** ~~must~~ have been served with the USG.

An employee must be enrolled in the Health and Life benefits coverage at the time of retirement in order to continue coverage in retirement. **A qualifying life event does not allow a retiree to add coverage in retirement.** An individual, who has retired from another State of Georgia sponsored retirement plan may not count such retirement service toward meeting the criteria for being a career employee. ~~(BoR Minutes, October 2002; May 2013)~~

PROPOSED NEW POLICY LANGUAGE:

8.2.8 Retirement and Post Retirement

8.2.8.1 Retirement Systems

In accordance with state law, the Board of Regents provides for the retirement of all eligible employees through the Teachers Retirement System of Georgia (TRS), the Employees' Retirement System of Georgia (ERS), or the Regents' Retirement Plan (which is also referred to as the Optional Retirement Plan of the University System of Georgia) (ORP). Only FLSA-exempt USG employees are eligible to enroll in ORP. The only USG employees eligible for ERS are those who have vested in ERS prior to being hired by the USG and who elect, upon hire by the USG, to remain in ERS. Eligibility for TRS, ORP, and ERS are governed by those agencies and applicable state law.

8.2.8.2 Definition of a USG Retiree and Eligibility for Health Benefits Upon Retirement

Upon meeting one of the above conditions, an employee will be eligible for USG retiree benefits upon retirement. An employee must be enrolled in the benefits coverage at the time of retirement or disability to be eligible to continue coverage in retirement. The Board of Regents' contributions to the retiree healthcare coverage will be established each year by the Board.

Effective November 1, 2002, to be eligible for retirement with benefits from the USG, an employee must meet one of the following four conditions at the time of his or her separation from employment, regardless of the retirement plan elected by the employee:

1. An employee must have been employed by the USG for the last ten years in a regular, benefited position and have attained age 60;
2. An employee must have at least 25 total years of benefited service established with a State of Georgia sponsored retirement plan, of which the last five years of employment must have been continuous and with the USG. An early pension benefit penalty will apply to an individual who elects to participate in TRS or ERS if he or she decides to retire with between 25 and 30 years of benefited service, prior to attaining age 60;
3. An employee must have at least 30 total years of benefited service established with a State of Georgia sponsored retirement plan, of which the last five years must have been continuous and with the USG; or,
4. An employee must be deemed to be totally and permanently disabled, as documented through the receipt of disability benefits from Social Security or from TRS following ten years of continuous service to the USG in a regular, benefited position.

For academic year faculty, the contract period covering fall and spring semesters shall be counted as a full year of service under this policy. The months between academic years without a summer contract shall not constitute a break in service.

An individual who has retired from another State of Georgia sponsored retirement plan may not count such retirement service toward meeting the eligibility criteria for retirement from the USG.

The Vice Chancellor for Human Resources shall have the authority to waive the requirements regarding continuous service with the USG as it relates to the eligibility to receive benefits

provided by the Board of Regents. The decision of the Vice Chancellor is final and not subject to appeal. The Vice Chancellor shall notify the Committee on Personnel & Benefits of any waivers granted under this policy.

8.2.8.3 Employment Beyond Retirement

An individual who has retired from the USG and is receiving benefits from TRS, ERS, or ORP may be eligible for reemployment on a part-time basis by the USG. Reemployment of USG retirees by the USG must fall under the following conditions:

1. The reemployment of a USG retiree must be approved by the hiring institution's president. Institutions must submit a copy of their hiring and approval procedures to rehire USG retirees to the Office of Human Resources upon request.
2. A rehired retiree must have a minimum break of at least one month between the effective date of his/ or her retirement and the effective date of his/ or her reemployment.
3. The work commitment of a rehired retiree must be less than half-time, i.e., less than 49 percent.
4. The salary that is paid to a rehired retiree must be either:
 - No more than 49 percent of the annual benefit-base compensation amount that he or she was earning at the time of his or her retirement with consideration for the average merit increase percentages that have been applied since the employee retired;
 - No more than 49 percent of the average compensation for the position into which the retiree is being hired based on the institution's existing compensation plan or, if not applicable, the average compensation of existing or previous incumbents; or,
 - No more than 49 percent of a reasonable market competitive rate for the position into which the retiree is being rehired as determined by the institutional chief human resources officer.
5. The salary that is paid to a rehired retiree must be consistent with his/ or her work commitment.

8.2.8.4 Career State Employees Eligibility for Retirement with Health and Life Benefits

A State of Georgia employee who transfers to the USG without a break in service shall be eligible to retire with Health and Life benefits provided that on the date of his or her separation of employment:

1. He or she has attained age 60 and has a minimum of ten years of service established with a State of Georgia sponsored retirement plan and the last 12 months of employment have been served with the USG; or,
2. He or she has a total of 25 years of service established with a State of Georgia sponsored retirement plan, regardless of age and the last 12 months of employment have been served with the USG.

An employee must be enrolled in the Health and Life benefits coverage at the time of retirement in order to continue coverage in retirement. A qualifying life event does not allow a retiree to add coverage in retirement. An individual who has retired from another State of Georgia sponsored retirement plan may not count such retirement service toward meeting the criteria for being a career employee.

CURRENT POLICY LANGUAGE:

8.2.19 Tuition Assistance Program

The USG and its institutions will encourage full-time faculty, staff, and administrators to participate in development activities and study by remitting tuition for those activities that have been authorized by the employee's institution. Participation in the Tuition Assistance Program shall be available to full-time, benefits-eligible employees who have successfully completed at least six (6) months of employment in a benefits-eligible position as of the date of the Tuition Assistance Program application deadline for the desired academic semester.

Full-time employees (who meet the applicable admissions standards and who have received appropriate prior authorization from their institution) may enroll in up to nine (9) academic semester credit hours (BoR Minutes, August 2010) for each of the three (3) designated semester periods: fall semester, spring semester, and summer semester.

Student status will be secondary to employee status in all considerations, including student fee waivers. Tuition assistance is the waiver of tuition and the waiver of certain fees. Tuition Assistance Program participation will be granted on a space-available basis. For limited-slot enrollment programs, approval must be granted by the teaching institution. An employee must receive a grade of C or better in each approved Tuition Assistance Program academic course.

Employees may not enroll in the following professional schools:

1. Dental
2. Medical
3. Pharmacy
4. Veterinary
5. Law
6. Executive/premiere or comparable graduate programs

(BoR Minutes, September 2004)

EDITED POLICY LANGUAGE:

8.2.19 Tuition Assistance Program

The **University System of Georgia (USG)** and its institutions will encourage full-time faculty, staff, and administrators to participate in development activities and study by remitting tuition for those activities that have been authorized by the employee's institution. Participation in the Tuition Assistance Program shall be available to full-time, benefits-eligible employees who have successfully completed at least six (6) months of employment in a benefits-eligible position as of the date of the Tuition Assistance Program application deadline for the desired academic semester.

Full-time employees ~~(who meet the applicable admissions standards and who have received appropriate prior authorization from their institution)~~ may enroll in up to nine ~~(9)~~ academic semester credit hours ~~(BoR Minutes, August 2010)~~ for each of the three ~~(3)~~ designated semester periods: fall semester, spring semester, and summer semester.

Student status will be secondary to employee status in all considerations, including student fee waivers. Tuition assistance is the waiver of tuition and the waiver of certain fees. Tuition Assistance Program participation will be granted on a space-available basis. For limited-slot enrollment programs, approval must be granted by the teaching institution. An employee must receive a grade of C or better in each approved Tuition Assistance Program academic course.

Employees may not enroll in the following professional schools:

1. Dental
2. Medical
3. Pharmacy
4. Veterinary
5. Law
6. Executive, ~~premiere,~~ or comparable graduate programs

~~(BoR Minutes, September 2004)~~

PROPOSED NEW POLICY LANGUAGE:

8.2.19 Tuition Assistance Program

The University System of Georgia (USG) and its institutions will encourage full-time faculty, staff, and administrators to participate in development activities and study by remitting tuition for those activities that have been authorized by the employee's institution. Participation in the Tuition Assistance Program shall be available to full-time, benefits-eligible employees who have successfully completed at least six months of employment in a benefits-eligible position as of the date of the Tuition Assistance Program application deadline for the desired academic semester.

Full-time employees who meet the applicable admissions standards and who have received appropriate prior authorization from their institution may enroll in up to nine academic semester credit hours for each of the three designated semester periods: fall semester, spring semester, and summer semester.

Student status will be secondary to employee status in all considerations, including student fee waivers. Tuition assistance is the waiver of tuition and the waiver of certain fees. Tuition Assistance Program participation will be granted on a space-available basis. For limited-slot enrollment programs, approval must be granted by the teaching institution. An employee must receive a grade of C or better in each approved Tuition Assistance Program academic course.

Employees may not enroll in the following professional schools:

1. Dental
2. Medical
3. Pharmacy
4. Veterinary
5. Law
6. Executive, premiere, or comparable graduate programs

CURRENT POLICY LANGUAGE:

8.2.22 University System of Georgia Staff Council

There shall be a University System of Georgia Staff Council (USGSC), which shall provide a staff voice on all matters related to non-faculty employment within the University System. The USGSC shall be mindful and respectful of matters that are more appropriately within the authority and responsibilities of each institution's administration.

Membership of the USGSC shall be comprised of one voting representative from each USG institution, and that representative must be in the classified service of the represented institution. A copy of each institution's process for determining its USGSC representative shall be filed with the Vice Chancellor for Human Resources. The organization and governance of the USGSC shall be implemented according to policies and procedures established by the membership of the USGSC in the USGSC's bylaws, in consultation with, and subject to the approval of, the Chancellor or the Chancellor's designee.

Nothing in this policy or the USGSC's bylaws shall supersede the authority and responsibilities of institutional presidents addressed in Policy 2.5 (Presidential Authority and Responsibilities). With respect to matters specific to their institutions, presidents remain the official media of communication between institutional employees and the Chancellor.

EDITED POLICY LANGUAGE:

8.2.22 University System of Georgia Staff Council

~~There shall be a University System of Georgia Staff Council (USGSC), which shall provide a staff voice on all matters related to non-faculty employment within the University System. The USGSC shall be mindful and respectful of matters that are more appropriately within the authority and responsibilities of each institution's administration.~~

Membership of the USGSC shall be comprised of one voting representative from each **University System of Georgia (USG)** institution, ~~and that representative who~~ must be in the classified service of the represented institution. A copy of each institution's process for determining its USGSC representative shall be filed with the ~~Vice Chancellor for~~ **chief Human Resources officer**. The organization and governance of the USGSC shall be implemented according to policies and procedures established by the membership of the USGSC in the USGSC's bylaws, in consultation with, and subject to the approval of, the Chancellor ~~or the Chancellor's designee~~.

Nothing in this policy or the USGSC's bylaws shall supersede the authority and responsibilities of institutional presidents addressed in **this Policy Manual** ~~2.5 (Presidential Authority and~~

Responsibilities). With respect to matters specific to their institutions, presidents remain the official media of communication between institutional employees and the Chancellor.

PROPOSED NEW POLICY LANGUAGE:

8.2.22 University System of Georgia Staff Council

The University System of Georgia Staff Council (USGSC) shall provide a staff voice on matters related to non-faculty employment within the University System. The USGSC shall be mindful and respectful of matters that are more appropriately within the authority and responsibilities of each institution's administration.

Membership of the USGSC shall be comprised of one voting representative from each University System of Georgia (USG) institution who must be in the classified service of the represented institution. A copy of each institution's process for determining its USGSC representative shall be filed with the chief human resources officer. The organization and governance of the USGSC shall be implemented according to policies and procedures established by the membership of the USGSC in the USGSC's bylaws, in consultation with, and subject to the approval of, the Chancellor.

Nothing in this policy or the USGSC's bylaws shall supersede the authority and responsibilities of institutional presidents addressed in this Policy Manual. With respect to matters specific to their institutions, presidents remain the official media of communication between institutional employees and the Chancellor.

2. Revision to the Board Policy Manual: Section 8.3 – Additional Policies for Faculty

In line with the goals of the ongoing Board of Regents’ Policy Manual Review, the main purposes of the policy edits are to simplify Policy language, to provide for consistency in Policy provisions, and to increase the efficiency of the Board Policy Manual.

CURRENT POLICY LANGUAGE:

8.3 Additional Policies for Faculty

8.3.1 Faculty Employment

8.3.1.1 Recruitment and Appointment

Each institution shall publish comprehensive, clearly stated written policies and procedures for the recruitment and appointment of faculty members. These policies and procedures shall conform to guidelines promulgated by the USG chief academic officer.

8.3.1.2 Minimum Qualifications for Employment

Minimum employment qualifications for all institutions and all academic ranks within these institutions shall be:

1. Consistent with the Southern Association of Colleges and Schools’ requirements for institutional accreditation;
2. Evidence of ability as a teacher;
3. Evidence of ability and activity as a scholar in all other aspects of duties assigned;
4. Successful experience (this must necessarily be waived in the case of those just entering the academic profession who meet all other requirements); and,
5. Desirable personal qualities judged on the basis of personal interview, complete biographical data, and recommendations.

8.3.1.3 Research and Regional Universities

In addition to the minimum qualifications above, initial appointees to the associate or full professorial rank should have the terminal degree in the appropriate discipline or equivalent in training, ability, or experience.

8.3.1.4 State Universities

In addition to the minimum qualifications above, initial appointees to the full professorial rank should have a terminal degree in the appropriate discipline or the equivalent in training, ability or experience.

EDITED POLICY LANGUAGE:

*NOTE: Highlighted language in italics moved from elsewhere in policy section. Struck-through language in italics moved elsewhere in policy section.

8.3 Additional Policies for Faculty

8.3.1 Faculty Employment

8.3.1.1 Recruitment and Appointment

Each **University System of Georgia (USG)** institution shall publish comprehensive, clearly-stated, written policies and procedures for the recruitment and appointment of faculty members. These policies and procedures shall conform to guidelines promulgated by the USG **eChief Academic eOfficer** and the **USG Human Resources Administrative Practices Manual (HRAP)**.

8.3.1.2 Minimum Qualifications for Employment

Minimum **faculty** employment qualifications for all **USG** institutions and all academic ranks within these institutions shall be:

1. Consistent with the Southern Association of Colleges and Schools **Commission on Colleges (SACSCOC)**'s requirements for institutional accreditation;
2. Evidence of ability as a teacher;
3. Evidence of ~~ability and~~ activity as a scholar **and ability** in all other ~~aspects of~~ duties assigned;
4. Successful experience (~~this must~~ **which will** necessarily be waived ~~in the case of~~ **for** those just entering the academic profession who meet all other requirements); and,
5. Desirable personal qualities judged on the basis of personal interview, complete biographical data, and recommendations.

8.3.1.3 Research and ~~Regional~~ **Comprehensive** Universities

In addition to the minimum qualifications above, initial appointees to the associate or full professorial rank **at Research Universities and Comprehensive Universities** should have the terminal degree in the appropriate discipline or equivalent in training, ability, or experience.

8.3.1.4 State Universities **and State Colleges**

In addition to the minimum qualifications above, initial appointees to the full professorial rank at State Universities and State Colleges should have a terminal degree in the appropriate discipline or the equivalent in training, ability or experience.

PROPOSED NEW POLICY LANGUAGE:

8.3 Additional Policies for Faculty

8.3.1 Faculty Employment

8.3.1.1 Recruitment and Appointment

Each University System of Georgia (USG) institution shall publish comprehensive, clearly-stated, written policies and procedures for the recruitment and appointment of faculty members. These policies and procedures shall conform to guidelines promulgated by the USG Chief Academic Officer and the USG Human Resources Administrative Practices Manual (HRAP).

8.3.1.2 Minimum Qualifications for Employment

Minimum faculty employment qualifications for all USG institutions and all academic ranks within these institutions shall be:

1. Consistent with the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC)'s requirements for institutional accreditation;
2. Evidence of ability as a teacher;
3. Evidence of activity as a scholar and ability in all other duties assigned;
4. Successful experience (which will necessarily be waived for those just entering the academic profession who meet all other requirements); and,
5. Desirable personal qualities judged on the basis of personal interview, complete biographical data, and recommendations.

8.3.1.3 Research and Comprehensive Universities

In addition to the minimum qualifications above, initial appointees to the associate or full professorial rank at Research Universities and Comprehensive Universities should have the terminal degree in the appropriate discipline or equivalent in training, ability, or experience.

8.3.1.4 State Universities and State Colleges

In addition to the minimum qualifications above, initial appointees to the full professorial rank at State Universities and State Colleges should have a terminal degree in the appropriate discipline or the equivalent in training, ability or experience.

CURRENT POLICY LANGUAGE:

8.3.2 Regents' Professorships

Regents' Professorships may be granted by the Board of Regents to outstanding faculty members of the Georgia Institute of Technology, the University of Georgia, the Medical College of Georgia, Georgia State University, and, in special circumstances approved by the Board, other USG institutions. A Regents' Professorship shall be awarded by the Board only upon the unanimous recommendation of the president, the chief academic officer, the appropriate academic dean, and three (3) other members of the faculty to be named by the president, and upon the approval of the Chancellor and the Committee on Academic Affairs (BoR Minutes, October 2008).

A Regents' Professorship shall be granted by the Board for a period of three (3) years. Consideration of the renewal of the professorship for a second three-year period shall be given by the Board upon recommendation of the president of the institution, the Chancellor, and the Committee on Academic Affairs. After a period of six (6) years the Regents' Professorship shall be renewed at the discretion of the president of the institution (BoR Minutes, August 2011).

8.3.2.1 Regents' Researchers

Regents' Researcher titles may be granted by the Board of Regents to outstanding full-time principal researchers of the Georgia Institute of Technology, the University of Georgia, the Medical College of Georgia, Georgia State University, and in special circumstances approved by the Board, other USG institutions. The Regents' Researcher title shall be awarded by the Board only upon the unanimous recommendation of the president, the Chief Academic Officer, and three (3) members of the faculty to be named by the president, and upon the approval of the Chancellor and the Committee on Academic Affairs.

A Regents' Researcher title shall be granted by the Board for a period of three (3) years. Consideration of the renewal of the title for a second three-year period shall be given by the Board upon recommendation of the president of the institution, the Chancellor, and the Committee on Chief Academic Officer. After a period of six (6) years, the Regents' Researcher title shall be renewed at the discretion of the president of the institution (BoR Minutes, August 2011).

8.3.2.2 Establishment of Named Positions

Support of Positions from Gifts and Endowments

No endowed chair, professorship, fellowship, or administrative position will be established or announced without prior approval of the Board of Regents, and no initial appointment will be made to a chair, professorship, fellowship, or administrative position without prior approval by the Board. Recommendations to the Board concerning specially designated positions will be made through the Chancellor to the Board. Before the final action of the Board, such

recommendations will be referred to the Finance and Business Operations Committee and the Academic Affairs Committee (BoR Minutes, August 2007; October 2013).

The minimum funding levels for each endowed academic position listed below shall be established periodically by the Board upon recommendation by the Chancellor. Institutions may require funds greater than the stated minimum funding levels when developing support for endowed chairs. (The initial recommendations are included below for each position.)

The categories of endowed academic positions shall be described as follows:

Research and Regional Universities		State Colleges and Universities and Two-Year Colleges	
Distinguished University Chairs	\$2,000,000		
Distinguished Chairs	\$1,000,000	Distinguished Chairs	\$500,000
Chairs	\$500,000	Chairs	\$300,000
Distinguished Professorships	\$400,000	Distinguished Professorships	\$200,000
Professorships	\$200,000	Professorships	\$100,000
Distinguished Scholar	\$100,000	Distinguished Scholar	\$50,000
Fellowships	\$50,000	Fellowships	\$30,000
Lecture or Seminar Series	\$50,000	Lecture or Seminar Series	\$30,000

Specially Designated Faculty Positions Funded By Endowments

The endowed chairs, professorships and fellowships will be established by the Board of Regents upon request of the institutional President and recommendation of the Chancellor only after it is assured and documented that the endowment is properly funded and that the investment strategy of the endowment, wherever held, will meet the continuing demands of the chair, professorship or fellowship. This assurance must address the proper mix of capital growth, income production and liquidity. The institution will pay from its funds such amounts as are necessary to set the salary of the holder at a level commensurate with his or her record, experience, and position in the faculty. The endowment income will be used for salary supplementation and for other professional support of the holder of the endowed position, including assistance in the research of the holder.

The holder of a fellowship shall be a qualified person of professorial rank (professor, associate professor, or assistant professor), without regard to tenure status (BoR Minutes, October 2008). The endowed fellowship will be used to provide temporary support [not to exceed one (1) academic year] of:

1. Distinguished scholars who are in temporary residence at the institution while participating in planned academic programs;
2. Visiting scholars who are in temporary residence at the institution for special academic programs or purposes;
3. Institution faculty who have made unique contributions to academic life or to knowledge in their academic discipline; and,

4. Institution faculty of any academic rank irrespective of tenure status, who have been selected for teaching excellence through procedures established by the institution.

(BoR Minutes, 1989-90, pp. 147-148)

EDITED POLICY LANGUAGE:

*NOTE: Highlighted language in italics moved from elsewhere in policy section. Struck-through language in italics moved elsewhere in policy section.

8.3.2 Regents' Professorships

Regents' Professorships may be granted by the Board of Regents to outstanding faculty members of **Augusta University**, the Georgia Institute of Technology, *Georgia State University*, the University of Georgia, ~~the Medical College of Georgia, *Georgia State University*~~, and, in special circumstances ~~approved by the Board~~, other **University System of Georgia (USG)** institutions. A Regents' Professorship shall be awarded by the Board only upon the unanimous recommendation of the **USG institution** pPresident, ~~the~~ chief academic officer, ~~the~~ appropriate academic dean, and three (3) other members of the faculty ~~to be named by the pPresident~~, and upon the approval of the Chancellor and the Committee on Academic Affairs (~~BoR Minutes, October 2008~~).

A Regents' Professorship shall be granted by the Board for a period of three (3) years. Consideration of the renewal of the professorship for a second three-year period shall be given by the Board upon recommendation of the pPresident of the **USG** institution, the Chancellor, and the Committee on Academic Affairs. After a period of six (6) years the Regents' Professorship shall be renewed at ~~the~~ **the** discretion of the pPresident of the **USG** institution (~~BoR Minutes, August 2011~~).

8.3.2.1 Regents' Researchers

Regents' Researcher titles may be granted by the Board of Regents to outstanding full-time principal researchers of **Augusta University**, the Georgia Institute of Technology, *Georgia State University*, the University of Georgia, ~~the Medical College of Georgia, *Georgia State University*~~, and, in special circumstances ~~approved by the Board~~, other USG institutions. The Regents' Researcher title shall be awarded by the Board only upon the unanimous recommendation of the **USG institution** pPresident, ~~the~~ Chief Academic Officer, and three (3) members of the faculty ~~to be named by the pPresident~~, and upon the approval of the Chancellor and the Committee on Academic Affairs.

A Regents' Researcher title shall be granted by the Board for a period of three (3) years. Consideration of the renewal of the title for a second three-year period shall be given by the Board upon recommendation of the pPresident of the **USG** institution, the Chancellor, and the Committee on Chief Academic **Affairs** Officer. After a period of six (6) years, the Regents'

Researcher title shall be renewed at the discretion of the President of the USG institution ~~(BoR Minutes, August 2011).~~

8.3.2.2 Establishment of Named Positions

Support of Positions from Gifts and Endowments

No endowed chair, professorship, fellowship, or administrative position will be established or announced without prior approval of the Board of Regents, and no initial appointment will be made to a chair, professorship, fellowship, or administrative position without prior approval by the Board. Recommendations to the Board concerning specially designated positions will be made through the Chancellor to the Board. Before the final action of the Board, such recommendations will be referred to the Finance and Business Operations Committee and the **Committee on Academic Affairs** ~~Committee (BoR Minutes, August 2007; October 2013).~~

The minimum funding levels for each endowed academic position listed below shall be established periodically by the Board upon recommendation by the Chancellor. Institutions may require funds greater than the stated minimum funding levels when developing support for endowed chairs. ~~(The initial recommendations are included below for each position.)~~ The categories of endowed academic positions shall be described as follows:

Research and Regional Comprehensive Universities		State Universities and State Colleges and Universities and Two-Year Colleges	
Distinguished University Chairs	\$2,000,000		
Distinguished Chairs	\$1,000,000	Distinguished Chairs	\$500,000
Chairs	\$500,000	Chairs	\$300,000
Distinguished Professorships	\$400,000	Distinguished Professorships	\$200,000
Professorships	\$200,000	Professorships	\$100,000
Distinguished Scholar	\$100,000	Distinguished Scholar	\$50,000
Fellowships	\$50,000	Fellowships	\$30,000
Lecture or Seminar Series	\$50,000	Lecture or Seminar Series	\$30,000

Specially Designated Faculty Positions Funded ~~By~~ Endowments

The **E**ndowed chairs, professorships, and fellowships will be established by the Board of Regents upon request of the USG institutional President and recommendation of the Chancellor only after ~~it is assured and documented~~ **confirmation** that the endowment is properly funded and that the investment strategy of the endowment, wherever held, will meet the continuing demands of the chair, professorship, or fellowship. This assurance must address the proper mix of capital growth, income production, and liquidity. The USG institution will pay from its funds such amounts as are necessary to set the salary of the holder at a level commensurate with his or her record, experience, and position in the faculty. The endowment income will be used for salary supplementation and for other professional support of the holder of the endowed position, including assistance in the research of the holder.

The holder of a fellowship shall be a qualified person of professorial rank (professor, associate professor, or assistant professor), without regard to tenure status (~~BoR Minutes, October 2008~~). The endowed fellowship will be used to provide temporary support, [not to exceed one (1) academic year,] of:

1. Distinguished scholars who are in temporary residence at the institution while participating in planned academic programs;
2. Visiting scholars who are in temporary residence at the institution for special academic programs or purposes;
3. Institution faculty who have made unique contributions to academic life or to knowledge in their academic discipline; and,
4. Institution faculty of any academic rank irrespective of tenure status; who have been selected for teaching excellence through procedures established by the **USG** institution.

(~~BoR Minutes, 1989-90, pp. 147-148~~)

PROPOSED NEW POLICY LANGUAGE:

8.3.2 Regents' Professorships

Regents' Professorships may be granted by the Board of Regents to outstanding faculty members of Augusta University, the Georgia Institute of Technology, Georgia State University, the University of Georgia, and, in special circumstances, other University System of Georgia (USG) institutions. A Regents' Professorship shall be awarded by the Board only upon the unanimous recommendation of the USG institution President, chief academic officer, appropriate academic dean, and three other members of the faculty named by the President, and upon the approval of the Chancellor and the Committee on Academic Affairs.

A Regents' Professorship shall be granted by the Board for a period of three years. Consideration of the renewal of the professorship for a second three-year period shall be given by the Board upon recommendation of the President of the USG institution, the Chancellor, and the Committee on Academic Affairs. After a period of six years the Regents' Professorship shall be renewed at the discretion of the President of the USG institution.

8.3.2.1 Regents' Researchers

Regents' Researcher titles may be granted by the Board of Regents to outstanding full-time principal researchers of Augusta University, the Georgia Institute of Technology, Georgia State University, the University of Georgia, and, in special circumstances, other USG institutions. The Regents' Researcher title shall be awarded by the Board only upon the unanimous recommendation of the USG institution President, chief academic officer, and three members of the faculty named by the President, and upon the approval of the Chancellor and the Committee on Academic Affairs.

A Regents’ Researcher title shall be granted by the Board for a period of three years. Consideration of the renewal of the title for a second three-year period shall be given by the Board upon recommendation of the President of the USG institution, the Chancellor, and the Committee on Academic Affairs. After a period of six years, the Regents’ Researcher title shall be renewed at the discretion of the President of the USG institution.

8.3.2.2 Establishment of Named Positions

Support of Positions from Gifts and Endowments

No endowed chair, professorship, fellowship, or administrative position will be established or announced without prior approval of the Board of Regents, and no initial appointment will be made to a chair, professorship, fellowship, or administrative position without prior approval by the Board. Recommendations to the Board concerning specially designated positions will be made through the Chancellor to the Board. Before the final action of the Board, such recommendations will be referred to the Finance and Business Operations Committee and the Committee on Academic Affairs.

The minimum funding levels for each endowed academic position listed below shall be established by the Board upon recommendation by the Chancellor. Institutions may require funds greater than the stated minimum funding levels when developing support for endowed chairs. The categories of endowed academic positions shall be described as follows:

Research and Comprehensive Universities		State Universities and State Colleges	
Distinguished University Chairs	\$2,000,000		
Distinguished Chairs	\$1,000,000	Distinguished Chairs	\$500,000
Chairs	\$500,000	Chairs	\$300,000
Distinguished Professorships	\$400,000	Distinguished Professorships	\$200,000
Professorships	\$200,000	Professorships	\$100,000
Distinguished Scholar	\$100,000	Distinguished Scholar	\$50,000
Fellowships	\$50,000	Fellowships	\$30,000
Lecture or Seminar Series	\$50,000	Lecture or Seminar Series	\$30,000

Specially Designated Faculty Positions Funded by Endowments

Endowed chairs, professorships, and fellowships will be established by the Board of Regents upon request of the USG institution President and recommendation of the Chancellor only after confirmation that the endowment is properly funded and that the investment strategy of the endowment, wherever held, will meet the continuing demands of the chair, professorship, or fellowship. This assurance must address the proper mix of capital growth, income production, and liquidity. The USG institution will pay from its funds such amounts as are necessary to set the salary of the holder at a level commensurate with his or her record, experience, and position in the faculty. The endowment income will be used for salary supplementation and for other professional support of the holder of the endowed position, including assistance in the research of the holder.

The holder of a fellowship shall be a qualified person of professorial rank (professor, associate professor, or assistant professor), without regard to tenure status. The endowed fellowship will be used to provide temporary support, not to exceed one academic year, of:

1. Distinguished scholars who are in temporary residence at the institution while participating in planned academic programs;
2. Visiting scholars who are in temporary residence at the institution for special academic programs or purposes;
3. Institution faculty who have made unique contributions to academic life or to knowledge in their academic discipline; and,
4. Institution faculty of any academic rank irrespective of tenure status who have been selected for teaching excellence through procedures established by the USG institution.

CURRENT POLICY LANGUAGE:

8.3.3 Intrasytem Recruitment and Inter-Institutional Faculty Appointments

8.3.3.1 Intrasytem Recruitment

It is recognized as a good practice for USG institutions to employ principal administrators and faculty members from other USG institutions. When a president wishes to consider for employment a principal administrator or faculty member of another USG institution, he/she shall notify the president of the employing institution before an offer is made to the principal administrator or faculty member. When a formal offer is made, the letter shall include a statement to the effect that acceptance can be made only after all contractual obligations have been fulfilled.

8.3.3.2 Inter-Institutional Faculty Appointments

Inter-institutional appointments should be used for faculty who are employed full-time at one USG institution but are also engaged in teaching, research, and/or service at another USG institution. Inter-institutional appointments must be approved by the primary USG institution where the faculty member is employed full-time (hereafter referred to as the home institution), as well as the other USG institution(s) [hereafter referred to as the secondary institution(s)]. Appointments at secondary institutions shall be called Affiliate Faculty Appointments.

Institutions interested in offering these types of appointments must develop inter-institutional appointment policies and procedures, which must be approved by the USG chief academic officer or his/her designee. Guidelines for inter-institutional appointment policies and procedures can be found in the Academic Affairs Handbook.

EDITED POLICY LANGUAGE:

*NOTE: Highlighted language in italics moved from elsewhere in policy section. Struck-through language in italics moved elsewhere in policy section.

8.3.3 Intrasytem Recruitment and Inter-Institutional Faculty Appointments

8.3.3.1 Intrasytem Recruitment

~~It is recognized as a good practice for USG institutions to employ principal administrators and faculty members from other USG institutions.~~ When a **University System of Georgia (USG)** institution pPresident wishes to consider *for employment* a **full-time** principal administrator or faculty member of another USG institution *for employment*, he/ **or** she shall notify the pPresident of the employing institution before an offer is made to the principal administrator or faculty member. When a formal offer is made, the letter shall **acknowledge** ~~include a statement to the~~

effect that acceptance can be made only after all contractual critical obligations have been should be fulfilled at the current institution within a reasonable and mutually agreed upon timeframe.

8.3.3.2 Inter-Institutional Faculty Appointments

Inter-institutional appointments should be used for faculty who are primarily employed full-time at one USG institution (*the “home institution”*) but are also engaged in teaching, research, and/or service at another USG institution (*the “requesting institution”*). Inter-institutional appointments must be approved by the primary USG institution where the faculty member is employed full-time (hereafter referred to as the home institution), as well as the other USG institution(s) [hereafter referred to as and the secondary requesting institution(s)] or institutions. Appointments at secondary institutions shall be called **Affiliate Dual** Faculty Appointments. Institutions interested in offering these types of **Dual** aAppointments must develop inter-institutional appointment policies and procedures, which that adhere to the **Dual Appointments Section of the USG Human Resources Administrative Practices Manual and applicable law** must be approved by the USG chief academic officer or his/her designee. ~~Guidelines for inter-institutional appointment policies and procedures can be found in the Academic Affairs Handbook.~~

PROPOSED NEW POLICY LANGUAGE:

8.3.3 Intrasystem Recruitment and Inter-Institutional Faculty Appointments

8.3.3.1 Intrasystem Recruitment

When a University System of Georgia (USG) institution President wishes to consider a full-time principal administrator or faculty member of another USG institution for employment, he or she shall notify the President of the employing institution before an offer is made to the principal administrator or faculty member. When a formal offer is made, the letter shall acknowledge that critical obligations should be fulfilled at the current institution within a reasonable and mutually agreed upon timeframe.

8.3.3.2 Inter-Institutional Faculty Appointments

Inter-institutional appointments should be used for faculty who are primarily employed full-time at one USG institution (the “home institution”) but are also engaged in teaching, research, or service at another USG institution (the “requesting institution”). Inter-institutional appointments must be approved the home institution and the requesting institution or institutions. Appointments at secondary institutions shall be called **Dual Faculty Appointments**. Institutions interested in offering **Dual Appointments** must develop inter-institutional appointment policies and procedures that adhere to the **Dual Appointments Section of the USG Human Resources Administrative Practices Manual HRAP and applicable law**.

CURRENT POLICY LANGUAGE:

8.3.4 Notice of Employment and Resignation

The following notification requirements apply to those members of the faculty who have been awarded the ranks of instructor, assistant professor, associate professor, or professor:

8.3.4.1 Tenured Faculty

All tenured faculty members employed under written contract for the fiscal or academic year shall give at least sixty (60) days written notice of their intention to resign to the president of the institution or to his/her authorized representative.

8.3.4.2 Non-Tenured Faculty with Academic Ranks of Instructor, Assistant Professor, Associate Professor, and Professor

All non-tenured faculty who have been awarded academic rank (instructor, assistant professor, associate professor, professor), are employed under written contract, and who served full-time for the entire previous year have the presumption of renewal of the next academic year unless notified in writing, by the president of an institution or his/her authorized representative, of the intent not to renew. Written notice of intent not to renew shall be delivered by hand or by certified mail, to be delivered to the addressee only, with receipt to show to whom and when delivered and the address where delivered.

Non-tenured faculty and other non-tenured personnel employed under written contract shall be employed only for the term specified in the contract, and subsequent or future employment, if any, shall result solely from a separate offer and acceptance requisite to execution of a new and distinct contract.

Notice of intention to not renew the contract of a non-tenured faculty member who has been awarded academic rank of instructor, assistant professor, associate professor, or professor shall be furnished, in writing, according to the following schedule:

1. At least three (3) months before the date of termination of the contract in the faculty member's first year of service with any of the above academic ranks at the current institution;
2. At least six (6) months before the date of termination of the contract in the faculty member's second year of continuous service with any of the above academic ranks at the current institution; or,
3. At least nine (9) months before the date of termination of the contract in the faculty member's third or subsequent continuous year of service with any of the above academic rank at the current institution.

Previous years of service in positions other than the faculty positions with academic rank listed above shall not be included in the calculation to determine the schedule for notice of intention

not to renew a faculty member's contract. Previous years of service in any capacity at institutions other than the current institution also shall not be included in the calculation.

This schedule of notification does not apply to persons holding temporary, limited-term, or part-time positions, or persons with courtesy appointments such as adjunct appointments. This schedule of notification does not apply to Georgia Gwinnett College, as noted in [Section 8.3.4.4 of this Policy Manual](#). (BoR Minutes, Oct. 2008; Oct. 2016)

8.3.4.3 Lecturers and Senior Lecturers

Full-time lecturers and senior lecturers are appointed by institutions on a year-to-year basis.

Lecturers and senior lecturers who have served full-time for the entire previous academic year have the presumption of reappointment for the subsequent academic year unless notified in writing to the contrary as follows:

1. For lecturers with less than three (3) years of full-time continuous service in that position at the current institution, institutions are encouraged to provide non-reappointment notice as early as possible, but no specific notice is required.
2. For lecturers with three (3) or more years but less than six (6) years of full-time continuous service in that position at the current institution, institutions must provide non-reappointment notice at least thirty (30) calendar days prior to the institution's first day of classes in the semester.
3. For senior lecturers or lecturers with six (6) years or more of full-time continuous service in those positions at the current institution, institutions must provide non-reappointment notice at least one hundred and eighty (180) calendar days prior to the institution's first day of classes in the semester.

Lecturers or Senior Lecturers who have served for six (6) or more years of full-time continuous service in those positions at the current institution and who have received timely notice of non-reappointment shall be entitled to a review of the decision in accordance with published procedures developed by the institution. The procedures must be approved by the Chancellor or his/her designee prior to implementation. Additional appeal procedures are contained in Policy 8.6 Application for Discretionary Review.

In no case will the service as lecturer or senior lecturer imply any claim upon tenure or reappointment under other conditions than those above.

Previous years of service in positions other than lecturer and/or senior lecturer positions shall not be included in the calculations to determine the schedule for notice of intention not to renew a faculty member's contract or the availability of a review of that decision. Previous years of service in any capacity at institutions other than the current institution also shall not be included in the calculations. (BoR Minutes, Feb. 2015; Oct. 2016)

8.3.4.4 Georgia Gwinnett College Faculty

The notice of employment and resignation language noted in [Section 8.3.4.2 of this Policy Manual](#) does not apply to faculty at Georgia Gwinnett College (GGC). Full-time faculty at GGC are appointed into non-tenure-track positions. GGC faculty members are eligible for renewable contracts, with modified contract notification rights as approved by the Board of Regents effective June 2007. GGC faculty appointments and notification shall be governed by the following policies.

Initial Faculty Appointments

Each successful GGC faculty appointment will be eligible to receive one of the following contracts upon acceptance of an employment offer authorized by the President. For all initial faculty appointments, the President retains the discretion to determine whether a successful candidate will be offered a one-year standard non-renewable contract or a three- or five-year renewable appointment according to the faculty rank guidelines below.

1. Candidates offered the position of Assistant Professor or below will be eligible to receive either a three-year renewable appointment or a standard one-year non-renewable appointment.
2. Candidates offered the position of Professor or Associate Professor will be eligible to receive either a three- or five-year renewable appointment or a standard one-year non-renewable appointment.

Contract Expiration Guidance for One-Year Non-Renewable Appointments

A faculty member who is nearing completion of an initial one-year standard non-renewable contract will receive at least three months advance written notice of intent to issue a new contract for the following year or notice of intent to end the employment relationship at contract end. Faculty serving under a second one-year standard non-renewable contract will receive at least six (6) months advance written notice of intent to issue a new contract or intent to end the employment relationship at contract end. Faculty serving under a one-year standard non-renewable contract after two (2) or more years of service to the institution will receive at least nine (9) months notice of intent to issue a new contract or intent to end the employment relationship at contract end.

No further requirements other than the written notifications noted herein will be applicable in concluding the employment relationship for a standard non-renewable one-year faculty contract.

Contract Expiration Three or Five Year Renewable Appointment

A faculty member employed under a three (3) or five (5) year renewable appointment will receive at least nine (9) months written notice prior to the contract expiration in the last year of a renewable appointment term. The notice shall state the President's intent to issue a new renewable appointment for either a three (3) or five (5) year term (based on the faculty member's rank at contract expiration) or an intent to end the employment relationship at the end of the contract.

No further requirements other than the nine (9) months written notification in the final appointment year will be applicable in concluding the employment relationship for a three (3) or five (5) year renewable faculty appointment.

Evaluations and Promotions

Regardless of the length or type of faculty appointment offered, each year all full-time faculty members will receive a faculty performance review.

Provisional Period for Renewable Contracts

Faculty members serving under an initial three (3) or five (5) year renewable appointment may be required to complete a one time provisional period not to exceed six (6) months. At any time during the initial six months provisional period of a three or five year renewable appointment, a decision can be made to notify a faculty member that a contract will not be forthcoming for the remaining two or four years respectively, except that written notice must be given at least three (3) months prior to the end of the initial appointment year. Faculty members who have previously served under a non-renewable faculty contract with Georgia Gwinnett College will not be required to serve a provisional period upon acceptance of a renewable appointment.

No further requirements other than the written notification will be applicable in concluding the employment relationship during the provisional period of a renewable appointment. (BoR Minutes, October 2008)

EDITED POLICY LANGUAGE:

*NOTE: Highlighted language in italics moved from elsewhere in policy section. Struck-through language in italics moved elsewhere in policy section.

8.3.4 Notice of Employment and Resignation

The following notification requirements apply to those members of the faculty who have been awarded the ranks of **lecturer, senior lecturer, principal lecturer**, instructor, assistant professor, associate professor, or professor.

8.3.4.1 **Notice of Resignation by** Tenured Faculty

All tenured faculty members employed under written contract for the fiscal or academic year shall give at least ~~sixty (60)~~ days written notice of their intention to resign to the **P**resident of the institution or to his/ **or** her **designee** ~~authorized representative~~.

8.3.4.2 **Renewal of** Non-Tenured Faculty with Academic Ranks of Instructor, Assistant Professor, Associate Professor, and Professor

All non-tenured faculty who have been awarded academic rank (instructor, assistant professor, associate professor, professor), are employed under written contract, and who served full-time for the entire previous year have the presumption of renewal of the next academic year unless notified in writing, by the President of the institution or to his/ or her designee authorized representative, of the intent not to renew. Written notice of intent not to renew shall be delivered by hand or by certified mail, to be delivered to the addressee only, with receipt to show to whom and when delivered and the address where delivered.

Non-tenured faculty and other non-tenured personnel employed under written contract shall be employed only for the term specified in the contract, and subsequent or future employment, if any, shall result solely from a separate offer and acceptance requisite to execution of a new and distinct contract.

Notice of intention to not renew the contract of a non-tenured faculty member who has been awarded academic rank of instructor, assistant professor, associate professor, or professor shall be furnished, in writing, according to the following schedule:

1. At least three (3) months before the date of termination of the contract in the faculty member's first year of service with any of the above academic ranks at the current institution;
2. At least six (6) months before the date of termination of the contract in the faculty member's second year of continuous service with any of the above academic ranks at the current institution; or,
3. At least nine (9) months before the date of termination of the contract in the faculty member's third or subsequent continuous year of service with any of the above academic rank at the current institution.

Previous years of service in positions other than the faculty positions with academic rank listed above shall not be included in the calculation to determine the schedule for notice of intention not to renew a faculty member's contract. Previous years of service in any capacity at institutions other than the current institution also shall not be included in the calculation.

This schedule of notification does not apply to persons holding temporary, limited-term, or part-time positions, or persons with courtesy appointments such as adjunct appointments. This schedule of notification does not apply to Georgia Gwinnett College Faculty, as noted in [Section 8.3.4.4 of this Policy Manual](#). (BoR Minutes, Oct. 2008; Oct. 2016)

Non-tenured faculty and other non-tenured personnel employed under written contract shall be employed only for the term specified in the contract, and subsequent or future employment, if any, shall result solely from a separate offer and acceptance requisite to execution of a new and distinct contract.

8.3.4.3 Employment of Lecturers, and Senior Lecturers, and Principal Lecturers

Full-time lecturers, ~~and senior lecturers,~~ and principal lecturers are appointed by institutions on a year-to-year basis.

Lecturers, ~~and senior lecturers,~~ and principal lecturers who have served full-time for the entire previous academic year have the presumption of reappointment for the subsequent academic year unless notified in writing to the contrary as follows:

1. For lecturers, senior lecturers, or principal lecturers with less than three (3) years of full-time continuous service in that position at the current institution, institutions are encouraged to provide non-reappointment notice as early as possible, but no specific notice is required.
2. For lecturers, senior lecturers, or principal lecturers with three (3) or more years but less than six (6) years of full-time continuous service in that position at the current institution, institutions must provide non-reappointment notice at least ~~thirty (30)~~ calendar days prior to the institution's first day of classes in the semester.
3. For ~~senior lecturers or lecturers,~~ senior lecturers, or principal lecturers with six (6) years or more of full-time continuous service in those positions at the current institution, institutions must provide non-reappointment notice at least ~~one hundred and eighty (180)~~ calendar days prior to the institution's first day of classes in the semester.

Lecturers, ~~or Senior Lecturers,~~ or principal lecturers who have served for six (6) or more years of full-time continuous service in those positions at the current institution and who have received timely notice of non-reappointment shall be entitled to a review of the decision in accordance with published procedures developed by the institution. The procedures must be approved by the Chancellor or his/ or her designee prior to implementation. Additional appeal procedures are contained in ~~the Board Policy Manual 8.6 Application for Discretionary Review.~~

In no case will the service as lecturer, ~~or senior lecturer,~~ or principal lecturer imply any claim upon tenure or reappointment under other conditions than those above.

Previous years of service in positions other than lecturer, ~~and/or senior lecturer,~~ or principal lecturer positions shall not be included in the calculations to determine the schedule for notice of intention not to renew a faculty member's contract or the availability of a review of that decision. Previous years of service in any capacity at institutions other than the current institution also shall not be included in the calculations. ~~(BoR Minutes, Feb. 2015; Oct. 2016)~~

8.3.4.4 Georgia Gwinnett College Faculty

The notice of employment and resignation language noted in Section 8.3.4.2 of this Policy Manual does not apply to faculty at Georgia Gwinnett College (GGC). Full-time faculty at GGC are appointed into non-tenure-track positions. GGC faculty members are eligible for renewable contracts, with modified contract notification rights as approved by the Board of Regents effective June 2007. GGC faculty appointments and notification shall be governed by the following policies.

Initial Faculty Appointments

Each successful GGC faculty appointment will be eligible to receive one of the following contracts upon acceptance of an employment offer authorized by the President. For all initial faculty appointments, the President retains the discretion to determine whether a successful candidate will be offered a one-year standard non-renewable contract or a three- or five-year renewable appointment according to the faculty rank guidelines below.

1. Candidates offered the position of Assistant Professor or below will be eligible to receive either a three-year renewable appointment or a standard one-year non-renewable appointment.
2. Candidates offered the position of Professor or Associate Professor will be eligible to receive either a three- or five-year renewable appointment or a standard one-year non-renewable appointment.

Contract Expiration Guidance for One-Year Non-Renewable Appointments

A GGC faculty member who is nearing completion of an initial one-year standard non-renewable contract ~~will~~ shall receive at least three months advance written notice of intent to issue a new contract for the following year or notice of intent to end the employment relationship at contract end. GGC Faculty serving under a second one-year standard non-renewable contract will receive at least six ~~(6)~~ months advance written notice of intent to issue a new contract or intent to end the employment relationship at contract end. GGC Faculty serving under a one-year standard non-renewable contract after two ~~(2)~~ or more years of service to the institution will receive at least nine ~~(9)~~ months notice of intent to issue a new contract or intent to end the employment relationship at contract end.

No further requirements other than the written notifications noted herein will be applicable in concluding the employment relationship for a standard non-renewable one-year faculty contract at GGC.

Contract Expiration Three or Five Year Renewable Appointment

A GGC faculty member employed under a three- ~~(3)~~ or five- ~~(5)~~ year renewable appointment will receive at least nine ~~(9)~~ months written notice prior to the contract expiration in the last year of a renewable appointment term. The notice shall state the President's intent to issue a new renewable appointment for either a three- ~~(3)~~ or five- ~~(5)~~ year term (based on the GGC faculty member's rank at contract expiration) or an intent to end the employment relationship at the end of the contract.

No further requirements other than the nine- ~~(9)~~ months written notification in the final appointment year will be applicable in concluding the employment relationship for a three- ~~(3)~~ or five- ~~(5)~~ year renewable faculty appointment.

Evaluations and Promotions

Regardless of the length or type of faculty appointment offered, each year all GGC full-time faculty members will receive a faculty performance review.

Provisional Period for Renewable Contracts

GGC Faculty members serving under an initial three ~~(3)~~ or five ~~(5)~~ year renewable appointment may be required to complete a one-time provisional period not to exceed six ~~(6)~~ months. At any time during the initial six-months provisional period of a three or five year renewable appointment, a decision ~~can~~ **may** be made to notify a faculty member that a contract will not be forthcoming for the remaining two or four years respectively, except that written notice must be given at least three ~~(3)~~ months prior to the end of the initial appointment year.

GGC Faculty members who have previously served under a non-renewable faculty contract with Georgia Gwinnett College **GGC** will not be required to serve a provisional period upon acceptance of a renewable appointment. No further requirements other than the written notification will be applicable in concluding the employment relationship during the provisional period of a renewable appointment. (~~BoR Minutes, October 2008~~)

PROPOSED NEW POLICY LANGUAGE:**8.3.4 Notice of Employment and Resignation**

The following notification requirements apply to those members of the faculty who have been awarded the ranks of lecturer, senior lecturer, principal lecturer, instructor, assistant professor, associate professor, or professor.

8.3.4.1 Notice of Resignation by Tenured Faculty

All tenured faculty members employed under written contract for the fiscal or academic year shall give at least 60 days written notice of their intention to resign to the President of the institution or his or her designee.

8.3.4.2 Renewal of Non-Tenured Faculty with Academic Ranks of Instructor, Assistant Professor, Associate Professor, and Professor

All non-tenured faculty who have been awarded academic rank (instructor, assistant professor, associate professor, professor), are employed under written contract, and who served full-time for the entire previous year have the presumption of renewal of the next academic year unless notified in writing, by the President of the institution or his or her designee, of the intent not to renew. Written notice of intent not to renew shall be delivered by hand or by certified mail, to be delivered to the addressee only, with receipt to show to whom and when delivered and the address where delivered.

Notice of intention to not renew the contract of a non-tenured faculty member who has been awarded academic rank of instructor, assistant professor, associate professor, or professor shall be furnished, in writing, according to the following schedule:

1. At least three months before the date of termination of the contract in the faculty member's first year of service with any of the above academic ranks at the current institution;
2. At least six months before the date of termination of the contract in the faculty member's second year of continuous service with any of the above academic ranks at the current institution; or,
3. At least nine months before the date of termination of the contract in the faculty member's third or subsequent continuous year of service with any of the above academic rank at the current institution.

Previous years of service in positions other than the faculty positions with academic rank listed above shall not be included in the calculation to determine the schedule for notice of intention not to renew a faculty member's contract. Previous years of service in any capacity at institutions other than the current institution also shall not be included in the calculation.

This schedule of notification does not apply to persons holding temporary, limited-term, or part-time positions, or persons with courtesy appointments such as adjunct appointments. This schedule of notification does not apply to Georgia Gwinnett College Faculty.

Non-tenured faculty and other non-tenured personnel employed under written contract shall be employed only for the term specified in the contract, and subsequent or future employment, if any, shall result solely from a separate offer and acceptance requisite to execution of a new and distinct contract.

8.3.4.3 Employment of Lecturers, Senior Lecturers, and Principal Lecturers

Full-time lecturers, senior lecturers, and principal lecturers are appointed by institutions on a year-to-year basis.

Lecturers, senior lecturers, and principal lecturers who have served full-time for the entire previous academic year have the presumption of reappointment for the subsequent academic year unless notified in writing to the contrary as follows:

1. For lecturers, senior lecturers, or principal lecturers with less than three years of full-time continuous service in that position at the current institution, institutions are encouraged to provide non-reappointment notice as early as possible, but no specific notice is required.
2. For lecturers, senior lecturers, or principal lecturers with three or more years but less than six years of full-time continuous service in that position at the current institution, institutions must provide non-reappointment notice at least 30-calendar days prior to the institution's first day of classes in the semester.
3. For lecturers, senior lecturers, or principal lecturers with six years or more of full-time continuous service in those positions at the current institution, institutions must provide non-reappointment notice at least 180 calendar days prior to the institution's first day of classes in the semester.

Lecturers, senior lecturers, or principal lecturers who have served for six or more years of full-time continuous service in those positions at the current institution and who have received timely notice of non-reappointment shall be entitled to a review of the decision in accordance with published procedures developed by the institution. The procedures must be approved by the Chancellor or his or her designee prior to implementation. Additional appeal procedures are contained in the Board Policy Manual.

In no case will the service as lecturer, senior lecturer, or principal lecturer imply any claim upon tenure or reappointment under other conditions than those above.

Previous years of service in positions other than lecturer, senior lecturer, or principal lecturer positions shall not be included in the calculations to determine the schedule for notice of intention not to renew a faculty member's contract or the availability of a review of that decision. Previous years of service in any capacity at institutions other than the current institution also shall not be included in the calculations.

8.3.4.4 Georgia Gwinnett College Faculty

The notice of employment and resignation language noted in Section 8.3.4.2 of this Policy Manual does not apply to faculty at Georgia Gwinnett College (GGC). Full-time faculty at GGC are appointed into non-tenure-track positions. GGC faculty members are eligible for renewable contracts, with modified contract notification. GGC faculty appointments and notification shall be governed by the following policies.

Initial Faculty Appointments

Each successful GGC faculty appointment will be eligible to receive one of the following contracts upon acceptance of an employment offer authorized by the President. For all initial faculty appointments, the President retains the discretion to determine whether a successful candidate will be offered a one-year standard non-renewable contract or a three- or five-year renewable appointment according to the faculty rank guidelines below.

1. Candidates offered the position of Assistant Professor or below will be eligible to receive either a three-year renewable appointment or a standard one-year non-renewable appointment.
2. Candidates offered the position of Professor or Associate Professor will be eligible to receive either a three- or five-year renewable appointment or a standard one-year non-renewable appointment.

Contract Expiration Guidance for One-Year Non-Renewable Appointments

A GGC faculty member who is nearing completion of an initial one-year standard non-renewable contract shall receive at least three months advance written notice of intent to issue a new contract for the following year or notice of intent to end the employment relationship at contract end. GGC faculty serving under a second one-year standard non-renewable contract will receive at least six months advance written notice of intent to issue a new contract or intent to end the employment relationship at contract end. GGC faculty serving under a one-year standard non-

renewable contract after two or more years of service to the institution will receive at least nine months notice of intent to issue a new contract or intent to end the employment relationship at contract end.

No further requirements other than the written notifications noted herein will be applicable in concluding the employment relationship for a standard non-renewable one-year faculty contract at GGC.

Contract Expiration Three or Five Year Renewable Appointment

A GGC faculty member employed under a three- or five-year renewable appointment will receive at least nine months written notice prior to the contract expiration in the last year of a renewable appointment term. The notice shall state the President's intent to issue a new renewable appointment for either a three- or five-year term (based on the GGC faculty member's rank at contract expiration) or an intent to end the employment relationship at the end of the contract.

No further requirements other than the nine-month written notification in the final appointment year will be applicable in concluding the employment relationship for a three- or five-year renewable faculty appointment.

Evaluations and Promotions

Regardless of the length or type of faculty appointment offered, each year all GGC full-time faculty members will receive a faculty performance review.

Provisional Period for Renewable Contracts

GGC faculty members serving under an initial three- or five-year renewable appointment may be required to complete a one-time provisional period not to exceed six months. At any time during the initial six-month provisional period of a three- or five--year renewable appointment, a decision may be made to notify a faculty member that a contract will not be forthcoming for the remaining two or four years respectively, except that written notice must be given at least three months prior to the end of the initial appointment year. GGC faculty members who have previously served under a non-renewable faculty contract with GGC will not be required to serve a provisional period upon acceptance of a renewable appointment. No further requirements other than the written notification will be applicable in concluding the employment relationship during the provisional period of a renewable appointment.

CURRENT POLICY LANGUAGE:

8.3.5 Evaluation of Personnel

8.3.5.1 Faculty

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. Each institution, as part of its evaluative procedures, will utilize a written system of faculty evaluations by students, with the improvement of teaching effectiveness as the main focus of these student evaluations.

The evaluation procedures may also utilize a written system of peer evaluations, with emphasis placed on the faculty member's professional development. In those cases in which a faculty member's primary responsibilities do not include teaching, the evaluation should focus on excellence in those areas (e.g., research, administration) where the individual's major responsibilities lie. Institutional policies and procedures shall ensure that each faculty member will receive a written report of each evaluation and that the results of the evaluation will be reflected in the faculty member's annual salary recommendations. Institutions will ensure that the individuals responsible for conducting performance evaluations are appropriately trained to carry out such evaluations (BoR Minutes, 1979-80, p. 50; 1983-84, p. 36; May, 1996, p. 52).

Each institution shall conduct in-depth pre-tenure reviews of all faculty in their third year of progress toward tenure. The criteria established for promotion and tenure, emphasizing excellence in teaching, shall be used as the focus for these reviews. The institution shall develop pre-tenure review policies, as well as any subsequent revisions (BoR Minutes, April 1996, p. 39-47; May 1996, p. 52; February 2007).

8.3.5.2 Graduate Teaching/Laboratory Assistants

Institutions employing graduate teaching and/or laboratory assistants shall develop procedures to:

1. Provide appropriate training to support and enhance these assistants' teaching effectiveness;
2. Conduct regular assessments, based on written procedures and including results of student and faculty evaluations, of each assistant's teaching effectiveness and performance; and,
3. Assess competency in English and, if needed, provide training in English language proficiency.

8.3.5.3 Senior Administrators

Senior administrators shall be evaluated by the administrator's supervisor, using a performance management instrument which emphasizes:

1. Leadership qualities;
2. Management style;
3. Planning and organizing capacities;
4. Effective communication skills;
5. Accountability for diversity efforts and results; and;
6. Success at meeting goals and objectives.

All senior administrators shall be evaluated by their subordinates (one level down) at least once every five (5) years. Evaluation results will be the basis for the senior administrator's development plan.

EDITED POLICY LANGUAGE:

*NOTE: Highlighted language in italics moved from elsewhere in policy section. Struck-through language in italics moved elsewhere in policy section.

8.3.5 Evaluation of Personnel

8.3.5.1 Faculty

Each **University System of Georgia (USG)** institution shall establish definite and stated criteria, consistent with **Board of 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.~~ *Institutional policies and procedures shall ensure that each faculty member will receive a written report of each evaluation and that the results of the evaluation will be reflected in the faculty member's annual salary recommendations. Institutions will ensure that the individuals responsible for conducting performance evaluations are appropriately trained to carry out such evaluations.*

Each institution, as part of its evaluative procedures, will utilize a written system of faculty evaluations by students, with the improvement of teaching effectiveness as the main focus of these student evaluations. The evaluation procedures may also utilize a written system of peer evaluations, with emphasis placed on the faculty member's professional development. In those cases in which a faculty member's primary responsibilities do not include teaching, the evaluation should focus on excellence in those areas (e.g., research, administration) where the individual's major responsibilities lie. *Institutional policies and procedures shall ensure that each faculty member will receive a written report of each evaluation and that the results of the evaluation will be reflected in the faculty member's annual salary recommendations. Institutions will ensure that the individuals responsible for conducting performance evaluations are appropriately trained to carry out such evaluations (BoR Minutes, 1979-80, p. 50; 1983-84, p. 36; May, 1996, p. 52).*

Each **University System of Georgia (USG)** institution shall conduct in-depth pre-tenure reviews of all faculty in their third year of progress toward tenure **with a focus on** ~~The criteria established for promotion and tenure, emphasizing excellence in teaching, shall be used as the focus for these reviews.~~ The institution shall develop pre-tenure review policies, as well as any subsequent revisions (~~BoR Minutes, April 1996, p. 39-47; May 1996, p. 52; February 2007~~).

8.3.5.2 Graduate ~~Teaching/Laboratory~~ Assistants

USG Institutions employing graduate ~~teaching and/or laboratory~~ assistants shall develop procedures to:

1. Provide appropriate training to support and enhance these assistants' teaching effectiveness;
2. Conduct regular assessments **of and annually evaluate**, based on written procedures and including results of student and faculty evaluations, of each assistant's teaching effectiveness and performance; and,
3. Assess competency in English and, if needed, provide training in English language proficiency.

8.3.5.3 ~~Senior~~ **Academic** Administrators ~~Officers~~

~~Senior~~ **Academic** administrators ~~officers~~ shall be evaluated by the administrator's supervisor, using a performance management instrument which emphasizes:

1. Leadership qualities;
2. Management style;
3. Planning and organizing capacities;
4. Effective communication skills;
5. Accountability for diversity efforts and results; and;
6. Success at meeting goals and objectives.

All ~~senior~~ **academic** administrators ~~officers~~ shall be evaluated by their subordinates (one level down) at least once every five (~~5~~) years. Evaluation results will be the basis for the ~~senior~~ **academic** administrator ~~or officer~~'s development plan.

PROPOSED NEW POLICY LANGUAGE:

8.3.5 Evaluation of Personnel

8.3.5.1 Faculty

Each University System of Georgia (USG) institution shall establish definite and stated criteria, consistent with Board of 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. Institutional policies and procedures shall ensure that each faculty member will receive a written report of each evaluation and that the results of the evaluation will be reflected in the faculty member's annual salary recommendations. Institutions will ensure that the individuals responsible for conducting performance evaluations are appropriately trained to carry out such evaluations.

Each institution, as part of its evaluative procedures, will utilize a written system of faculty evaluations by students, with the improvement of teaching effectiveness as the main focus of these student evaluations. The evaluation procedures may also utilize a written system of peer evaluations, with emphasis placed on the faculty member's professional development. In those cases in which a faculty member's primary responsibilities do not include teaching, the evaluation should focus on excellence in those areas (e.g., research, administration) where the individual's major responsibilities lie.

Each University System of Georgia (USG) institution shall conduct in-depth pre-tenure reviews of all faculty in their third year of progress toward tenure with a focus on the criteria established for promotion and tenure, emphasizing excellence in teaching. The institution shall develop pre-tenure review policies, as well as any subsequent revisions

8.3.5.2 Graduate Assistants

USG institutions employing graduate assistants shall develop procedures to:

1. Provide appropriate training to support and enhance these assistants' teaching effectiveness;
2. Conduct regular assessments of and annually evaluate, based on written procedures and including results of student and faculty evaluations, of each assistant's teaching effectiveness and performance; and,
3. Assess competency in English and, if needed, provide training in English language proficiency.

8.3.5.3 Academic Administrative Officers

Academic administrative officers shall be evaluated by the administrator's supervisor using a performance management instrument which emphasizes:

1. Leadership qualities;
2. Management style;
3. Planning and organizing capacities;
4. Effective communication skills;
5. Accountability for diversity efforts and results; and;
6. Success at meeting goals and objectives.

All academic administrative officers shall be evaluated by their subordinates (one level down) at least once every five years. Evaluation results will be the basis for the academic administrative officer's development plan.

CURRENT POLICY LANGUAGE:

8.3.6 Criteria for Promotion

Each USG institution shall establish clearly stated promotion criteria and procedures that emphasize excellence in teaching for all teaching faculty. These policies will be submitted to the USG chief academic officer for review.

8.3.6.1 Minimum for All Institutions in All Professorial Ranks

The minimum criteria are:

1. Superior teaching
2. Outstanding professional service to the institution, and/or the community
3. Outstanding research, scholarship, creative activity or academic achievement
4. Professional growth and development

Noteworthy achievement in all four of the above need not be demanded, but should be expected in at least two. A written recommendation should be submitted by the head of the department concerned setting forth the reasons for promotion. The faculty member's length of service with an institution shall be taken into consideration in determining whether or not the faculty member should be promoted.

8.3.6.2 Research and Comprehensive Universities

In addition to the minimum requirements above, promotion to the rank of associate or full professor requires the terminal degree in the appropriate discipline or its equivalent in training, ability, and/or experience. Neither the possession of a doctorate nor longevity of service is a guarantee per se of promotion.

8.3.6.3 State Universities

In addition to the minimum requirements above, promotion to the rank of professor requires the terminal degree in the appropriate discipline or its equivalent in training, ability, and/or experience. Neither the possession of a doctorate nor longevity of service is a guarantee per se of promotion.

8.3.6.4 State Colleges

In addition to the minimum requirements above, promotion to the rank of professor requires a master's degree in the teaching discipline, or, in rare cases, the equivalent of two (2) years of full-time graduate or first professional study beyond the bachelor's degree. Longevity of service is not a guarantee per se of promotion.

8.3.6.5 Institutions with a Blended Function

In addition to the minimum criteria above, promotion to specific ranks requires faculty to have the degree qualifications or the equivalent in training, ability, and/or experience associated with either the institution's primary or secondary functional sectors, depending on which functional sector of the blended function the faculty member is supporting. Neither the possession of a doctorate nor longevity of service is a guarantee of promotion.

(BoR Minutes, Oct. 2008; Aug. 2014; Oct. 2016)

EDITED POLICY LANGUAGE:

8.3.6 Criteria for Promotion

Each **University System of Georgia (USG)** institution shall establish clearly-stated promotion criteria and procedures that emphasize excellence in teaching for all teaching faculty, **which shall.** ~~These policies will~~ be submitted to the USG **eChief aAcademic eOfficer** for review **and approval.**

8.3.6.1 Minimum for All Institutions in All Professorial Ranks

The minimum criteria are:

1. **Superior Excellent teaching and effectiveness in instruction;**
2. **Outstanding Noteworthy** professional service to the institution, ~~and/or~~ the community;
3. **Outstanding Noteworthy** research, scholarship, creative activity, or academic achievement; **and,**
4. **Continuous P**rofessional growth and development.

Noteworthy achievement in all four of the above **areas is not required** ~~need not be demanded~~, but should be ~~expected~~ **demonstrated** in at least two **areas**. A written recommendation should be submitted by the head of the department concerned setting forth the reasons for promotion. The faculty member's length of service with an institution shall be taken into consideration in determining whether or not the faculty member should be promoted.

8.3.6.2 Research and Comprehensive Universities

In addition to the minimum requirements above, promotion to the rank of associate or full professor requires the terminal degree in the appropriate discipline or its equivalent in training, ability, ~~and/or~~ experience. Neither the possession of a doctorate nor longevity of service is a guarantee ~~per se~~ of promotion.

8.3.6.3 State Universities

In addition to the minimum requirements above, promotion to the rank of professor requires the terminal degree in the appropriate discipline or its equivalent in training, ability, ~~and/or~~ experience. Neither the possession of a doctorate nor longevity of service is a guarantee ~~per se~~ of promotion.

8.3.6.4 State Colleges

In addition to the minimum requirements above, promotion to the rank of professor requires a master's degree in the teaching discipline, or, in rare cases, the equivalent of two ~~(2)~~ years of full-time graduate or first professional study beyond the bachelor's degree. Longevity of service is not a guarantee ~~per se~~ of promotion.

8.3.6.5 Institutions with a Blended Function

In addition to the minimum criteria above, promotion to specific ranks requires faculty to have the degree qualifications or the equivalent in training, ability, ~~and/or~~ experience associated with either the institution's primary or secondary functional sectors, depending on which functional sector of the blended function the faculty member is supporting. Neither the possession of a doctorate nor longevity of service is a guarantee of promotion.

~~(BoR Minutes, Oct. 2008; Aug. 2014; Oct. 2016)~~

PROPOSED NEW POLICY LANGUAGE:

8.3.6 Criteria for Promotion

Each University System of Georgia (USG) institution shall establish clearly-stated promotion criteria and procedures that emphasize excellence in teaching for all teaching faculty, which shall be submitted to the USG Chief Academic Officer for review and approval.

8.3.6.1 Minimum for All Institutions in All Professorial Ranks

The minimum criteria are:

1. Excellent teaching and effectiveness in instruction;
2. Noteworthy professional service to the institution or the community;
3. Noteworthy research, scholarship, creative activity, or academic achievement; and,
4. Continuous professional growth and development.

Noteworthy achievement in all four of the above areas is not required, but should be demonstrated in at least two areas. A written recommendation should be submitted by the head of the department concerned setting forth the reasons for promotion. The faculty member's

length of service with an institution shall be taken into consideration in determining whether or not the faculty member should be promoted.

8.3.6.2 Research and Comprehensive Universities

In addition to the minimum requirements above, promotion to the rank of associate or full professor requires the terminal degree in the appropriate discipline or its equivalent in training, ability, or experience. Neither the possession of a doctorate nor longevity of service is a guarantee of promotion.

8.3.6.3 State Universities

In addition to the minimum requirements above, promotion to the rank of professor requires the terminal degree in the appropriate discipline or its equivalent in training, ability, or experience. Neither the possession of a doctorate nor longevity of service is a guarantee of promotion.

8.3.6.4 State Colleges

In addition to the minimum requirements above, promotion to the rank of professor requires a master's degree in the teaching discipline, or, in rare cases, the equivalent of two years of full-time graduate or first professional study beyond the bachelor's degree. Longevity of service is not a guarantee of promotion.

8.3.6.5 Institutions with a Blended Function

In addition to the minimum criteria above, promotion to specific ranks requires faculty to have the degree qualifications or the equivalent in training, ability, ~~and~~ or experience associated with either the institution's primary or secondary functional sectors, depending on which functional sector of the blended function the faculty member is supporting. Neither the possession of a doctorate nor longevity of service is a guarantee of promotion.

CURRENT POLICY LANGUAGE:

8.3.7 Tenure and Criteria for Tenure

None of the procedures in Section 8.3.7 apply to faculty at Georgia Gwinnett College.

8.3.7.1 General Information Regarding Tenure

Each USG institution, with the exception of Georgia Gwinnett College as noted in [Section 8.3.4.4 of this Policy Manual](#), shall establish clearly stated tenure criteria and procedures that emphasize excellence in teaching for all teaching faculty. Such policies shall conform to the requirements listed below and shall be reviewed and approved by the USG chief academic officer. The requirements listed below shall be the minimum standard for award of tenure, but they are to be sufficiently flexible to permit an institution to make individual adjustments to its own peculiar problems or circumstances.

These policies are to be considered a statement of general requirements which are capable of application throughout the USG and are not a limitation upon any additional standards and requirements which a particular institution may wish to adopt for its own improvement. Such additional standards and requirements, which must be consistent with the Regents' policies and approved by the Board of Regents, shall be incorporated into the statutes of an institution.

(BoR Minutes, Aug. 2007; Oct. 2008)

8.3.7.2 Tenure Requirements

Tenure resides at the institutional level. Institutional responsibility for employment of a tenured individual is to the extent of continued employment on a 100 percent workload basis for two (2) out of every three (3) consecutive academic terms until retirement, dismissal for cause, or release because of financial exigency, or program modification as determined by the Board.

Only assistant professors, associate professors, and professors are eligible for tenure. Normally, only faculty who are employed full-time (as defined by Regents' policies) by an institution are eligible for tenure; however, faculty members holding these professorial ranks who are employed by or on the staff of a USG institution on less than a full-time basis, and who are assigned by the USG institution to or hold an appointment at a non-USG corporate or governmental entity shall, subject to the approval of the Chancellor, be eligible for promotion and/or the award of tenure by the institution president.

The term "full-time" is used in these tenure regulations to denote service on a 100% work load basis for at least two (2) out of three (3) consecutive academic terms. Faculty with non-tenure track appointments shall not acquire tenure. The award of tenure is limited to the above academic ranks and shall not be construed to include honorific appointments, such as adjunct appointments. (BoR Minutes, Aug. 2007; Oct. 2008; Nov. 2013)

8.3.7.3 Criteria for Tenure

Minimum for All Institutions in All Professorial Ranks

The minimum criteria are:

1. Superior teaching; Demonstrating excellence in instruction
2. Academic achievement, as appropriate to the mission
3. Outstanding service to the institution, profession, or community
4. Professional growth and development

Noteworthy achievement in all four of the above need not be demanded, but should be expected in at least two. A written recommendation should be submitted by the head of the department concerned, setting forth the reasons for tenure. The faculty member's length of service with an institution shall be taken into consideration in determining whether or not the faculty member should be tenured.

Research and Comprehensive Universities

In addition to the minimum criteria above, tenure at the rank of associate or full professor requires the terminal degree in the appropriate discipline or its equivalent in training, ability, and/or experience. Neither the possession of a doctorate nor longevity of service is a guarantee of tenure.

State Universities

In addition to the minimum criteria above, tenure requires the terminal degree in the appropriate discipline or its equivalent in training, ability, and/or experience. Neither the possession of a doctorate nor longevity of service is a guarantee of tenure.

State and Colleges

In addition to the minimum criteria above, tenure requires at least the equivalent of two years of full-time study beyond the bachelor's degree. Longevity of service is not a guarantee of tenure.

(BoR Minutes, Oct. 2008; Aug. 2014)

8.3.7.4 Award of Tenure

Tenure may be awarded, upon approval of the president, upon completion of a probationary period of at least five (5) years of full-time service at the rank of assistant professor or higher (BoR Minutes, August 2007). The five-year period must be continuous, except that a maximum of two (2) years interruption because of a leave of absence or part-time service may be permitted, provided, however, that an award of credit for the probationary period of an interruption shall be at the discretion of the president.

In all cases in which a leave of absence, approved by the president, is based on birth or adoption of a child, or serious disability or prolonged illness of the employee or immediate family member, the five-year probationary period may be suspended during the leave of absence. A

maximum of three (3) years' credit toward the minimum probationary period may be allowed for service in tenure track positions at other institutions or for full-time service at the rank of instructor or lecturer at the same institution. Such credit for prior service shall be approved in writing by the president at the time of the initial appointment at the rank of assistant professor or higher.

Notwithstanding anything to the contrary in this Policy Manual, in exceptional cases an institution president may approve an outstanding distinguished senior faculty member for the award of tenure upon the faculty member's initial appointment; such action is otherwise referred to as tenure upon appointment.

Each such recommendation shall be granted only in cases in which the faculty member, at a minimum, is appointed as an associate or full professor, was already tenured at a prior institution, and brings a demonstrably national reputation to the institution. If the person is being appointed to an administrative position and has not previously held tenure, the award of tenure must be approved by the Chancellor. (BoR Minutes, August 2007)

8.3.7.5 Notification of Tenure Award

Upon approval of the award of tenure to an individual by the president, that individual shall be notified in writing by the president of his/her institution, with a copy of the notification forwarded to the Executive Vice Chancellor and Chief Academic Officer.

8.3.7.6 Maximum Times Without Award of Tenure

Except for the approved suspension of the probationary period due to a leave of absence, the maximum time that may be served at the rank of assistant professor or above without the award of tenure shall be seven (7) years, provided, however, that a terminal contract for an eighth year may be proffered if a recommendation for tenure is not approved by the president.

The maximum time that may be served in combination of full-time instructional appointments (instructor or professorial ranks) without the award of tenure shall be ten (10) years, provided, however, that a terminal contract for the 11th year may be proffered if a recommendation for tenure is not approved by the president. (BoR Minutes, 1992-93, p. 188; April 2000, pp. 31-32; August 2007)

Except for the approved suspension of the probationary period due to a leave of absence, the maximum period of time that may be served at the rank of full-time instructor shall be seven (7) years (BoR Minutes, April 2000, pp. 31-32).

8.3.7.7 Loss of Tenure or Probationary Credit Towards Tenure

Tenure or probationary credit towards tenure is lost upon:

1. Resignation from an institution; or

2. Written resignation from a tenured position in order to take a non-tenured position; or,
3. Written resignation from a position for which probationary credit toward tenure is given in order to take a position for which no probationary credit is given.

In the event such an individual is again employed as a candidate for tenure, probationary credit for the prior service may be awarded in the same manner as for service at another institution.

8.3.7.8 Institution Tenure Data

Each institution shall provide data annually to the USG chief academic officer showing the institution's tenure rates by gender and race. Each institution shall provide official data on faculty and other employees each academic term to the Board of Regents. (BoR Minutes, August 2007; October 2008).

8.3.7.9 Augusta University

Anything in this policy manual to the contrary notwithstanding, faculty members employed by the Augusta University who hold a professorial rank in a tenure track position of assistant professor or above and who also hold a part-time or full-time appointment at the Veterans Administration Medical Center-Augusta (VA), shall be eligible for the award of tenure at Augusta University upon completion of at least five (5) years of full-time or part-time service at the rank of assistant professor or higher, as noted in [Section 8.3.7.2 of this Policy Manual](#).

Such faculty members shall otherwise meet the same probationary periods, criteria for promotion, procedures, and other requirements set forth in the Policy Manual of the Board of Regents and Statutes of Augusta University for the award of tenure to full-time faculty, provided, however, that such faculty members who have been employed previously by Augusta University for five (5) consecutive years or more shall be eligible to apply for tenure.

The tenure of a faculty member who also holds a VA appointment shall apply only to that portion of a faculty member's salary and benefits that are provided directly by Augusta University. In no event shall the award of tenure to faculty members holding such joint appointments obligate Augusta University to assume any portion of the salary or other benefits provided by the VA.

In the event a faculty member who has been awarded tenure at Augusta University under the provisions of this section shall for any reason cease to be employed by the VA, Augusta University shall have the right, at its sole discretion, to revoke the tenure, employment, or other affiliation of the faculty member by Augusta University without a hearing or other due process procedures or requirements set forth in the Policy Manual of the Board of Regents and the Statutes of Augusta University for other full-time tenured faculty. After termination of employment or revocation of tenure, Augusta University shall not be obligated to provide such faculty members with any further salary, benefits or other financial support.

(BoR Minutes, February 2015)

8.3.7.10 Termination/Layoff of Tenured Personnel due to Program Modification

As part of its broad constitutional authority to manage the USG, the Board of Regents may exercise its authority to modify programs at various USG institutions. Such modification may result from a significant change of institutional mission or academic priorities that may be influenced by long-term declines in degree program productivity or financial exigency as noted in [Section 8.5 of this Policy Manual](#).

These changes may result in permanent termination of academic programs or permanent and significant reduction in size thereof. A program modification of such magnitude that requires the termination of tenured faculty members will be implemented only after completion of a study, with institutional administrative and faculty participation, by the Chancellor's staff. The Chancellor will report the results of that study to the Board along with recommended guidelines under which program modification will be effected. The USG chief academic officer shall issue procedures on program modification. (BoR Minutes, 1982-83, p. 254; January 2008)

EDITED POLICY LANGUAGE:

*NOTE: Highlighted language in italics moved from elsewhere in policy section. Struck-through language in italics moved elsewhere in policy section.

8.3.7 Tenure and Criteria for Tenure

None of the procedures in Section 8.3.7 apply to faculty at Georgia Gwinnett College (GGC).

8.3.7.1 General Information Regarding Tenure

Each **University System of Georgia (USG)** institution, with the exception of Georgia Gwinnett College **GGC** as noted in Section 8.3.4.4 of this Policy Manual, shall establish clearly-stated tenure criteria and procedures that emphasize excellence in teaching for all teaching faculty. Such policies shall conform to the requirements listed below, and shall be reviewed and are approved by the USG eChief aAcademic eOfficer. The requirements listed below shall be are the minimum standard for award of tenure, but they are to shall be sufficiently flexible to permit an institution to make individual adjustments appropriate to its mission own peculiar problems or circumstances.

~~These policies are to be considered a statement of general requirements which are capable of application throughout the USG and are not a limitation upon any additional standards and requirements which a particular institution may wish to adopt for its own improvement. Such additional standards and requirements, which must be consistent with the Regents' policies and approved by the Board of Regents, shall be incorporated into the statutes of an institution.~~

~~(BoR Minutes, Aug. 2007; Oct. 2008)~~

8.3.7.2 Tenure Requirements

Tenure resides at the institutional level. Institutional responsibility for employment of a tenured individual is to the extent of continued employment on a 100 percent workload basis for two (2) out of every three (3) consecutive academic terms until retirement, dismissal for cause, or release because of financial exigency; or program modification as determined by the Board of Regents.

Only assistant professors, associate professors, and professors are eligible for tenure. Normally, only faculty who are employed full-time, (as defined *as service on a 100 percent workload basis for at least two out of three consecutive academic terms* by Regents' policies), by an institution are eligible for tenure; however, f. Faculty members holding these professorial ranks who are employed by or on the staff of a USG institution on less than a full-time basis; and who are assigned by the USG institution to or hold an appointment at a non-USG corporate or governmental entity shall, subject to the approval of the Chancellor, be eligible for promotion and/or the award of tenure by the institution p President.

The term "full-time" is used in these tenure regulations to denote service on a 100% work load basis for at least two (2) out of three (3) consecutive academic terms.

Faculty with non-tenure track appointments shall not acquire tenure. The award of tenure is limited to the above academic ranks and shall not be construed to include honorific appointments; such as adjunct appointments. (BoR Minutes, Aug. 2007; Oct. 2008; Nov. 2013) *Faculty with non-tenure track appointments shall not acquire tenure.*

8.3.7.3 Criteria for Tenure

Minimum for All Institutions in All Professorial Ranks

The minimum criteria for tenure are *demonstrating*:

1. *Superior teaching; Demonstrating excellence in and effectiveness in teaching and instruction;*
2. Academic achievement, as appropriate to the institution's mission;
3. Outstanding service to the institution, profession, or community; and,
4. Professional growth and development.

Noteworthy achievement *is required in at least two of the above categories, but is not required in all four categories of the above need not be demanded, but should be expected in at least two.* A written recommendation should be submitted by the head of the department concerned; setting forth the reasons for tenure. The faculty member's length of service with an institution shall be taken into consideration in determining whether or not the faculty member should be tenured; *but neither the possession of a doctorate degree nor longevity of service is a guarantee of tenure.*

Research and Comprehensive Universities

In addition to the minimum criteria above, tenure at the rank of associate or full professor

requires the terminal degree in the appropriate discipline or its equivalent in training, ability, and/or experience. ~~Neither the possession of a doctorate nor longevity of service is a guarantee of tenure.~~

State Universities

In addition to the minimum criteria above, tenure requires the terminal degree in the appropriate discipline or its equivalent in training, ability, and/or experience. ~~Neither the possession of a doctorate nor longevity of service is a guarantee of tenure.~~

State and Colleges

In addition to the minimum criteria above, tenure requires **a Master's Degree in the teaching discipline or, in rare cases,** at least the equivalent of two years of full-time study beyond the bachelor's degree. ~~Longevity of service is not a guarantee of tenure.~~

~~(BoR Minutes, Oct. 2008; Aug. 2014)~~

8.3.7.4 Award of Tenure

Tenure may be awarded, upon approval of the **institution pPresident,** upon completion of a probationary period of at least five ~~(5)~~ **continuous** years of full-time service at the rank of assistant professor or higher ~~(BoR Minutes, August 2007).~~ ~~The five year period must be continuous, except that.~~ **A** maximum of two ~~(2)~~ years of interruption because of a leave of absence or part-time service may be permitted, ~~provided, however, that~~ **and** ~~an award of credit for the probationary period of an interruption may be given~~ shall be at the discretion of the **pPresident.** In all cases in which a leave of absence, approved by the **pPresident,** is based on birth or adoption of a child, or ~~serious~~ disability or prolonged illness of the employee or immediate family member, the five-year probationary period may be suspended during the leave of absence.

A maximum of three ~~(3)~~ years' credit toward the minimum probationary period may be allowed for service in tenure track positions at other institutions or for full-time service at the rank of instructor or lecturer at the same institution. Such credit for prior service shall be approved in writing by the **pPresident** at the time of the initial appointment at the rank of assistant professor or higher.

Notwithstanding anything to the contrary in this Policy Manual, in exceptional cases, **an institution pPresident** may approve an outstanding distinguished senior faculty member for the award of tenure upon the faculty member's initial appointment; ~~such action,~~ **which** is otherwise referred to as "tenure upon appointment." Each ~~such~~ recommendation shall be granted only ~~in cases in which~~ **when** the faculty member, at a minimum, is appointed as an associate or full professor, was already tenured at a prior institution, and brings a demonstrably national reputation to the institution. If the person is being appointed to an administrative position ~~and~~ has not previously held tenure, the award of tenure must be approved by the Chancellor. ~~(BoR Minutes, August 2007)~~

8.3.7.5 Notification of Tenure Award

Upon approval of the award of tenure to an individual by the ~~institution p~~President, the ~~at~~ individual shall be notified in writing by the ~~p~~President of his/her institution, with a copy of the notification forwarded to the ~~Executive Vice Chancellor and~~ ~~USG~~ Chief Academic Officer.

8.3.7.6 Maximum Times Without Award of Tenure

Except for the approved suspension of the probationary period due to a leave of absence, the maximum time that may be served at the rank of assistant professor or above without the award of tenure shall be seven (7) years, ~~provided, however, that~~ ~~but~~ a terminal contract for an eighth year may be proffered if a recommendation for tenure is not approved by the ~~p~~President.

The maximum time that may be served in combination of full-time instructional appointments (instructor or professorial ranks) without the award of tenure shall be ten (10) years, ~~provided, however, that~~ ~~but~~ a terminal contract for the ~~11th~~ ~~eleventh~~ year may be proffered if a recommendation for tenure is not approved by the ~~p~~President. (~~BoR Minutes, 1992-93, p. 188; April 2000, pp. 31-32; August 2007~~)

Except for the approved suspension of the probationary period due to a leave of absence, the maximum period of time that may be served at the rank of full-time instructor shall be seven (7) years (~~BoR Minutes, April 2000, pp. 31-32~~).

8.3.7.7 Loss of Tenure or Probationary Credit Towards Tenure

Tenure or probationary credit towards tenure is lost upon:

1. Resignation from an institution; or
2. Written resignation from a tenured position in order to take a non-tenured position; or,
3. Written resignation from a position for which probationary credit toward tenure is given in order to take a position for which no probationary credit is given.

In the event such an individual is again employed as a candidate for tenure, probationary credit for the prior service may be awarded in the same manner as for service at another institution.

8.3.7.8 ~~Institution Tenure Data~~

~~Each institution shall provide data annually to the USG chief academic officer showing the institution's tenure rates by gender and race. Each institution shall provide official data on faculty and other employees each academic term to the Board of Regents. (BoR Minutes, August 2007; October 2008).~~

8.3.7.89 Augusta University

Anything in this policy manual to the contrary notwithstanding, faculty members employed by ~~the~~ Augusta University who hold a professorial rank in a tenure track position of assistant professor or above and who also hold a part-time or full-time appointment at the Veterans

Administration Medical Center-Augusta (VA), shall be eligible for the award of tenure at Augusta University upon completion of at least five (5) years of full-time or part-time service at the rank of assistant professor or higher, as noted in ~~Section 8.3.7.2 of this Policy~~ [Section 8.3.7.2 of this Policy Manual](#).

~~Such faculty members shall otherwise meet the same probationary periods, criteria for promotion, procedures, and other requirements set forth in this Policy Manual of the Board of Regents and the Statutes of Augusta University for the award of tenure to full-time faculty;~~ ~~provided, however, that s~~ Such faculty members who have been employed previously by Augusta University for five (5) consecutive years or more shall be eligible to apply for tenure.

The tenure of a faculty member who also holds a VA appointment shall apply only to that portion of a faculty member's salary and benefits that are provided directly by Augusta University. In no event shall the award of tenure to faculty members holding such joint appointments obligate Augusta University to assume any portion of the salary or other benefits provided by the VA.

In the event a faculty member who has been awarded tenure at Augusta University under the provisions of this section shall for any reason cease to be employed by the VA, Augusta University shall have the right, at its sole discretion, to revoke the tenure, employment, or other affiliation of the faculty member by Augusta University without a hearing or other due process procedures or requirements set forth in ~~this Policy Manual of the Board of Regents and the Statutes of Augusta University~~ [this Policy Manual of the Board of Regents and the Statutes of Augusta University](#) for other full-time tenured faculty. After termination of employment or revocation of tenure, Augusta University shall not be obligated to provide such faculty members with any further salary, benefits, or other financial support.

~~(BoR Minutes, February 2015)~~

8.3.7.910 Termination/ or Layoff of Tenured Personnel ~~and~~ Due to Program Modification

~~As part of its broad constitutional authority to manage the USG, t~~ The Board of Regents may exercise its authority to modify programs at various USG institutions. Such modification may result from a significant change of institutional mission or academic priorities that may be influenced by long-term declines in degree program productivity or financial exigency ~~as noted in Section 8.5 of this Policy Manual~~.

These changes may result in permanent termination of academic programs or permanent and significant reduction in size thereof. A program modification of such magnitude that requires the termination of tenured faculty members will be implemented only after completion of a study, ~~with institutional administrative and faculty participation~~, by the Chancellor's staff [with institutional administrative and faculty participation](#). The Chancellor will report the results of that study to the Board along with recommended guidelines under which program modification will be effected. The USG eChief aAcademic eOfficer shall issue procedures on program modification. ~~(BoR Minutes, 1982-83, p. 254; January 2008)~~

PROPOSED NEW POLICY LANGUAGE:**8.3.7 Tenure and Criteria for Tenure**

None of the procedures in Section 8.3.7 apply to faculty at Georgia Gwinnett College (GGC).

8.3.7.1 General Information Regarding Tenure

Each University System of Georgia (USG) institution, with the exception of GGC, shall establish clearly-stated tenure criteria and procedures that emphasize excellence in teaching for all teaching faculty, conform to the requirements listed below, are approved by the USG Chief Academic Officer. The requirements listed below are the minimum standard for award of tenure, but shall be sufficiently flexible to permit an institution to make individual adjustments appropriate to its mission.

8.3.7.2 Tenure Requirements

Tenure resides at the institutional level. Institutional responsibility for employment of a tenured individual is to the extent of continued employment on a 100 percent workload basis for two out of every three consecutive academic terms until retirement, dismissal for cause, or release because of financial exigency or program modification as determined by the Board of Regents.

Only assistant professors, associate professors, and professors are eligible for tenure. Normally, only faculty who are employed full-time, defined as service on a 100 percent workload basis for at least two out of three consecutive academic terms, by an institution are eligible for tenure. Faculty members holding these professorial ranks who are employed by a USG institution on less than a full-time basis and who are assigned by the USG institution to or hold an appointment at a non-USG corporate or governmental entity shall, subject to the approval of the Chancellor, be eligible for promotion and the award of tenure by the institution President.

The award of tenure is limited to the above academic ranks and shall not be construed to include honorific appointments such as adjunct appointments. Faculty with non-tenure track appointments shall not acquire tenure.

8.3.7.3 Criteria for Tenure**Minimum for All Institutions in All Professorial Ranks**

The minimum criteria for tenure are demonstrating:

1. Excellence and effectiveness in teaching and instruction;
2. Academic achievement, as appropriate to the institution's mission;
3. Outstanding service to the institution, profession, or community; and,

4. Professional growth and development.

Noteworthy achievement is required in at least two of the above categories, but is not required in all four categories. A written recommendation should be submitted by the head of the department concerned setting forth the reasons for tenure. The faculty member's length of service with an institution shall be taken into consideration in determining whether or not the faculty member should be tenured, but neither the possession of a doctorate degree nor longevity of service is a guarantee of tenure.

Research and Comprehensive Universities

In addition to the minimum criteria above, tenure at the rank of associate or full professor requires the terminal degree in the appropriate discipline or its equivalent in training, ability, or experience.

State Universities

In addition to the minimum criteria above, tenure requires the terminal degree in the appropriate discipline or its equivalent in training, ability, or experience.

State Colleges

In addition to the minimum criteria above, tenure requires a Master's Degree in the teaching discipline or, in rare cases, at least the equivalent of two years of full-time study beyond the bachelor's degree.

8.3.7.4 Award of Tenure

Tenure may be awarded, upon approval of the institution President upon completion of a probationary period of at least five continuous years of full-time service at the rank of assistant professor or higher. A maximum of two years of interruption because of a leave of absence or part-time service may be permitted and credit for the probationary period of an interruption may be given at the discretion of the President. In all cases in which a leave of absence, approved by the President, is based on birth or adoption of a child, or disability or prolonged illness of the employee or immediate family member, the five-year probationary period may be suspended during the leave of absence.

A maximum of three years' credit toward the minimum probationary period may be allowed for service in tenure track positions at other institutions or for full-time service at the rank of instructor or lecturer at the same institution. Such credit for prior service shall be approved in writing by the President at the time of the initial appointment at the rank of assistant professor or higher.

Notwithstanding anything to the contrary in this Policy Manual, in exceptional cases, an institution President may approve an outstanding distinguished senior faculty member for the award of tenure upon the faculty member's initial appointment, which is referred to as "tenure upon appointment." Each recommendation shall be granted only when the faculty member, at a minimum, is appointed as an associate or full professor, was already tenured at a prior institution,

and brings a demonstrably national reputation to the institution. If the person being appointed to an administrative position has not previously held tenure, the award of tenure must be approved by the Chancellor.

8.3.7.5 Notification of Tenure Award

Upon approval of the award of tenure to an individual by the institution President, the individual shall be notified in writing by the President with a copy of the notification forwarded to the USG Chief Academic Officer.

8.3.7.6 Maximum Times Without Award of Tenure

Except for the approved suspension of the probationary period due to a leave of absence, the maximum time that may be served at the rank of assistant professor or above without the award of tenure shall be seven years, but a terminal contract for an eighth year may be proffered if a recommendation for tenure is not approved by the President.

The maximum time that may be served in combination of full-time instructional appointments (instructor or professorial ranks) without the award of tenure shall be ten years, but a terminal contract for the eleventh year may be proffered if a recommendation for tenure is not approved by the President.

Except for the approved suspension of the probationary period due to a leave of absence, the maximum period of time that may be served at the rank of full-time instructor shall be seven years.

8.3.7.7 Loss of Tenure or Probationary Credit Towards Tenure

Tenure or probationary credit towards tenure is lost upon:

1. Resignation from an institution;
2. Written resignation from a tenured position in order to take a non-tenured position; or,
3. Written resignation from a position for which probationary credit toward tenure is given in order to take a position for which no probationary credit is given.

In the event such an individual is again employed as a candidate for tenure, probationary credit for the prior service may be awarded in the same manner as for service at another institution.

8.3.7.8 Augusta University

Anything in this policy manual to the contrary notwithstanding, faculty members employed by Augusta University who hold a professorial rank in a tenure track position of assistant professor or above and who also hold a part-time or full-time appointment at the Veterans Administration Medical Center-Augusta (VA), shall be eligible for the award of tenure at Augusta University

upon completion of at least five years of full-time or part-time service at the rank of assistant professor or higher, as noted in this policy section.

Such faculty members shall otherwise meet the other requirements set forth in this Policy Manual and the statutes of Augusta University for the award of tenure to full-time faculty. Such faculty members who have been employed previously by Augusta University for five consecutive years or more shall be eligible to apply for tenure.

The tenure of a faculty member who also holds a VA appointment shall apply only to that portion of a faculty member's salary and benefits that are provided directly by Augusta University. In no event shall the award of tenure to faculty members holding such joint appointments obligate Augusta University to assume any portion of the salary or other benefits provided by the VA.

In the event a faculty member who has been awarded tenure at Augusta University under the provisions of this section shall for any reason cease to be employed by the VA, Augusta University shall have the right, at its sole discretion, to revoke the tenure, employment, or other affiliation of the faculty member by Augusta University without a hearing or other due process procedures or requirements set forth in this Policy Manual and the statutes of Augusta University for other full-time tenured faculty. After termination of employment or revocation of tenure, Augusta University shall not be obligated to provide such faculty members with any further salary, benefits, or other financial support.

8.3.7.9 Termination or Layoff of Tenured Personnel Due to Program Modification

The Board of Regents may exercise its authority to modify programs at various USG institutions. Such modification may result from a significant change of institutional mission or academic priorities that may be influenced by long-term declines in degree program productivity or financial exigency.

These changes may result in permanent termination of academic programs or permanent and significant reduction in size thereof. A program modification of such magnitude that requires the termination of tenured faculty members will be implemented only after completion of a study by the Chancellor's staff with institutional administrative and faculty participation. The Chancellor will report the results of that study to the Board along with recommended guidelines under which program modification will be effected. The USG Chief Academic Officer shall issue procedures on program modification.

CURRENT POLICY LANGUAGE:

8.3.8 Non-Tenure Track Personnel

USG institutions are authorized to establish professional positions designated as non-tenure track positions. Each institution shall prepare annually, along with its budget, a list of positions so designated for signations submitted during the budget year that must also be approved by the Chancellor or his/her designee. Positions designated as non-tenure track positions or as tenure track positions may be converted to the other type only with approval by the institution president. (BoR Minutes, August 2007).

Non-tenure track 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 lifespan or that are funded, fully or partially, through non-USG sources. There shall be no maximum time limitation for service in positions in this category.

The following provisions shall apply to all non-tenure track professional personnel:

1. Individuals employed in non-tenure track positions shall not be eligible for consideration for the award of tenure.
2. Probationary credit toward tenure shall not be awarded for service in non-tenure track positions, except for lecturers and senior lecturers.
3. Notice of intention not to renew contracts of non-tenure track personnel who have been awarded academic rank (Instructor, Assistant Professor, Associate Professor, Professor) shall follow the schedule required for tenure track personnel. This schedule of notification shall not apply to other professional personnel.
4. 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 positions to non-tenure track positions shall be effected on a voluntary basis only (BoR Minutes, 1982-83, pp. 255-256).

8.3.8.1 Employment of Full-Time Lecturers

To carry out special instructional functions such as basic skills instruction, institutions, including Georgia Gwinnett College, universities may appoint instructional staff members to the position of lecturer. Lecturers are not eligible for the award of tenure. Reappointment of a lecturer who has completed six (6) consecutive years of service to an institution will be permitted only if the lecturer has demonstrated exceptional teaching ability and extraordinary value to the institution. The reappointment process must follow procedures outlined by the institution (BoR Minutes, February 2007).

Not more than 20 percent (20%) of an institution's FTE corps of primarily undergraduate instruction may be lecturers and/or senior lecturers (BoR Minutes, 1992-93, p. 188).

8.3.8.2 Senior Lecturers

The title of senior lecturer may be used at the discretion of institutions that employ lecturers. Institutions are discouraged from initial hiring at the senior lecturer level. Lecturers who have served for a period of at least six (6) years at the employing institution may be considered for promotion to senior lecturer if the institution has adopted this title and has clearly stated promotion criteria.

Promotion to senior lecturer requires approval by the president. Reappointment procedures for senior lecturers follow the same reappointment procedures as those for lecturers. Senior lecturers are not eligible for the award of tenure (BoR Minutes, August 2002).

Not more than 20 percent (20%) of an institution's FTE corps of primarily undergraduate instruction may be lecturers and/or senior lecturers (BoR Minutes, 1992-93, p. 188).

8.3.8.3 Academic Professionals

Institutions are authorized to establish non-tenure track professional positions, with the approval of the Chancellor, with Academic Professional titles assigned to such appropriate positions as defined below. The title Academic Professional would be similar to those currently in use (BoR Minutes, February, 2007).

Persons in such positions may be involved in duties of a managerial, research, technical, special, career, public service, or instructional support nature. Examples of such positions currently existing are public service professional, research scientist, research associate, research engineer, and research technologist.

The following stipulations apply to all Academic Professional positions:

1. The position requires an appropriate terminal degree, or in rare and extraordinary circumstances, qualification on the basis of demonstrably successful related experience, which exception is expressly approved by the institution president (BoR Minutes, February 2007).
2. The Academic Professional designation may not be assigned to a position where the teaching and research responsibilities total 50% or more of the total assignment.
3. The position is not a tenure-track position, and the holder of the position is not eligible for consideration for the award of tenure, or for probationary credit toward tenure.

The designation Academic Professional would apply to a variety of academic assignments that call for academic background similar to that of a faculty member with professorial rank, but which are distinctly different from professorial positions. Examples include:

1. Managing instructional laboratories;
2. Assuming academic program management roles not suited for expectations applied to tenure-track faculty members, operating instructional technology support programs;

3. Being responsible for general academic advising;
4. Assuming professional student counseling center responsibilities, providing specialized skill acquisition training as support for academic programs; and,
5. Working with tenure-track faculty members in course and curriculum development and in the laboratory.

(BoR Minutes, October 2008)

General categories for Academic Professionals would include:

1. *Training and Instructional Support*. This includes educational needs assessment, program development and coordination, instructional materials and technology development, delivery of specialized or skill acquisition instruction, and program evaluation. In light of the restriction above, Academic Professionals must be persons whose instructional duties account for less than half of their total time.
2. *Technical Assistance*. An advisory or operating role which provides specialized knowledge appropriate for program support and development. The activities range from a significant or advisory or operating role to managing a technical support unit to development of organizational structures and function.
3. *Specialized Management*. This includes supervision of clinical practice or field experience, or providing services or out-of-class educational opportunities for students.

Career ladders may be established for Academic Professionals, using the following titles: Academic Professional Associate, Academic Professional, and Senior Academic Professional (BoR Minutes, February 2007).

All provisions of Section 8.3.8 of the Board of Regents' Policy Manual will apply to the employment of Academic Professionals.

EDITED POLICY LANGUAGE:

*NOTE: Highlighted language moved from elsewhere in policy section. Struck-through language in italics moved elsewhere in policy section.

8.3.8 Non-Tenure Track Personnel

University System of Georgia (USG) institutions ~~are authorized to~~ **may** establish professional positions ~~designated as non-tenure track positions. Each institution shall prepare annually, along with its budget, a list of positions so designated for signations submitted during the budget year that must also be approved by the Chancellor or his/her designee. Positions designated as non-tenure track positions or as tenure track positions may be converted to the other type only~~ **with** ~~by approval by~~ **of** the institution ~~pp~~ President. (BoR Minutes, August 2007).

Non-tenure track 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 lifespan or that are funded, fully or partially, through non-USG sources. There shall be no maximum time limitation for service in positions in this category.

The following provisions shall apply to all non-tenure track professional personnel:

1. Individuals employed in non-tenure track positions shall not be eligible for consideration for the award of tenure;:-
2. Probationary credit toward tenure shall not be awarded for service in non-tenure track positions, except for lecturers and senior lecturers;:-
3. Notice of intention not to renew contracts of non-tenure track personnel who have been awarded academic rank (Instructor, Assistant Professor, Associate Professor, and Professor) shall follow the schedule required for tenure track personnel, but, ~~T~~ this schedule of notification shall not apply to other professional personnel;:- and,
4. Individuals employed in non-tenure track positions may apply on an equal basis with other candidates for tenure track positions ~~which may~~ **that** become available.

The transfer of individuals from tenure-track positions to non-tenure track positions shall be effected on a voluntary basis only (~~BoR Minutes, 1982-83, pp. 255-256~~).

8.3.8.1 Employment of Full-Time Lecturers

~~To carry out special instructional functions such as basic skills instruction, USG institutions, including Georgia Gwinnett College, universities may appoint instructional staff members to the position of lecturer, senior lecturer, or principal lecturer. Lecturers, senior lecturers, and principal lecturers are not eligible for the award of tenure.~~

8.3.8.2 Reappointment of Full-Time Lecturers

Reappointment of a lecturer who has completed six ~~(6)~~ consecutive years of service to an institution will be permitted only if the lecturer has demonstrated exceptional teaching ability and extraordinary value to the institution **and if the institution determines that there is a continued need for the lecturer**. The reappointment process must follow procedures outlined by the institution (~~BoR Minutes, February 2007~~).

Not more than 20 percent ~~(20%)~~ of an institution's **FTE full-time equivalent** corps of primarily undergraduate instruction may be lecturers, ~~and/or~~ senior lecturers, or principal lecturers (~~BoR Minutes, 1992-93, p. 188~~).

8.3.8.3~~2~~ Senior Lecturers **and Principal Lecturers**

Lecturers who have served **at the employing USG institution** for a period of at least six ~~(6)~~ years ~~at the employing institution~~ may be considered for promotion to senior lecturer **or principal**

lecturer *at the discretion of the institution* if the *institution relevant title* has been adopted by the *institution* ~~this title~~ and the institution has clearly stated promotion criteria. ~~The title of senior lecturer may be used at the discretion of institutions that employ lecturers.~~

Institutions are discouraged from initial hiring at the senior lecturer and principal lecturer levels. *Lecturers who have served for a period of at least six (6) years at the employing institution may be considered for promotion to senior lecturer if the institution has adopted this title and has clearly stated promotion criteria.*

Promotion to senior lecturer and principal lecturer requires approval by the pPresident. Reappointment procedures for senior lecturers and principal lecturers follow the same reappointment procedures as those for lecturers. Senior lecturers and principal lecturers are not eligible for the award of tenure (BoR Minutes, August 2002).

Not more than 20 percent (20%) of an institution's FTE corps of primarily undergraduate instruction may be lecturers and/or senior lecturers (BoR Minutes, 1992-93, p. 188).

8.3.8.43 Academic Professionals

Institutions are authorized to establish non-tenure track professional positions, with the approval of the Chancellor, with Academic Professional titles assigned to such appropriate positions as defined below. ~~The title Academic Professional would be similar to those currently in use (BoR Minutes, February, 2007).~~ *The designation Academic Professional would apply to a variety of academic assignments that call for academic background similar to that of a faculty member with professorial rank, but which are distinctly different from professorial positions.* Persons in such positions may be involved in duties of a managerial, research, technical, special, career, public service, or instructional support nature. ~~Examples of such positions currently existing are public service professional, research scientist, research associate, research engineer, and research technologist.~~

The following stipulations apply to all Academic Professional positions:

1. The position requires an appropriate terminal degree, or, in rare and extraordinary circumstances, qualification on the basis of demonstrably successful related experience, which exception is expressly approved by the institution pPresident (BoR Minutes, February 2007);
2. The Academic Professional designation may not be assigned to a position where the teaching and research responsibilities total 50% percent or more of the total assignment; and
3. The position is not a tenure-track position, and the holder of the position is not eligible for consideration for the award of tenure, or for probationary credit toward tenure.

The designation Academic Professional would apply to a variety of academic assignments that call for academic background similar to that of a faculty member with professorial rank, but which are distinctly different from professorial positions. Examples include:

- ~~1. Managing instructional laboratories;~~
- ~~2. Assuming academic program management roles not suited for expectations applied to tenure track faculty members, operating instructional technology support programs;~~
- ~~3. Being responsible for general academic advising;~~
- ~~4. Assuming professional student counseling center responsibilities, providing specialized skill acquisition training as support for academic programs; and,~~
- ~~5. Working with tenure track faculty members in course and curriculum development and in the laboratory.~~

(BoR Minutes, October 2008)

General categories for Academic Professionals ~~would~~ include:

1. Training and ~~I~~Instructional ~~S~~Support, ~~which~~. This includes educational needs assessment, program development and coordination, instructional materials and technology development, delivery of specialized or skill acquisition instruction, and program evaluation. In light of the restriction above, Academic Professionals must be persons whose instructional duties account for less than half of their total time.
2. Technical ~~A~~Assistance. ~~A~~ ~~in~~ an advisory or operating role ~~which~~ ~~that~~ provides specialized knowledge appropriate for program support and development. ~~The~~ ~~with~~ activities ranging from a significant or advisory or operating role to managing a technical support unit to development of organizational structures and function.
3. Specialized ~~M~~management, ~~which~~. This includes supervision of clinical practice or field experience; or providing services or out-of-class educational opportunities for students.

Career ladders may be established for Academic Professionals, using the following titles: Academic Professional Associate, Academic Professional, and Senior Academic Professional. (BoR Minutes, February 2007).

~~All provisions of Section 8.3.8 of the Board of Regents' Policy Manual will apply to the employment of Academic Professionals.~~

PROPOSED NEW POLICY LANGUAGE:

8.3.8 Non-Tenure Track Personnel

University System of Georgia (USG) institutions may establish non-tenure track positions. Positions designated as non-tenure track positions or tenure track positions may be converted to the other type only by approval of the institution President.

Non-tenure track 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 lifespan or that are funded, fully or

partially, through non-USG sources. There shall be no maximum time limitation for service in positions in this category.

The following provisions shall apply to all non-tenure track professional personnel:

1. Individuals employed in non-tenure track positions shall not be eligible for consideration for the award of tenure;
2. Probationary credit toward tenure shall not be awarded for service in non-tenure track positions, except for lecturers and senior lecturers;
3. Notice of intention not to renew contracts of non-tenure track personnel who have been awarded academic rank (instructor, assistant professor, associate professor, and professor) shall follow the schedule required for tenure track personnel, but this schedule of notification shall not apply to other professional personnel; and,
4. Individuals employed in non-tenure track positions may apply on an equal basis with other candidates for tenure track positions that become available.

The transfer of individuals from tenure-track positions to non-tenure track positions shall be effected on a voluntary basis only.

8.3.8.1 Employment of Full-Time Lecturers

USG institutions may appoint instructional staff members to the position of lecturer, senior lecturer, or principal lecturer. Lecturers, senior lecturers, and principal lecturers are not eligible for the award of tenure.

8.3.8.2 Reappointment of Full-Time Lecturers

Reappointment of a lecturer who has completed six consecutive years of service to an institution will be permitted only if the lecturer has demonstrated exceptional teaching ability and extraordinary value to the institution and if the institution determines that there is a continued need for the lecturer. The reappointment process must follow procedures outlined by the institution.

Not more than 20 percent of an institution's full-time equivalent corps of primarily undergraduate instruction may be lecturers, senior lecturers, or principal lecturers.

8.3.8.3 Senior Lecturers and Principal Lecturers

Lecturers who have served at the employing USG institution for at least six years may be considered for promotion to senior lecturer or principal lecturer at the discretion of the institution if the relevant title has been adopted by the institution and the institution has clearly-stated promotion criteria.

Institutions are discouraged from initial hiring at the senior lecturer and principal lecturer levels. Promotion to senior lecturer and principal lecturer requires approval by the President.

Reappointment procedures for senior lecturers and principal lecturers follow the same reappointment procedures as those for lecturers. Senior lecturers and principal lecturers are not eligible for the award of tenure.

8.3.8.4 Academic Professionals

Institutions are authorized to establish non-tenure track professional positions, with the approval of the Chancellor, with academic professional titles assigned to such appropriate positions as defined below. The designation Academic Professional would apply to a variety of academic assignments that call for academic background similar to that of a faculty member with professorial rank, but which are distinctly different from professorial positions. Persons in such positions may be involved in duties of a managerial, research, technical, special, career, public service, or instructional support nature.

The following stipulations apply to all Academic Professional positions:

1. The position requires an appropriate terminal degree, or, in rare and extraordinary circumstances, qualification on the basis of demonstrably successful related experience, which exception is expressly approved by the institution President;
2. The Academic Professional designation may not be assigned to a position where the teaching and research responsibilities total 50 percent or more of the total assignment; and
3. The position is not a tenure-track position and the holder of the position is not eligible for consideration for the award of tenure or probationary credit toward tenure.

General categories for Academic Professionals include:

1. Training and instructional support, which includes educational needs assessment, program development and coordination, instructional materials and technology development, delivery of specialized or skill acquisition instruction, and program evaluation. In light of the restriction above, Academic Professionals must be persons whose instructional duties account for less than half of their total time.
2. Technical assistance in an advisory or operating role that provides specialized knowledge appropriate for program support and development with activities ranging from a significant or advisory or operating role to managing a technical support unit to development of organizational structures and function.
3. Specialized management, which includes supervision of clinical practice or field experience or providing services or out-of-class educational opportunities for students.

Career ladders may be established for Academic Professionals, using the following titles: Academic Professional Associate, Academic Professional, and Senior Academic Professional.

CURRENT POLICY LANGUAGE:

8.3.9 Discipline and Removal of Faculty Members

The president of an institution may at any time remove any faculty member or other employee of an institution for cause. Cause shall include willful or intentional violation of the policies of the Board of Regents or the approved statutes of an institution. Further causes or grounds for dismissal are set forth in the tenure regulations of the policies of the Board of Regents and in the approved statutes or bylaws of an institution (BoR Minutes, 1974-75, pp. 304-313; 1982-83, p. 23).

8.3.9.1 Grounds for Removal

A tenured or non-tenured faculty member may be dismissed before the end of his/her contract term 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 his/her profession (BoR minutes 1989-90, pp.384-385).
4. Conviction or admission of guilt in a court proceeding of any criminal drug offense (BoR Minutes, 1989-90, pp. 384- 385).
5. Physical or mental incompetency as determined by law or by a medical board of three (3) 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. Violation of, among other policies, Board Policy 8.2.1 (non-discrimination), Board Policy 8.2.16 (sexual harassment), or Board Policy 8.2.23 (amorous relationships).
9. Such other grounds for dismissal as may be specified in the Statutes of the institution (BoR Minutes, November 2013).

Each institution, as a 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 (BoR Minutes, 1951-52, pp. 315-319, pp. 159-60; 1966-67, p. 206; 1969-70, pp. 21-22; 1974-75, pp. 304-313; 1982-83, p. 254).

8.3.9.2 Procedures for Dismissal

These procedures shall apply only to the dismissal of a faculty member with tenure, or a non-tenured faculty member before the end of the term specified in his/her contract.

It is intended that the procedures set forth below shall be considered as minimum standards of due process and shall not be construed as a limitation upon individual standards or procedures, consistent with the Policy Manual and Bylaws of the Board, which a USG institution may elect to adopt for its own improvement or to make adjustment to its own particular circumstances. Such additional standards or procedures shall be incorporated into the statutes of the institution.

The president may at any time remove any faculty member for cause. Cause or grounds for dismissal are set forth in [Section 8.3.9.1 of this Policy Manual](#) and in the approved statutes or bylaws of an institution. Whenever the words “president” or “administration” are used in these procedures, they shall be construed to include the designated representative of the president.

Preliminary Procedures

The dismissal of a tenured faculty member, or a non-tenured faculty member during his/her contract term should be preceded by:

1. Discussion between the faculty member and appropriate administrative officers looking toward a mutual settlement.
2. Informal inquiry by an appropriate faculty committee which may, upon failing to effect an adjustment, advise the president whether dismissal proceedings should be undertaken; its advisory opinion shall not be binding upon the president.
3. A letter to the faculty member forewarning that he/she is about to be terminated for cause and informing him/her that a statement of charges will be forwarded to him/her upon request. The faculty member may also request a formal hearing on the charges before a faculty committee. Failure to request charges or a hearing within a reasonable time shall constitute a waiver of the right to a hearing.
4. A statement of charges, if requested by the faculty member, framed with reasonable particularity by the president or his or her designated representative. Along with the charges, the faculty member shall be advised of the names of the witnesses to be used against him or her together with the nature of their expected testimony.

Provision for Hearing Committee

A dismissal as defined above shall be preceded by statement of charges or causes (grounds for dismissal) if so requested, including a statement that the faculty member concerned shall have the right to be heard by a faculty hearing committee.

The Hearing Committee shall consist of not fewer than three (3) or more than five (5) impartial faculty members appointed by the executive committee (or its equivalent) of the highest legislative body of the faculty, from among the members of the entire faculty, as defined in [Section 8.1.1 of this Policy Manual](#), of the institution.

Members of the Hearing Committee may serve concurrently on other committees of the faculty. The Hearing Committee will meet as a body when it is called into session by the chair of the body that selected them either at his/her discretion, or upon the request of the president or the faculty member who is subject to dismissal.

When the Hearing Committee is called into session, it shall elect a chair from among its membership. A member should remove himself/herself from the case, either at the request of a party or on his/her own initiative if he/she deems himself/herself disqualified for bias or interest. Each party shall have a maximum of two (2) challenges without stated cause, provided, however, that all challenges whether with or without cause shall be made in writing and filed with the chair of the Hearing Committee at least five (5) days in advance of the date set for the hearing.

The chair shall have the authority to decide whether a member of the committee is disqualified for cause. If the chair determines that a member is so disqualified or if a committee member removes himself/herself from a case, the replacement shall be made in the same manner as the original committee was selected. If the chair is thus removed, the committee shall elect a new chair after committee replacements have been appointed. A minimum of three (3) members is required for any action to be taken.

Dismissal Procedures

In all instances where a hearing is requested, the following hearing procedures shall apply:

1. Service of notice of the hearing with specific reasons or charges against the faculty member together with the names of the members of the Hearing Committee shall be made in writing at least twenty (20) days prior to the hearing. The faculty member may waive a hearing or he/she may respond to the charges in writing at least five (5) days in advance of the date set for the hearing. If a faculty member waives a hearing, but denies the charges or asserts that the charges do not support a finding of adequate cause, the Hearing Committee shall evaluate all available evidence and rest its recommendation upon the evidence in the record.
2. The Hearing Committee, in consultation with the president and the faculty member, may exercise its judgment as to whether the hearing should be public or private.
3. During the proceedings the faculty member and the administration shall be permitted to have an academic advisor and/or counsel of his/her choice. The Hearing Committee will be permitted to have advisory counsel.
4. At the request of either party or the chair of the Hearing Committee, a representative of a responsible education association shall be permitted to attend as an observer.
5. A tape recording or transcript of the proceedings shall be kept and made available to the faculty member and the administration in the event an appeal is filed.
6. An oath or affirmation shall be administered to all witnesses by any person authorized by law to administer oaths in the State of Georgia.
7. The Hearing Committee may grant adjournments to enable either party to investigate evidence as to which a valid claim of surprise is made.
8. The faculty member and the administration shall be afforded a reasonable opportunity to obtain necessary witnesses and documentary or other evidence.

9. The faculty member and the administration will have the right to confront and cross-examine all witnesses. Where the witness cannot or will not appear but the Committee determines that the interests of justice require the admission of his/her statement, the Committee will identify the witness, disclose his statement and if possible provide for interrogatories.
10. The Hearing Committee will not be bound by strict rules of legal evidence and may admit any evidence which is of probative value in determining the issues involved. Every possible effort will be made to obtain the most reliable evidence available. All questions relating to admissibility of evidence or other legal matters shall be decided by the chair or presiding officer.
11. The findings of fact and the decision of the Hearing Committee will be based solely on the hearing record.
12. Except for such simple announcements as may be required covering the time of the hearing and similar matters, public statements and publicity about the case by either the faculty member or administrative officers should be avoided until the proceedings have been completed, including consideration by the Board of Regents in the event an appeal is filed. The president and the faculty member will be notified in writing of the decision and recommendation, if any, of the Hearing Committee.
13. If the Committee concludes that adequate cause for dismissal has not been established by the evidence in the record, it will so report to the president. If the president does not approve the report, he/she should state his/her reasons in writing to the Committee for response before rendering his/her final decision. If the Committee concludes that an academic penalty less than dismissal would be more appropriate than dismissal, it may so recommend with supporting reasons. The president may or may not follow the recommendations of the Committee.
14. After complying with the foregoing procedures, the president shall send an official letter to the faculty member notifying him/her of his/her retention or removal for cause. Such letter shall be delivered to addressee only, with receipt to show to whom and when delivered and address where delivered. The letter shall clearly state any charges which the president has found sustained and shall notify such person that he/she may apply for discretionary review as provided for in Policy 8.6. (BoR Minutes, February 2015)
15. Upon dismissal by the president, the faculty member shall be suspended from employment without pay from the date of the final decision of the president. Should the faculty member be reinstated pursuant to an application under Policy 8.6, he/she shall be compensated from the date of the suspension. (BoR Minutes, February 2015)

8.3.9.3 Dismissal of Temporary, Limited Term, or Part-Time Instructional Personnel

Temporary or part-time personnel serving without a written contract hold their employment at the pleasure of the president, chief academic officer, or their immediate supervisor, any of whom may discontinue the employment of such employees without cause or advance notice (BoR Minutes, 1986-87, p. 103).

8.3.9.4 Suspension for Violation of State or Federal Laws

When a faculty member of any USG institution is charged with the violation of a state or federal law, or is indicted for any such offense, a thorough review of the circumstances shall be carried out by the president.

In the event a faculty member is temporarily suspended, the administration shall immediately convene an ad hoc faculty committee or utilize the services of an appropriate existing faculty committee for the purpose of hearing an appeal by the faculty member. The appeal shall be submitted in writing in accordance with procedures to be established by the hearing committee, which shall render its decision within ten (10) days from the conclusion of the hearing. Thereafter, any further appeal by the faculty member shall be in accordance with the procedures set forth in Policy 8.6. Application for Discretionary Review. (BoR Minutes, 1969-70, p. 394; February 2015)

EDITED POLICY LANGUAGE:

*NOTE: Highlighted language in italics moved from elsewhere in policy section. Struck-through language in italics moved elsewhere in policy section.

8.3.9 Discipline and Removal of Faculty Members

The pPresident of an **University System of Georgia (USG)** institution **or his or her designee** may at any time remove any faculty member ~~or other employee of an institution for cause~~. Cause shall include willful or intentional violation of the *policies* of the Board of Regents' **policies** or the approved statutes **or bylaws** of an institution. ~~Further causes or grounds for dismissal are or as otherwise~~ set forth in the ~~tenure regulations of the~~ *policies* of the Board of Regents' **policies** and ~~in the approved statutes or bylaws of an institution~~ (BoR Minutes, 1974-75, pp. 304-313; 1982-83, p. 23).

8.3.9.1 Grounds for Removal

A tenured or non-tenured faculty member may be dismissed before the end of his/ **or** her contract term 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 applicable** laws; teaching or working under the influence of alcohol **or other drugs**, which interferes with

- the faculty member's performance of duties or his/her responsibilities to the institution or to his/ or her profession; (~~BoR minutes 1989-90, pp. 384-385~~).
4. Conviction or admission of guilt in a court proceeding of any criminal drug offense; (~~BoR Minutes, 1989-90, pp. 384-385~~).
 5. Physical or mental incompetency as determined by law or by a medical board of three (3) or more licensed physicians and reviewed by a committee of the faculty;
 6. False swearing with respect to official documents or statements filed with or given to the institution;
 7. Disruption of any teaching, research, administrative, disciplinary, public service, or other authorized activity;
 8. Violation of, among other policies, Board of Regents' Policies; 8.2.1 (non-discrimination), Board Policy 8.2.16 (sexual harassment), or Board Policy 8.2.23 (amorous relationships); and,
 9. ~~Such~~ Other grounds for dismissal as may be specified in the institution's statutes of the institution, which (~~BoR Minutes, November 2013~~).

~~Each institution, as a part of its statutes, may supplement the Board of 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 (~~BoR Minutes, 1951-52, pp. 315-319, pp. 159-60; 1966-67, p. 206; 1969-70, pp. 21-22; 1974-75, pp. 304-313; 1982-83, p. 254~~).

8.3.9.2 Procedures for Dismissal

These procedures shall apply only to the dismissal of a faculty member with tenure, or a non-tenured faculty member before the end of the term specified in his/ or her contract.

~~It is intended that the procedures set forth below shall be considered as~~ These procedures are the minimum standards of due process and shall not be construed as a do not limitation upon individual an institution from adopting its own additional standards or procedures, consistent with the Board of Regents' Policies Manual and Bylaws of the Board, which a USG institution may elect to adopt for its own improvement or to make adjustment to its own particular circumstances. Such additional standards or procedures shall be incorporated into the statutes of the institution.

~~The president may at any time remove any faculty member for cause. Cause or grounds for dismissal are set forth in~~ Section 8.3.9.1 of this Policy Manual and in the approved statutes or bylaws of an institution. Whenever the words "president" or "administration" are used in these procedures, they shall be construed to include the designated representative of the president.

Preliminary Procedures

The dismissal of a tenured faculty member, or a non-tenured faculty member during his/ or her contract term should be preceded by:

1. Discussion between the faculty member and appropriate administrative officers looking toward a mutual settlement.
2. Informal inquiry by an appropriate faculty committee which may, upon failing to effect an adjustment, advise the pPresident whether dismissal proceedings should be undertaken, though; its the advisory opinion shall not be binding upon the pPresident.
3. A letter to the faculty member forewarning that he/ or she is about to be terminated for cause and informing him/ or her that a statement of charges will be forwarded to him/ or her upon request. The faculty member may also request a formal hearing on the charges before a faculty committee. Failure to request charges or a hearing within a reasonable time shall constitute a waiver of the right to a hearing.
4. A statement of charges, if requested by the faculty member, framed with reasonable particularity by the pPresident or his or her designated representative. Along with the charges, the faculty member shall be advised of the names of the witnesses to be used against him or her together with the nature of their expected testimony.

Provision for Hearing Committee

A dismissal as defined above shall be preceded by statement of charges or causes (grounds for dismissal) if so requested by the faculty member, including a statement that the faculty member concerned shall have the right to be heard by a faculty hearing committee, which-

The Hearing Committee shall consist of not fewer than three (3) or more than five (5) impartial faculty members appointed by the executive committee (or its equivalent) of the highest legislative body of the faculty, from among the members of the entire faculty, as defined in [Section 8.1.1 of this Policy Manual](#), of the institution. Members of the Hhearing Ccommittee may serve concurrently on other committees of the faculty.

When the hearing committee is called into session, it shall elect a chair from among its membership. The Hhearing Ccommittee will meet as a body when it is called into session by the chair of the body that selected them either at his/her the chair's discretion, or upon the request of the pPresident or the faculty member who is subject to dismissal. *A minimum of three committee members is required for any vote or official action to be taken.*

When the Hearing Committee is called into session, it shall elect a chair from among its membership. A hearing committee member should remove himself/ or herself from the case, either at the request of a party or on his/ or her own initiative, if he/ or she deems himself/ or herself disqualified for bias or interest. Each party shall have a maximum of two (2) challenges without stated cause, provided, however, that all challenges whether with or without cause that shall be made in writing and filed with the chair of the Hhearing Ccommittee at least five (5) days in advance of the date set for the hearing.

Additionally, the chair may ~~shall have the authority to~~ decide whether a member of the committee is ~~should be~~ disqualified for cause. If the chair determines that a committee member is so disqualified or if a committee member removes himself/herself from a case, the replacement shall be made in the same manner as the original committee was selected. If the chair is ~~thus~~ removed, the committee shall elect a new chair after committee replacements have been appointed.

A minimum of three (3) members is required for any action to be taken.

Dismissal Procedures

In all instances where **When** a hearing is requested, the following hearing procedures shall apply:

1. Service of notice of the hearing with specific reasons or charges against the faculty member together with the names of the members of the **H**earing **C**ommittee shall be **provided to the charged faculty member** made in writing at least ~~twenty (20)~~ days prior to the hearing. The faculty member may waive a hearing or ~~he/she may~~ respond to the charges in writing at least five (5) days in advance of the date set for the hearing. If a faculty member waives a hearing, but denies the charges or asserts that the charges do not support a finding of adequate cause, the **H**earing **C**ommittee shall evaluate all available evidence and rest its recommendation upon the evidence in the record.
2. The **H**earing **C**ommittee, in consultation with the **P**resident and the **charged** faculty member, may exercise its judgment as to whether the hearing should be public or private **in accordance with applicable law.**
3. During the proceedings the **charged** faculty member, ~~and the administration, and the hearing committee~~ shall be permitted to have an **academic** ~~may each have~~ advisory and/or counsel of his, / her, **or their** choice. ~~The Hearing Committee will be permitted to have advisory counsel.~~
4. At the request of either party or the chair of the **H**earing **C**ommittee, a representative of a responsible education association shall be permitted to attend **the hearing** as an observer.
5. A tape recording or transcript of the proceedings shall be kept **in accordance with institution policies and procedures** and made available to the **charged** faculty member and the administration in the event an appeal is filed.
6. An oath or affirmation shall be administered to all witnesses by any person authorized by law to administer oaths in the State of Georgia.
7. The **H**earing **C**ommittee may grant adjournments to enable either party to investigate evidence as to which a valid claim of surprise is made.
8. The **charged** faculty member and the administration shall be afforded a reasonable opportunity to obtain necessary witnesses and documentary or other evidence.
9. The **charged** faculty member and the administration will have the right to confront and cross-examine all witnesses. Where the witness cannot or will not appear but the **C**ommittee determines that the interests of justice require the admission of his/ **or** her statement, the **C**ommittee will identify the witness, disclose ~~his~~ **the** statement, and, if possible, provide for interrogatories.

10. The Hearing Committee will is not be bound by strict rules of legal evidence and may admit any evidence which that is of probative value in determining the issues involved. Every possible effort will be made to obtain the most reliable evidence available. All questions relating to admissibility of evidence or other legal matters shall be decided by the chair or presiding officer of the committee.
11. The findings of fact and the decision of the Hearing Committee will be based solely on the hearing record.
12. Except for such simple announcements ~~as may be required covering~~ concerning the time of the hearing and similar matters, public statements, and publicity about the case by either the charged faculty member or administrative officers should be avoided until the proceedings have been completed, including consideration by the Board of Regents in the event an appeal is filed. ~~The president and the faculty member will be notified in writing of the decision and recommendation, if any, of the Hearing Committee.~~
13. ~~The President and the charged faculty member shall be notified in writing of the decision and recommendation, if any, of the hearing committee.~~ If the Hearing Committee concludes that adequate cause for dismissal has not been established by the evidence in the record, it will ~~so report to~~ advise the pPresident. If the pPresident does not approve the ~~report~~ committee's decision, he/ or she should state his/ or her reasons in writing to the Committee for response before rendering his/ or her final decision. If the Committee concludes that an academic penalty less than dismissal would be more appropriate than dismissal, it may so recommend with supporting reasons. The pPresident may or may not follow the recommendations of the Committee.
14. After complying with the foregoing procedures, the pPresident shall send an official letter to the charged faculty member notifying him/ or her of the President's decision his/her retention or removal for cause. Such letter shall be delivered to addressee only, with receipt to show to whom and when delivered and the address where delivered. The letter shall clearly state any charges that which the pPresident has found sustained and shall notify such person that he/ or she may apply for discretionary review as provided for in Board of Regents' Policy-8.6. ~~(BoR Minutes, February 2015)~~
15. Upon dismissal by the pPresident, the faculty member shall be suspended from employment without pay from the date of the final decision of the pPresident. Should the faculty member be reinstated pursuant to an application for discretionary review under Board of Regents' Policy-8.6, he/ or she shall be compensated from the date of the suspension. ~~(BoR Minutes, February 2015)~~

8.3.9.3 Dismissal of Temporary, Limited Term, or Part-Time Instructional Personnel

Temporary or part-time personnel serving without a written contract hold their employment at the pleasure of the institution pPresident, and chief academic officer, or and their immediate supervisor, any of whom may discontinue the employment of such employees without cause or advance notice. ~~(BoR Minutes, 1986-87, p. 103).~~

8.3.9.4 Temporary Suspension for Charges of Violation of State or Federal Laws

When a faculty member of any USG institution is charged with the violation of a state or federal law, or is indicted for any such offense, a thorough review of the circumstances shall be carried out by the President or his or her designee.

In the event a faculty member is temporarily suspended, the administration shall immediately convene an ad hoc faculty committee or utilize the services of an appropriate existing faculty committee for the purpose of hearing an appeal by the faculty member. The appeal shall be submitted in writing in accordance with procedures to be established by the hearing committee, which shall render its decision within ten (10) days from the conclusion of the hearing. Thereafter, any further appeal by the faculty member may shall be in accordance with the procedures set forth in Policy 8.6. Application for Discretionary Review under the Board of Regents' Policy. (BoR Minutes, 1969-70, p. 394; February 2015)

PROPOSED NEW POLICY LANGUAGE:

8.3.9 Discipline and Removal of Faculty Members

The President of a University System of Georgia (USG) institution or his or her designee may at any time remove any faculty member or other employee of an institution for cause. Cause shall include willful or intentional violation of the Board of Regents' policies or the approved statutes or bylaws of an institution or as otherwise set forth in the Board of Regents' policies and the approved statutes or bylaws of an institution.

8.3.9.1 Grounds for Removal

A tenured or non-tenured faculty member may be dismissed before the end of his or her contract term 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, research, or scholarship;
3. Unlawful manufacture, distribution, sale, use, or possession of marijuana, a controlled substance, or other drugs as defined by applicable laws; teaching or working under the influence of alcohol or illegal or dangerous drugs, which interferes with the faculty member's performance of duties or responsibilities to the institution or his or her 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 or statements filed with or given to the institution;
7. Disruption of any teaching, research, administrative, disciplinary, public service, or other authorized activity;
8. Violation of Board of Regents' policies; and,
9. Other grounds for dismissal as may be specified in the institution statutes of the institution, which may supplement the Board of Regents' policies governing causes and procedures for dismissal.

Each institution should provide for standards governing faculty conduct, including sanctions short of dismissal and procedures for implementing such sanctions. In imposing sanctions, the burden of proof lies with the institution.

8.3.9.2 Procedures for Dismissal

These procedures shall apply only to the dismissal of a faculty member with tenure or a non-tenured faculty member before the end of the term specified in his or her contract.

These procedures are the minimum standards of due process and do not limit an institution from adopting its own additional standards or procedures consistent with the Board of Regents' policies and bylaws. Such additional standards or procedures shall be incorporated into the statutes of the institution.

Preliminary Procedures

The dismissal of a tenured faculty member or a non-tenured faculty member during his or her contract term should be preceded by:

1. Discussion between the faculty member and appropriate administrative officers looking toward a mutual settlement.
2. Informal inquiry by an appropriate faculty committee which may, upon failing to effect an adjustment, advise the President whether dismissal proceedings should be undertaken, though the advisory opinion shall not be binding upon the President.
3. A letter to the faculty member forewarning that he or she is about to be terminated for cause and informing him or her that a statement of charges will be forwarded to him or her upon request. The faculty member may request a formal hearing on the charges before a faculty committee. Failure to request charges or a hearing within a reasonable time shall constitute a waiver of the right to a hearing.
4. A statement of charges, if requested by the faculty member, framed with reasonable particularity by the President or his or her designee. Along with the charges, the faculty member shall be advised of the names of the witnesses to be used against him or her together with the nature of their expected testimony.

Provision for Hearing Committee

A dismissal shall be preceded by statement of charges or grounds for dismissal if requested by the faculty member, including a statement that the faculty member shall have the right to be heard by a faculty hearing committee, which shall consist of not fewer than three or more than five impartial faculty members appointed by the executive committee (or its equivalent) of the highest legislative body of the faculty, from among the members of the entire faculty of the institution. Members of the hearing committee may serve concurrently on other committees of the faculty.

When the hearing committee is called into session, it shall elect a chair from among its membership. The hearing committee will meet as a body when it is called into session by the chair at the chair's discretion or upon the request of the President or the faculty member who is subject to dismissal. A minimum of three committee members is required for any vote or official action to be taken.

A hearing committee member should remove himself or herself from the case, either at the request of a party or on his or her own initiative, if he or she deems himself or herself disqualified for bias or interest. Each party shall have a maximum of two challenges without stated cause that shall be made in writing and filed with the chair of the hearing committee at least five days in advance of the date set for the hearing.

Additionally, the chair may decide whether a member of the committee should be disqualified for cause. If a committee member is removed, the replacement shall be made in the same manner as the original committee was selected. If the chair is removed, the committee shall elect a new chair after committee replacements have been appointed.

Dismissal Procedures

When a hearing is requested, the following hearing procedures shall apply:

1. Service of notice of the hearing with specific reasons or charges against the faculty member together with the names of the members of the hearing committee shall be provided to the charged faculty member in writing at least 20 days prior to the hearing. The faculty member may waive a hearing or respond to the charges in writing at least five days in advance of the date set for the hearing. If a faculty member waives a hearing, but denies the charges or asserts that the charges do not support a finding of adequate cause, the hearing committee shall evaluate all available evidence and rest its recommendation upon the evidence in the record.
2. The hearing committee, in consultation with the President and the charged faculty member, may exercise its judgment as to whether the hearing should be public or private in accordance with applicable law.
3. During the proceedings the charged faculty member, the administration, and the hearing committee may each have advisory or counsel of his, her, or their choice.
4. At the request of either party or the chair of the hearing committee, a representative of a responsible education association shall be permitted to attend the hearing as an observer.

5. A tape recording or transcript of the proceedings shall be kept in accordance with institution policies and procedures and made available to the charged faculty member and the administration in the event an appeal is filed.
6. An oath or affirmation shall be administered to all witnesses by any person authorized by law to administer oaths in the State of Georgia.
7. The hearing committee may grant adjournments to enable either party to investigate evidence as to which a valid claim of surprise is made.
8. The charged faculty member and the administration shall be afforded a reasonable opportunity to obtain necessary witnesses and documentary or other evidence.
9. The charged faculty member and the administration will have the right to confront and cross-examine all witnesses. Where the witness cannot or will not appear but the committee determines that the interests of justice require the admission of his or her statement, the committee will identify the witness, disclose the statement, and, if possible, provide for interrogatories.
10. The hearing committee is not bound by strict rules of legal evidence and may admit any evidence that is of probative value in determining the issues involved. Every possible effort will be made to obtain the most reliable evidence available. All questions relating to admissibility of evidence or other matters shall be decided by the chair or presiding officer of the committee.
11. The findings of fact and the decision of the hearing committee will be based solely on the hearing record.
12. Except for announcements concerning the time of the hearing and similar matters, public statements, and publicity about the case by either the charged faculty member or administrative officer should be avoided until the proceedings have been completed, including consideration by the Board of Regents in the event an appeal is filed.
13. The President and the charged faculty member shall be notified in writing of the decision and recommendation, if any, of the hearing committee. If the hearing committee concludes that adequate cause for dismissal has not been established by the evidence in the record, it will advise the President. If the President does not approve the committee's decision, he or she should state his or her reasons in writing to the committee for response before rendering his or her final decision. If the committee concludes that an academic penalty less than dismissal would be more appropriate than dismissal, it may so recommend with supporting reasons. The President may or may not follow the recommendations of the committee.
14. After complying with the foregoing procedures, the President shall send an official letter to the charged faculty member notifying him or her of the President's decision. Such letter shall be delivered to addressee only with receipt to show to whom and the address where delivered. The letter shall clearly state any charges that the President has found sustained and shall notify such person that he or she may apply for discretionary review as provided for in Board of Regents' Policy.
15. Upon dismissal by the President, the faculty member shall be suspended from employment without pay from the date of the final decision of the President. Should the faculty member be reinstated pursuant to an application for discretionary review under Board of Regents' Policy, he or she shall be compensated from the date of the suspension.

8.3.9.3 Dismissal of Temporary, Limited Term, or Part-Time Instructional Personnel

Temporary or part-time personnel serving without a written contract hold their employment at the pleasure of the institution President and chief academic officer and their immediate supervisor, any of whom may discontinue the employment of such employee without cause or advance notice.

8.3.9.4 Temporary Suspension for Charges of Violation of State or Federal Laws

When a faculty member of any USG institution is charged with the violation of a state or federal law, or is indicted for any such offense, a thorough review of the circumstances shall be carried out by the President or his or her designee.

In the event a faculty member is temporarily suspended, the administration shall immediately convene an ad hoc faculty committee or utilize the services of an appropriate existing faculty committee for the purpose of hearing an appeal by the faculty member. The appeal shall be submitted in writing in accordance with procedures to be established by the hearing committee, which shall render its decision within ten days from the conclusion of the hearing. Thereafter, the faculty member may apply for discretionary review under Board of Regents' Policy.

CURRENT POLICY LANGUAGE:

8.3.10 Faculty Employment Application Forms

An employment application form shall be completed by each person formally applying for a faculty position in a USG institution. The application must be kept on file at the institution concerned. An applicant will be ineligible for employment if he or she has been convicted of a crime involving moral turpitude, unless the applicant has been pardoned as provided by law (BoR Minutes, 1985, p. 266).

EDITED POLICY LANGUAGE:

8.3.10 Faculty Employment Applications Forms

An employment application ~~form~~ shall be completed by each person formally applying for a faculty position in a **University System of Georgia** USG institution. The application must be kept on file at the institution concerned. **Faculty positions are considered positions of trust subject to the applicable provisions in the Human Resources Administrative Practice Manual.** ~~An applicant will be ineligible for employment if he or she has been convicted of a crime involving moral turpitude, unless the applicant has been pardoned as provided by law (BoR Minutes, 1985, p. 266).~~

PROPOSED NEW POLICY LANGUAGE:

8.3.10 Faculty Employment Applications

An employment application shall be completed by each person formally applying for a faculty position in a University System of Georgia institution. The application must be kept on file at the institution concerned. Faculty positions are considered positions of trust subject to the applicable provisions in the Human Resources Administrative Practice Manual.

CURRENT POLICY LANGUAGE:

8.3.11 Faculty Contract Forms

USG institutions shall use the appropriate official contract forms approved by the Board of Regents, which are contained in Section 4.0, Academic Personnel, of the Academic Affairs Handbook. USG institutions should not use the following contracts for full-time temporary, limited-term, or part-time faculty. The administrative contract should only be used for administrators with professorial rank. Failure to sign and return such contracts within the time period specified therein may be construed as an abandonment of employment rights.

Contracts are specified for the following categories of employees at all USG institutions:

1. Fiscal year (twelve month) contract for non-tenured faculty on tenure track, and for non-tenure track personnel including lecturers and senior lecturers
2. Fiscal year (twelve month) contract for tenured faculty
3. Academic year contract for tenured faculty
4. Academic year contract for non-tenured faculty
5. Fiscal year (twelve month) contract for tenured personnel holding joint employment at the Veteran's Affairs Medical Center, Augusta and the Medical College of Georgia
6. Contract for administrators with professorial ranks in the following categories: tenured personnel, non-tenured personnel on tenure track, and non-tenure track personnel
7. Contract forms for faculty at Georgia Gwinnett College: Renewable appointment contract for three (3) or five (5) year terms

(BoR Minutes, October 2008)

Any other provision in these policies to the contrary notwithstanding, faculty members who fail to verify or maintain the credentials, degree, certification or license required to teach the subject matter of their contract shall be subject to immediate dismissal for breach of their employment contract (BoR Minutes 1964-65, pp. 612-614; 1973-74, pp. 403-408; 1975-76, pp. 279-280; 1976-77, p. 84; 1978-79, pp. 247-250; 1979-80, pp. 237-238; 1985-86, p. 266; 1990-91, pp. 331-332).

EDITED POLICY LANGUAGE:

*NOTE: Highlighted language moved from elsewhere in policy section. Struck-through language in italics moved elsewhere in policy section.

8.3.11 Faculty Contracts ~~Forms~~

University System of Georgia (USG) institutions shall use the *following* appropriate official *faculty* contract forms approved by the Board of Regents, which are contained in ~~Section 4.0,~~

~~Academic Personnel, of the Academic & Student Affairs Handbook. *USG institutions should not use the following contracts for full-time temporary, limited-term, or part-time faculty. The administrative contract should only be used for administrators with professorial rank. Failure to sign and return such contracts within the time period specified therein may be construed as an abandonment of employment rights.*~~

~~Contracts are specified for the following categories of employees at all USG institutions:~~

1. Fiscal year (twelve-month) contract for non-tenured faculty on tenure track; and for non-tenure track personnel including lecturers, and senior lecturers, and principal lecturers;
2. Fiscal year (twelve-month) contract for tenured faculty;
3. Academic year contract for tenured faculty;
4. Academic year contract for non-tenured faculty;
5. Fiscal year (twelve-month) contract for tenured personnel holding joint employment at the Veteran's Affairs Medical Center, Augusta and Augusta University the Medical College of Georgia;
6. Contract for administrators with professorial ranks in the following categories: tenured personnel, non-tenured personnel on tenure track, and non-tenure track personnel; and,
7. Contract forms for faculty at Georgia Gwinnett College: ~~R~~ for renewable appointment contracts for three (3) or five (5)-year terms.

~~*USG institutions should not use the specified contracts for full-time temporary, limited-term, or part-time faculty. The administrative contract should only be used for administrators with professorial rank.*~~

~~*Failure to sign and return such contracts within the time period specified therein may be construed as an abandonment of employment rights.*~~

~~(BoR Minutes, October 2008)~~

~~Any other provision in these policies to the contrary notwithstanding, faculty members who fail to verify or maintain the credentials, degree, certification or license required to teach the subject matter meet the terms and conditions of their contract shall be subject to immediate dismissal for breach of their employment contract (BoR Minutes 1964-65, pp. 612-614; 1973-74, pp. 403-408; 1975-76, pp. 279-280; 1976-77, p. 84; 1978-79, pp. 247-250; 1979-80, pp. 237-238; 1985-86, p. 266; 1990-91, pp. 331-332).~~

PROPOSED NEW POLICY LANGUAGE:

8.3.11 Faculty Contracts Forms

University System of Georgia (USG) institutions shall use the following appropriate official faculty contract forms, which are contained in the Academic & Student Affairs Handbook.

1. Fiscal year (twelve-month) contract for non-tenured faculty on tenure track; and for non-tenure track personnel including lecturers, senior lecturers, and principal lecturers;
2. Fiscal year (twelve-month) contract for tenured faculty;
3. Academic year contract for tenured faculty;
4. Academic year contract for non-tenured faculty;
5. Fiscal year (twelve-month) contract for tenured personnel holding joint employment at the Veteran's Affairs Medical Center, Augusta and Augusta University;
6. Contract for administrators with professorial ranks in the following categories: tenured personnel, non-tenured personnel on tenure track, and non-tenure track personnel; and,
7. Contract forms for faculty at Georgia Gwinnett College for renewable appointment contracts for three- or five-year terms.

USG institutions should not use the specified contracts for full-time temporary, limited-term, or part-time faculty. The administrative contract should only be used for administrators with professorial rank.

Failure to sign and return such contracts within the time period specified therein may be construed as an abandonment of employment rights.

Any other provision in these policies to the contrary notwithstanding, faculty members who fail to verify or maintain the credentials, degree, certification or license required to meet the terms and conditions of their contract shall be subject to immediate dismissal for breach of their employment contract.

CURRENT POLICY LANGUAGE:

8.3.12 Compensation

8.3.12.1 Salaries

The Board receives an annual appropriation from the General Assembly for all phases of its operations. This appropriation may be increased or decreased by the Legislature or the Governor during the period of any fiscal year. Expenditures for USG operation are therefore necessarily contingent upon legislative appropriations.

In the event that the General Assembly or the Governor at any time reduces the amount of funds appropriated to the Board, the compensation of all employees and other operating expenses may as a consequence be correspondingly reduced. It shall, however, be the intent of the Board to maintain current salary commitments in so far as possible to every employee, and the Board will exert its composite influence and best efforts to that end (BoR Minutes, 1976-66, p. 184).

8.3.12.2 Criteria for Determining Salaries

Consistent with Regents' policy on nondiscrimination and with the approved purpose of the institution, each USG institution shall utilize specific criteria for the determination of entry-level salaries for full-time members of the Corps of Instruction, as defined in [Section 8.1.1.1 of this Policy Manual](#), and for the determination of the extent of salary increases awarded to currently employed full-time faculty members.

Entry-Level Salary

Each entry-level salary shall be determined on the basis of the specific requirements of the position and the qualifications of the individual employed to fill the position. Position criteria shall include the academic rank, the academic discipline and the nature of the responsibilities to be performed. Criteria related to the qualifications of the individual shall include:

1. Academic degrees earned;
2. Teaching and other relevant experience;
3. Research and publication record;
4. Academic achievements and honors; and,
5. Relevant professional achievements or recognitions.

Salary Increases for Full-Time Teaching Faculty

Salary increases for full-time teaching faculty shall be awarded on the basis of merit. The criteria for the determination of the extent of such increases shall include:

1. Teaching ability;
2. Completion of significant professional development activities including the attainment of additional academic degrees;
3. Promotion in rank;

4. Research productivity;
5. Academic achievements and publications;
6. Academic honors and recognitions;
7. Relevant professional achievements and recognitions; and,
8. Non-teaching services to the institution.

Each institution shall identify specific criteria, consistent with this policy, upon which the determination of the extent of salary increases will be based. The institution shall also identify the methods by which the faculty member's performance will be evaluated for purpose of the determination of salary increases. The criteria and the evaluation methods shall be published in the faculty handbook of the institution (BoR Minutes, January 1982, p. 184; February, 2007, pp. 52-53).

Salary for a Fiscal Year Administrative Employee Returning to an Academic Appointment as a Faculty Member

When a fiscal year administrative employee returns to an academic appointment as a faculty member, the salary shall be determined on the same basis as other faculty members with similar rank and experience within the department to which he/she returns or in other similar positions within the institution (BoR Minutes, 1986-87, pp. 103-104).

8.3.12.3 Summer School Salaries

Payment of compensation to faculty members for full-time employment during the summer session shall be at a rate not to exceed 33-1/3% of their regular nine (9) months compensation for the previous academic year (BoR Minutes 1950-51, p.333; 1984-85, p. 80).

8.3.12.4 Research, Saturday Classes, and Off-Campus Continuing Education

Research and Saturday classes will ordinarily be carried by USG personnel as part of their normal work load without additional financial compensation. Adequate allowance in time assigned for the extra duties shall be made by a proportionate decrease in the teaching load.

Extra compensation may be paid, however, when all four of the following conditions exist:

1. The work is carried in addition to a normal full load.
2. No qualified person is available to carry the work as part of his/her normal load.
3. The work produces sufficient income to be self-supporting.
4. The additional duties are not so heavy as to interfere with the performance of regular duties.

When extra compensation is paid, it shall be in line with compensation paid for performance of the employee's normal duties.

When off-campus services conducted through a continuing education center can be included in the normal work load of an individual, no additional compensation shall be paid. Extra

compensation shall be paid when the off-campus service meets the four conditions stated above (BoR Minutes, 1951-52, pp. 96-97).

8.3.12.5 Salary Supplements from Cooperative Organizations

No consideration shall be given to salary supplements that may be paid from cooperative organizations or other sources in order that salary supplements will be over and above the regular salary paid with state funds.

A supplemental budget shall be prepared to include supplements to be paid from cooperative organizations or other sources.

The salary to be paid from state funds for summer school employment or for a leave of absence with pay shall be based on the approved salary exclusive of any supplement.

Each faculty or staff member receiving a salary supplement shall be advised that he/she is receiving the salary supplement with information as to the amount and source of funds and that the salary supplement is provided upon the recommendation of the president of the institution (BoR Minutes, 1957-58, pp. 366-67).

More information on organizations can be found in [Section 17.0, Affiliated Organizations, of the Office of Fiscal Affairs Business Procedures Manual](#).

8.3.12.6 Employment of Faculty Members with Agency Funds

Whenever it is desired to employ a person at any USG institution whose salary is to be paid in whole or in part with funds provided by a person, foundation, organization, or any agency other than a governmental agency, the president of the institution concerned shall recommend to the Board of Regents, through the Chancellor, the employment of the person, with full details of his/her qualifications and the availability of funds for paying his/her salary (BoR Minutes, 1938-39, pp. 437-438).

More information on Agency Funds can be found in [Section 14.0, Agency Funds, of the Office of Fiscal Affairs Business Procedures Manual](#).

EDITED POLICY LANGUAGE:

*NOTE: Highlighted language in italics moved from elsewhere in policy section. Struck-through language in italics moved elsewhere in policy section.

8.3.12 Compensation

8.3.12.1 Salaries

The Board of Regents receives an annual appropriation from the General Assembly for all phases of its operations. This appropriation which may be increased or decreased by the Legislature General Assembly or the Governor during the period of any fiscal year. Expenditures for University System of Georgia (USG) operation are, therefore, necessarily contingent upon legislative appropriations.

In the event that the General Assembly or the Governor at any time reduces the amount of funds appropriated to the Board, the compensation of all employees and other operating expenses may as a consequence be correspondingly reduced, but. It shall, however, be the intent of the Board will attempt, *in so far as possible*, to maintain current salary commitments *in so far as possible* to every employee, and the Board will to exert its composite influence and best efforts to that end (BoR Minutes, 1976-66, p. 184).

8.3.12.2 Criteria for Determining Salaries

Consistent with Regents' policies on salary administration and nondiscrimination and with the approved purpose of the institution, each USG institution shall utilize specific criteria for the determination of entry-level salaries for full-time members of the Corps of Instruction, as defined in [Section 8.1.1.1 of this Policy Manual](#), and for the determination of the extent of salary increases awarded to currently employed full-time faculty members.

Entry-Level Salary

Each entry-level salary shall be determined on the basis of the specific requirements of the position and the qualifications of the individual employed to fill the position. Position criteria shall include the academic rank, the academic discipline, and the nature of the responsibilities to be performed. Criteria related to the qualifications of the individual shall include:

1. Academic degrees earned;
2. Teaching and other relevant experience;
3. Research and publication record;
4. Academic achievements and honors; and,
5. Relevant professional achievements or recognitions.

Salary Increases for Corps of Instruction ~~Full-Time Teaching Faculty~~

Salary increases for full-time teaching faculty shall be awarded on the basis of merit. The criteria for the determination of the extent of such increases shall include:

1. Teaching ability performance;
2. Completion of significant professional development activities including the attainment of additional academic degrees;
3. Promotion in rank;
4. Research productivity;
5. Academic achievements and publications;

6. Academic honors and recognitions;
7. Relevant professional achievements and recognitions; and,
8. Non-teaching services to the institution.

Each USG institution shall identify specific criteria, consistent with this policy and the Board of Regents' Policy on Salary Administration, upon which the for determining of the extent of salary increases will be based. The institution shall also identify and the methods by which the faculty member's performance will be evaluated for purpose of the determining of salary increases. The criteria and the evaluation methods shall be published in the institution's faculty handbook of the institution (BoR Minutes, January 1982, p. 184; February, 2007, pp. 52-53).

Salary for a Fiscal Year Administrative Employee Returning to an Academic Appointment as a Faculty Member

When a fiscal year administrative employee returns to an academic appointment as a faculty member, the individual's salary shall be determined on the same basis as other faculty members with similar rank and experience within the department to which he/ or she returns or in other similar positions within the institution (BoR Minutes, 1986-87, pp. 103-104).

8.3.12.3 Summer School Salaries

Payment of compensation to faculty members for full-time employment during the summer session shall be at a rate not to exceed 33- and 1/3% percent of their regular nine- (9)-months compensation for the previous academic year (BoR Minutes 1950-51, p.333; 1984-85, p. 80).

8.3.12.4 Research, Saturday Classes, and Off-Campus Continuing Education

Research and Saturday classes will ordinarily be carried by USG personnel as part of their normal work load without additional financial compensation. Adequate allowance in time assigned for the extra duties shall be made by a proportionate decrease in the teaching load. *When off-campus services conducted through a continuing education center can be included in the normal work load of an individual, no additional compensation shall be paid.*

8.3.12.5 Extra Compensation

Extra compensation may be paid, however, to USG faculty when all four of the following conditions exist:

1. The work is carried in addition to a normal full load-;
2. No qualified person is available to carry the work as part of his/ or her normal load-;
3. The work meets institutional needs and priorities as determined by the institution President or his or her designee; and, produces sufficient income to be self-supporting.
4. The additional duties are not so heavy as to interfere with the performance of regular duties.

When extra compensation is paid, it shall be in line with compensation paid for performance of the employee's normal **similar** duties.

When off-campus services conducted through a continuing education center can be included in the normal work load of an individual, no additional compensation shall be paid. Extra compensation shall be paid when the off-campus service meets the four conditions stated above (BoR Minutes, 1951-52, pp. 96-97).

8.3.12.65 Salary Supplements from Cooperative Organizations

Salary supplements from cooperative organizations may only be authorized upon the recommendation and approval of the President of the institution. No consideration shall be given to salary supplements that may be paid from cooperative organizations or other sources ~~in order that salary supplements will be~~ **are** over and above the regular salary paid with state funds. A supplemental budget shall be prepared to include supplements to be paid from cooperative organizations or other sources.

The salary to be paid from state funds for summer school employment or for a leave of absence with pay shall be based on the approved salary exclusive of any supplement.

Each faculty or staff member receiving a salary supplement shall be advised that he/ **or** she is receiving the salary supplement with information as to the amount **of** and source of funds ~~and that the salary supplement is provided upon the recommendation of the president of the institution~~ (BoR Minutes, 1957-58, pp. 366-67).

~~More information on organizations can be found in [Section 17.0, Affiliated Organizations, of the Office of Fiscal Affairs Business Procedures Manual](#).~~

8.3.12.76 Employment of Faculty Members with Agency Funds

Whenever it is desired to employ a person at any USG institution whose salary is to be paid in whole or in part with funds provided by a person, foundation, organization, or any agency other than a governmental agency, the ~~p~~**r**esident of the institution concerned shall recommend to the Board of Regents, through the Chancellor, the employment of the person, with full details of his/ **or** her qualifications and the availability of funds for paying his/ **or** her salary ~~(BoR Minutes, 1938-39, pp. 437-438)~~. More information on Agency Funds can be found in ~~Section 14.0, Agency Funds, of the Office of Fiscal Affairs Business Procedures Manual~~.

PROPOSED NEW POLICY LANGUAGE:

8.3.12 Compensation

8.3.12.1 Salaries

The Board of Regents receives an annual appropriation from the General Assembly for all phases of its operations, which may be increased or decreased by the General Assembly or the Governor during the period of any fiscal year. Expenditures for University System of Georgia (USG) operation are, therefore, necessarily contingent upon legislative appropriations.

In the event that the General Assembly or the Governor reduces the amount of funds appropriated to the Board, the compensation of all employees and other operating expenses may be correspondingly reduced, but the Board will attempt, in so far as possible, to maintain current salary commitments and to exert its best efforts to that end.

8.3.12.2 Criteria for Determining Salaries

Consistent with Regents' policies on salary administration and nondiscrimination and the approved purpose of the institution, each USG institution shall utilize specific criteria for the determination of entry-level salaries for full-time members of the Corps of Instruction and the extent of salary increases awarded to currently employed full-time faculty members.

Entry-Level Salary

Each entry-level salary shall be determined on the basis of the specific requirements of the position and the qualifications of the individual employed to fill the position. Position criteria shall include the academic rank, the academic discipline, and the nature of the responsibilities to be performed. Criteria related to the qualifications of the individual shall include:

1. Academic degrees earned;
2. Teaching and other relevant experience;
3. Research and publication record;
4. Academic achievements and honors; and,
5. Relevant professional achievements or recognitions.

Salary Increases for Corps of Instruction

Salary increases for full-time teaching faculty shall be awarded on the basis of merit. Criteria for determining the extent of such increases shall include:

1. Teaching performance;
2. Completion of significant professional development activities including the attainment of additional academic degrees;
3. Promotion in rank;
4. Research productivity;
5. Academic achievements and publications;
6. Academic honors and recognitions;
7. Relevant professional achievements and recognitions; and,
8. Non-teaching services to the institution.

Each USG institution shall identify specific criteria, consistent with this policy and the Board of Regents' Policy on Salary Administration, for determining the extent of salary increases and the methods by which the faculty member's performance will be evaluated for purpose of the determining salary increases. The criteria and the evaluation methods shall be published in the institution's faculty handbook.

Salary for a Fiscal Year Administrative Employee Returning to an Academic Appointment as a Faculty Member

When a fiscal year administrative employee returns to an academic appointment as a faculty member, the individual's salary shall be determined on the same basis as other faculty members with similar rank and experience within the department to which he/ or she returns or in other similar positions within the institution.

8.3.12.3 Summer School Salaries

Payment of compensation to faculty members for full-time employment during the summer session shall be at a rate not to exceed 33 and 1/3 percent of their regular nine-months compensation for the previous academic year.

8.3.12.4 Research, Saturday Classes, and Off-Campus Continuing Education

Research and Saturday classes will ordinarily be carried by USG personnel as part of their normal work load without additional financial compensation. Adequate allowance in time assigned for the extra duties shall be made by a proportionate decrease in the teaching load. When off-campus services conducted through a continuing education center can be included in the normal work load of an individual, no additional compensation shall be paid.

8.3.12.5 Extra Compensation

Extra compensation may be paid to USG faculty when all four of the following conditions exist:

1. The work is carried in addition to a normal full load;
2. No qualified person is available to carry the work as part of his or her normal load;
3. The work meets institutional needs and priorities as determined by the institution President or his or her designee; and,
4. The additional duties are not so heavy as to interfere with the performance of regular duties.

When extra compensation is paid, it shall be in line with compensation paid for performance of similar duties.

8.3.12.6 Salary Supplements from Cooperative Organizations

Salary supplements from cooperative organizations may only be authorized upon the recommendation and approval of the President of the institution. No consideration shall be given to salary supplements that may be paid from cooperative organizations or other sources that are over and above the regular salary paid with state funds. A supplemental budget shall be prepared to include supplements to be paid from cooperative organizations or other sources.

The salary to be paid from state funds for summer school employment or for a leave of absence with pay shall be based on the approved salary exclusive of any supplement.

Each faculty or staff member receiving a salary supplement shall be advised that he or she is receiving the salary supplement with information as to the amount of and source of funds.

8.3.12.7 Employment of Faculty Members with Agency Funds

Whenever it is desired to employ a person at any USG institution whose salary is to be paid in whole or in part with funds provided by a person, foundation, organization, or any agency other than a governmental agency, the President of the institution concerned shall recommend to the Board of Regents, through the Chancellor, the employment of the person, with full details of his or her qualifications and the availability of funds for paying his or her salary. More information on Agency Funds can be found in the Business Procedures Manual.

CURRENT POLICY LANGUAGE:

8.3.14 Faculty Development

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

The program should specify how faculty development is incorporated into each area of faculty performance evaluations. Each institution's program should be grounded in best practices for faculty development (see the Academic Affairs Handbook) to inform faculty of opportunities, empower them to stay current, and reward them for enhancing their skills. The program should be goal-driven, include a mechanism to evaluate its effectiveness, and explain how the information gathered will be used to enhance faculty development. Programs must be endorsed by the appropriate faculty governance process and the institution's president (BoR Minutes, October 2010).

EDITED POLICY LANGUAGE:

8.3.134 Faculty Development

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

The program should specify how faculty development is incorporated into each area of faculty performance evaluations. ~~Each institution's program~~ **and** should be grounded in best practices for faculty development (see the Academic Affairs Handbook) to inform faculty of opportunities, empower them to stay current, and reward them for enhancing their skills. The program should be goal-driven, include a mechanism to evaluate its effectiveness, and explain how the information gathered will be used to enhance faculty development. Programs must be endorsed by the appropriate faculty governance process and the institution's ~~President~~ **President** (BoR Minutes, October 2010).

PROPOSED NEW POLICY LANGUAGE:

8.3.13 Faculty Development

Each University System of Georgia institution shall maintain a campus-wide professional growth and development program that supports the continuous improvement of all faculty in their roles as teachers, scholars, researchers, and professionals engaged in service to the institution, the community, and the profession. Each institution's program must be aligned with the institution's mission, key initiatives, and strategic plan and must cultivate and sustain a culture in which faculty professional development is valued and pervasive.

The program should specify how faculty development is incorporated into each area of faculty performance evaluations and should be grounded in best practices for faculty development to inform faculty of opportunities, empower them to stay current, and reward them for enhancing their skills. The program should be goal-driven, include a mechanism to evaluate its effectiveness, and explain how the information gathered will be used to enhance faculty development. Programs must be endorsed by the appropriate faculty governance process and the institution's President.

CURRENT POLICY LANGUAGE:

8.3.15 Enhancing Teaching And Learning In K-12 Schools And USG Institutions

The BOR recognizes the value of USG faculty engagement in the effort to continuously improve teaching and learning in K-12 schools and USG institutions.

8.3.15.1 Work in K-12 Schools

USG institutions will support and reward faculty who participate in significant and approved efforts to improve teaching and learning in K-13 schools, including teacher preparation, through decisions in promotion and tenure, pre-tenure and post-tenure review, annual review and merit pay, workload, recognition, allocation of resources, and other rewards.

Participation in teacher preparation and in school improvement may include documented efforts of these faculty in:

1. Improving their own teaching so as to model effective teaching practices in courses taken by prospective teachers
2. Contributing scholarship that promotes and improves student learning and achievement in the schools and in the university; and,
3. Collaborating with public schools to strengthen teaching quality and to increase student learning.

8.3.15.2 Work in USG Institutions

USG institutions will support and reward faculty who participate in significant efforts to improve teaching and learning in USG institutions through decisions in promotion and tenure, pre-tenure and post-tenure review, annual review and merit pay, workload, recognition, allocation of resources, and other rewards.

Participation in improving teaching and learning in USG institutions may include documented efforts of these faculty in:

1. Improving their own teaching in ways that enhance student learning;
2. Contributing scholarship that promotes and improves student learning and achievement in the university; and,
3. Contributing scholarship that promotes and improves student learning in other colleges & universities or in their discipline.

The Chancellor shall issue guidelines, to be published in the [Academic Affairs Handbook](#), which serve to encourage formal institutional recognition and reward for all faculty in realizing the expectations embodied in this policy (BoR Minutes, October 2006).

EDITED POLICY LANGUAGE:

*NOTE: Language highlighted in blue moved to Academic & Student Affairs Handbook. Language highlighted in yellow moved from elsewhere in policy section. Struck-through language in italics moved elsewhere in policy section.

8.3.14~~5~~ Enhancing Teaching ~~A~~ and Learning ~~I~~n K-12 Schools ~~A~~ and USG Institutions

The BOR recognizes the value of ~~USG~~ faculty engagement in the effort to continuously improve teaching and learning in ~~K-12 schools and USG institutions~~.

8.3.15.1 ~~Work in K-12 Schools~~

University System of Georgia (USG) institutions will ~~will~~ **shall** support and reward faculty who participate in significant and approved efforts to improve teaching and learning in K-12~~3~~ schools and *USG institutions*, including teacher preparation, through decisions in promotion and tenure, pre-tenure and post-tenure review, annual review and merit pay, workload, recognition, allocation of resources, and other rewards **consistent with the related provisions in the Academic & Student Affairs Handbook**.

~~Participation in teacher preparation and in school improvement may include documented efforts of these faculty in:~~

- ~~1. Improving their own teaching so as to model effective teaching practices in courses taken by prospective teachers~~
- ~~2. Contributing scholarship that promotes and improves student learning and achievement in the schools and in the university; and,~~
- ~~3. Collaborating with public schools to strengthen teaching quality and to increase student learning.~~

8.3.15.2 ~~Work in USG Institutions~~

~~USG institutions will support and reward faculty who participate in significant efforts to improve teaching and learning in USG institutions through decisions in promotion and tenure, pre-tenure and post-tenure review, annual review and merit pay, workload, recognition, allocation of resources, and other rewards.~~

~~Participation in improving teaching and learning in USG institutions may include documented efforts of these faculty in:~~

- ~~1. Improving their own teaching in ways that enhance student learning;~~
- ~~2. Contributing scholarship that promotes and improves student learning and achievement in the university; and,~~
- ~~3. Contributing scholarship that promotes and improves student learning in other colleges & universities or in their discipline.~~

~~The Chancellor shall issue guidelines, to be published in the *Academic Affairs Handbook*, which serve to encourage formal institutional recognition and reward for all faculty in realizing the expectations embodied in this policy (BoR Minutes, October 2006).~~

PROPOSED NEW POLICY LANGUAGE:

8.3.14 Enhancing Teaching and Learning in K-12 Schools and USG Institutions

University System of Georgia (USG) institutions shall support and reward faculty who participate in significant and approved efforts to improve teaching and learning in K-12 schools and USG institutions through decisions in promotion and tenure, pre-tenure and post-tenure review, annual review and merit pay, workload, recognition, allocation of resources, and other rewards consistent with the related provisions in the Academic & Student Affairs Handbook.

INFOMATION ITEMS

4. Revision to the Board Policy Manual: Section 8.2.21 – Employment Appeals and Section 8.6 – Application for Discretionary Review

During today’s meeting, the Committee on Organization and Law will consider proposed edits to Board of Regents’ Policy 8.2.21, Employee Appeals, and Policy 8.6, Application for Discretionary Review, as wells as the relocation of Policy 8.6 to Section 6 of the Board of Regents’ Policy Manual, titled “Campus Affairs.” These edits are in line with the goals of the ongoing Board of Regents’ Policy Manual Review, the main purposes of which are to simplify Policy language, to provide for consistency in Policy provisions, and to increase the efficiency of the Board Policy Manual. The proposed policy edits are reflected in the Agenda for the Committee on Organization and Law.

AGENDA

COMMITTEE ON FINANCE AND BUSINESS OPERATIONS

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1. FY 2018 Report on Third Quarter Revenues and Expenditures

Vice Chancellor for Fiscal Affairs, Tracey Cook, will present information on the Third Quarter Revenues and Expenditures for the University System of Georgia.

2. Revisions to the Policy Manual: Section 7.11 – Miscellaneous

During today’s meeting, the Committee on Organization and Law will consider proposed edits to Board of Regents’ Policies 7.11.1 (Sales of Institutional Products), 7.11.2 (Business Enterprises), 7.11.4 (Motor Vehicles), 7.11.5 (Farming Operations), and 7.11.8 (Trademarks), and the relocation of those policies to Section 6 of the Board of Regents’ Policy Manual, titled “Campus Affairs.” These revisions are the result of the ongoing Board of Regents’ Policy Manual Review and are intended to improve the organization of the Policy Manual, simplify and provide for consistency in policy language, and increase the overall efficiency of the Policy Manual. The proposed policy changes are reflected in the Agenda for the Committee on Organization and Law.

3. Approval of Online Program Tuition for Doctor of Nursing Practice (DNP), University of North Georgia

Recommended: That the Board approve the request of the University of North Georgia for an online program tuition rate of \$375 per credit hour for the Doctor of Nursing Practice (DNP) degree program, effective Fall semester 2018, contingent upon approval of the program by the Board of Regents.

Background: The Board of Regents will be considering approval of the establishment of the Doctor of Nursing Practice (DNP) at the University of North Georgia (UNG) during the May 2018 meeting. The new program, if approved, is scheduled to begin Fall semester 2018. UNG has requested that the program's proposed tuition rate be considered for approval at the Board's May 2018 meeting as well. This program will be an online program within the Nursing Department of UNG's College of Health Sciences & Professions. The program is designed to be completed in two years (five semesters) for full-time students and three years (eight semesters) for part-time students.

The proposed DNP degree program is in response to the growing need for preparing nursing professionals for advanced nursing practice, especially in rural and underserved areas. This proposed degree program is designed to give Master of Science level advance practice nurses a means to build on that level of education through expanding their knowledge as a practice scholar, clinical expert and leader to assure quality patient-centered care and improved patient outcomes. The proposed 38 credit hour program will be offered in an online format targeting students who already have a Master of Science in Nursing (MSN) with an advanced practice concentration (i.e. Nurse Practitioner, Clinical Nurse Specialist, Nurse Anesthetist, and Certified Midwife) who are actively practicing as advanced practice nurses.

UNG is requesting Board approval of the online program tuition rate of \$375 per credit hour for the program, effective Fall semester 2018. For students completing the entire 38 credit hour program, this rate is the equivalent of a total tuition cost of \$14,250. The requested program rate is competitive with other USG online DNP programs, and is consistent with Board Policy 7.3.1.4.

4. Approval of Establishment of a Campus Center Facility Fee, Georgia Institute of Technology

Recommended: That the Board approve the request of the Georgia Institute of Technology to establish a Campus Center Facility Fee of \$85 per semester, effective Fall 2020. The approval of the new fee is contingent upon the authorization of Project No. PPV-30-1801, Campus Center (Student Center Expansion/Renovation).

Background: The Campus Center project will provide a comprehensive renovation and expansion of Georgia Tech’s Student Center complex. Through partial demolition, renovation, and new construction, the Campus Center will total approximately 300,000 square feet of new or refreshed space. This represents an increase of 130,000 square feet to the current complex. The project will enhance large event spaces, expand group meeting spaces, and update and expand dining and retail options for the entire campus. The facility will support student academic and extracurricular activities.

The total estimated cost of the project is \$110 million, including estimated construction costs of \$81.4 million. It is anticipated that financing will be acquired by Georgia Tech Facilities, Inc. (“GTFI”) through the issuance of tax-exempt bonds. The planned funding sources for annual debt service repayment is a shared cost of 25% from institutional funding for Resident Instruction space, 25% from Auxiliary Services revenue (Dining and Retail), and 50% from the new Campus Center Facility Fee.

The new fee is expected to generate approximately \$4.1 million in FY 2020. Student support for the project has been expressed through Student Government Association resolutions in 2009 and 2013 and approval via student referendum in March 2016, where a 66% approval rate was achieved. Students have also been actively engaged in visioning, programming, and planning for this project.

The Campus Center Facility Fee is proposed for implementation in Fall 2020, once a significant portion of the project is complete. Advanced approval of the mandatory fee, contingent upon project authorization, will enable GTFI to secure financing for the design and construction of the project. The fee rate will be reassessed for adequacy and appropriateness during the annual mandatory fee approval process.

5. Revisions to the Policy Manual: Section 7.2 – USG Budget

Recommended: That the Board approve revisions to Policy Sections 7.2.2 and 7.2.5, effective as of May 15, 2018.

Understandings: In line with the goals of the Board of Regents’ Policy Manual Review, the main purpose of these revisions is to simplify Policy language, to provide for consistency in Policy provisions, and to increase the efficiency of the Policy Manual.

CURRENT POLICY LANGUAGE:

7.2.2 Auxiliary Enterprises Revenues and Expenditures

Auxiliary enterprises revenues and expenditures shall be defined as all revenues received and expenditures made for functions and activities that are related to the mission of USG institutions including, but not limited to:

1. Housing;
2. Food Services;
3. Student Health Services;
4. Student Activities;
5. Intercollegiate Athletics (excluding intercollegiate athletics activity which are is operated under the authority of a separately incorporated athletic association);
6. Parking;
7. Transportation;
8. Stores and Shops; and
9. Vending and Other Services.

Refer to [Section 15.0, Auxiliary Enterprise Funds, of the Business Procedures Manual](#) for more information on auxiliary enterprise funds.

Auxiliary enterprise operations shall operate on a self-supported basis with revenues derived from student fees and other non-state sources, except as provided below. Each auxiliary enterprise operation shall be charged for its share of plant operations and maintenance expense as a direct expense, and/or charged on the basis of an allocation methodology, such as share of total institutional square footage. USG institutions may choose also to charge administrative overhead to recoup general costs expended on behalf of each operation. USG institutions shall, notwithstanding the above, allocate at least all direct expenses to the respective auxiliary. In no instance may Fund 10000 state appropriations be used to fund athletic auxiliary operations.

Each institution shall develop and update annually a five-year plan for each auxiliary enterprise operation that defines the level and manner of service to be provided, planned expenditures and

5. Revisions to the Policy Manual: Section 7.2 – USG Budget (Continued)

sources of revenue, including projected fee requirements. The format and content of each plan shall be determined by the USG chief fiscal officer, but must minimally contain the following:

1. A statement regarding the role of the enterprise in the context of the institution's academic mission.
2. A statement of goals and objectives to be achieved over the course of the five-year plan.
3. A statement on operating strategy, including services to be provided and sources of revenue, including student fees.
4. A financial pro forma that projects future revenues and expenditures consistent with stated goals and objectives. The method used to allocate plant operations costs and other indirect costs, if charged, also shall be described in the five-year plan.
5. The plan shall provide for an adequate reserve to cover anticipated renewals and replacements and other contingencies, as necessary. (BoR Minutes, January 2010)

Exceptions to the requirement that institutions operate their auxiliary enterprises on a self-supporting basis shall be recognized as follows:

1. Institutions may choose to operate some auxiliary enterprise activities on a loss basis, but must indicate in their five-year plans how the costs of such activities will be covered by revenues generated through other auxiliary operations and must also provide an alternative plan reflecting the elimination or privatization of the auxiliary. The Board of Regents may, upon recommendation of the Chancellor, direct the institution to eliminate or privatize the auxiliary.
2. Institutions may apply Education & General fund resources, excluding Fund 10000 state appropriations for athletics, to auxiliary enterprise operations where such expenditures can be justified as supporting the primary mission of the institution; however, use of general fund resources for auxiliary enterprise operations is strongly discouraged and must be approved in advance by the Chancellor under procedures established by the USG chief fiscal officer. The Board of Regents has determined that intercollegiate athletics supports the overall mission of the institution and has authorized the use of Education & General Fund resources in support of intercollegiate athletics as outlined in Board Policies 4.5 and 7.2.2. Use of Education & General fund resources for intercollegiate athletics, excluding Fund 10000 state appropriations, is authorized as outlined in Board Policy 4.5 and as further defined in the USG Business Procedures Manual. In no instance may Education & General fund resources be used to support athletic scholarships. The use and amount of Education & General fund resources applied to the support of auxiliary enterprise operations shall be included in the five-year plan. (BoR Minutes, October 2013)

5. Revisions to the Policy Manual: Section 7.2 – USG Budget (Continued)

Accounting records for auxiliary enterprises will be maintained on the full accrual basis. Therefore, funded depreciation will be required for all auxiliary enterprise service equipment, buildings, infrastructure and facilities, and other improvements. The reserve for depreciation will be used for repair and replacement of auxiliary assets according to guidelines provided in [Section 7.0, Capitalization, of the Business Procedures Manual](#). The funds collected will be left with the institutions. (BoR Minutes, February 2007)

EDITED POLICY LANGUAGE:

*NOTE: Highlighted language in italics moved from elsewhere in policy section. Struck-through language in italics moved elsewhere in policy section. Language highlighted in green is currently in the USG Business Procedures Manual. Language highlighted in blue will be moved to the USG Business Procedures Manual.

7.2.2 Auxiliary Enterprises **and Student Activities** Revenues and Expenditures

Auxiliary enterprises **and student activities are** ~~revenues and expenditures shall be defined as all revenues received and expenditures made for~~ functions and activities that ~~are~~ related to the mission of **the** USG institutions including, but not limited to:

1. Housing;
2. Food Services;
3. Student Health Services;
4. Student Activities;
5. Intercollegiate Athletics (excluding intercollegiate athletics activity which ~~are~~ is operated under the authority of a separately incorporated athletic association);
6. Parking;
7. Transportation;
8. Stores and Shops; *and*
9. Vending and Other Services; *and*,
10. Student Activities (fee-based student activities and functions).

Refer to [Section 15.0, Auxiliary Enterprise Funds, of the Business Procedures Manual](#) for more information on ~~auxiliary enterprise funds~~.

5. Revisions to the Policy Manual: Section 7.2 – USG Budget (Continued)

Auxiliary enterprise operations shall operate on a self-supported basis with revenues derived from student fees and other non-state sources, except as provided below. ~~Each auxiliary enterprise operation shall be charged for its share of plant operations and maintenance expense as a direct expense, and/or charged on the basis of an allocation methodology, such as share of total institutional square footage. USG institutions may choose also to charge administrative overhead to recoup general costs expended on behalf of each operation. USG institutions shall, notwithstanding the above, allocate at least all direct expenses to the respective auxiliary.~~ In no instance may Fund 10000 state appropriations be used to fund athletic auxiliary operations.

Each institution shall develop and update annually a five-year plan for each auxiliary enterprise operation that defines the level and manner of service to be provided, planned expenditures, and sources of revenue, including projected fee requirements. The format and content of each plan shall be determined by the USG chief fiscal officer, ~~but must minimally contain the following:~~

- ~~1. A statement regarding the role of the enterprise in the context of the institution's academic mission.~~
- ~~2. A statement of goals and objectives to be achieved over the course of the five year plan.~~
- ~~3. A statement on operating strategy, including services to be provided and sources of revenue, including student fees.~~
- ~~4. A financial pro forma that projects future revenues and expenditures consistent with stated goals and objectives. The method used to allocate plant operations costs and other indirect costs, if charged, also shall be described in the five year plan.~~
- ~~5. The plan shall provide for an adequate reserve to cover anticipated renewals and replacements and other contingencies, as necessary. (BoR Minutes, January 2010)~~

Auxiliary enterprises shall be accounted for on the accrual basis of accounting. *Section 15 of the USG Business Procedures Manual, Auxiliary Enterprise Funds*, provides additional accounting criteria necessary for determining if *auxiliary enterprises* are functioning on as self-supporting basis.

Exceptions to the requirement that institutions operate their auxiliary enterprises on a self-supporting basis shall be recognized as follows:

1. Institutions may choose to operate some auxiliary enterprise activities on a loss basis, but must indicate in their five-year plans how the costs of such activities will be covered by revenues generated through other auxiliary operations and must also provide an alternative plan reflecting, *rightsizing of operations, or the elimination or privatization of the auxiliary.* Institutions that choose to operate auxiliary enterprise activities on a loss basis and use revenues generated through other auxiliary operations to subsidize these operations must annually reflect non-mandatory transfers to avoid auxiliary enterprise deficits. The Board

5. Revisions to the Policy Manual: Section 7.2 – USG Budget (Continued)

of Regents may, upon recommendation of the Chancellor, direct the institution to eliminate or privatize the auxiliary.

2. Institutions may apply Education & General Fund resources (unrestricted institutional funds), excluding Fund 10000 state appropriations for athletics, to auxiliary enterprise operations where such expenditures can be justified as supporting the primary mission of the institution; however, use of general fund resources for auxiliary enterprise operations is strongly discouraged and must be approved in advance by the Chancellor under procedures established by the USG chief fiscal officer. The Board of Regents has determined that intercollegiate athletics supports the overall mission of the institution and has authorized the use of Education & General Fund resources in support of intercollegiate athletics as outlined in Board Policies 4.5 and 7.2.2. Use of Education & General Fund resources for intercollegiate athletics, excluding Fund 10000 state appropriations, is authorized as outlined in Board Policy 4.5 and as further defined in the USG Business Procedures Manual. In no instance may Education & General Fund resources be used to support athletic scholarships. The use and amount of Education & General Fund resources applied to the support of auxiliary enterprise operations shall be included in the five-year plan. (BoR Minutes, October 2013)

~~Accounting records for auxiliary enterprises will be maintained on the full accrual basis. Therefore, funded depreciation will be required for all auxiliary enterprise service equipment, buildings, infrastructure and facilities, and other improvements. The reserve for depreciation will be used for repair and replacement of auxiliary assets according to guidelines provided in Section 7.0, Capitalization, of the Business Procedures Manual. The funds collected will be left with the institutions. (BoR Minutes, February 2007)~~

6. Revisions to the Policy Manual: Section 7.3 Tuition and Fees

Recommended: That the Board approve revisions to Policy Sections 7.3.4 and 7.3.5 and its subsections, effective as of May 15, 2018.

Understandings: In line with the goals of the Board of Regents' Policy Manual Review, the main purpose of these revisions is to simplify Policy language, to provide for consistency in Policy provisions, and to increase the efficiency of the Policy Manual.

CURRENT POLICY LANGUAGE:

7.3.4 Out-of-State Tuition Waivers and Waiver of Mandatory Fees

7.3.4.1 Out-of-State Tuition Waivers

An institution may award out-of-state tuition differential waivers and assess in-state tuition for certain non-Georgia residents under the conditions listed below. Notwithstanding any provision in this policy, no person who is unable to show by the required evidence that they are lawfully in the United States shall be eligible for any waiver of tuition differential (BoR Minutes, June 2010; October 2013). Institutions shall comply with the procedures governing the award of out-of-state tuition waivers as established by the Executive Vice Chancellor for Academic Affairs/Chief Academic Officer. Note: For the definition of residency status, see [Section 4.3 of this Policy Manual](#).

Presidential Waivers

Out-of-state students selected by the institution president or an authorized representative, provided that the number of such waivers in effect does not exceed four percent (4%) for the University of Georgia, Georgia Institute of Technology, Georgia State University, and Georgia Regents University, and two percent (2%) for all other institutions of the equivalent full-time students enrolled at the institution in the fall term immediately preceding the term for which the out-of-state tuition is to be waived. Institutions awarding presidential waivers in the spring term semester may use either the fall term one year prior or the fall term immediately prior when calculating the number of allowable waivers. The proportionate percentage of out-of-state tuition waived shall be used when determining the number of waivers in effect such that a full waiver of out-of-state tuition counts as one waiver, while a 50% waiver of out-of-state tuition counts as a 0.5 waiver. (BoR Minutes, April 2012; October 2013)

Institution presidents may award Presidential Waivers at their discretion to students within the following categories:

1. Academic: Students who have demonstrated the potential to excel within a particular program of study offered by the institution as evidenced by scoring within the top half of

6. Revisions to the Policy Manual: Section 7.3 – Tuition and Fees (Continued)

students matriculating at the institution or the top half of students matriculating within the particular program of study to which the student has applied. Institutions shall determine the top half using the academic criteria (e.g., Freshman Index, standardized test scores, GPA, artistic ability) applicable either for general admission to the institution or for the particular program of study to which the student has applied.

2. Athletic: Students selected to participate in the institution's intercollegiate athletics program and who have demonstrated the potential to succeed within a particular program of study offered by the institution. The percentage of waivers offered within the Athletic category shall not exceed one-third (1/3) of the total number of Presidential Waivers which the institution is eligible to offer, i.e., 4% or 2%.
3. International: Non-citizen students who are not otherwise ineligible for a tuition differential waiver under this policy and who have demonstrated the potential to succeed within a particular program of study offered by the institution.

Institution presidents shall define institution-specific criteria and procedures for the awarding of and maintaining eligibility for Presidential Waivers and shall submit the institution-specific criteria and procedures for approval to the Chief Academic Officer no later than June 30 prior to the semester in which those criteria and procedures shall take effect. Extraordinary circumstances may arise justifying award of a Presidential Waiver under criteria not specified in this Policy but consistent with the Policy intent and in support of the institution's mission. Presidents may offer an Academic Presidential Waiver in these circumstances but must first seek approval, on a one-time or standing basis, from the Chief Academic Officer. A student may be eligible under one or more Presidential Waiver categories but shall only be granted a waiver under one specific category and will only be counted within the category assigned by the institution. Institutions shall maintain evidence of said approval. Institutions shall maintain adequate documentation of waiver awards to validate that waiver recipients met the institutional criteria and complied with Board of Regents Policy.

Students receiving a Presidential Waiver must achieve a specified level of academic performance to maintain eligibility for the Presidential Waiver. Students receiving an academic or international Presidential Waiver must maintain a 2.5 GPA calculated on a cumulative basis at the conclusion of each academic year as specified in the respective institution's approved procedures and using the same GPA method used to calculate Satisfactory Academic Progress (SAP). Students receiving an athletic Presidential Waiver must maintain SAP.

Failure to maintain the specified level of academic performance at the conclusion of the respective academic year shall result in the student being placed in a two-semester probationary period for waiver purposes. The student shall be eligible to maintain a waiver during this probationary period but shall be ineligible for the waiver if the student is not able to achieve the specified level of

6. Revisions to the Policy Manual: Section 7.3 – Tuition and Fees (Continued)

academic performance for the student's specific Presidential Waiver sub-category. The student is eligible to re-gain the waiver, subject to the institution's discretion and consistent with this Policy, should the student achieve the specified level of academic performance for the student's specific Presidential Waiver sub-category.

Border Residents

1. Students domiciled in an out-of-state county bordering Georgia, enrolling in a program offered at a location approved by the Board of Regents, and for which the offering institution has been granted permission to award Border County waivers (BoR Minutes, October 2008); or
2. Students domiciled in another state bordering Georgia subject to the following conditions. Each year, the Chancellor shall review the enrollment levels at each USG institution to determine whether any USG institutions have sufficient excess capacity to increase recruitment of students from neighboring states. Should the Chancellor determine that cause exists to activate the Border Residents waiver, the Chancellor or his designee will present the list of institutions to the Academic Affairs Committee of the Board of Regents for approval. If an institution is given permission to award the Border Residents waiver, it will be allowed to do so for the next three academic years. Any students receiving the Border Residents waiver will remain qualified for the waiver, so long as they are continuously enrolled at the institution that awarded the waiver. (BoR Minutes, March 2015)

Economic Development

1. Students who are certified by the Commissioner of the Georgia Department of Economic Development as being part of a competitive economic development project.
2. As of the first day of classes for the term, an Economic Advantage Waiver may be granted under the following conditions:

U.S. Citizens, Permanent Residents, and Other Eligible Non-Citizens**A. Dependent Students**

Dependent students providing clear and convincing evidence that the student's parent or U.S. court-appointed legal guardian relocated to the state of Georgia to accept full-time, self-sustaining employment. The relocation must be for reasons other than enrolling in an institution of higher education and appropriate steps to establish domicile in the state must be taken. The employment upon which the relocation was based must be held at the time the waiver is awarded.

6. Revisions to the Policy Manual: Section 7.3 – Tuition and Fees (Continued)**B. Independent Students**

Independent students providing clear and convincing evidence that they, or their spouse, relocated to the state of Georgia to accept full-time, self-sustaining employment. The relocation to the state must be for reasons other than enrolling in an institution of higher education and appropriate steps to establish domicile in the state must be taken. The employment upon which the relocation was based must be held at the time the waiver is awarded.

C. U.S. refugees, asylees, and other eligible noncitizens as defined by the federal Title IV regulations may be extended the same consideration for the economic advantage waiver as citizens and lawful permanent residents of the United States.

Waiver eligibility for the above qualifying students expires twelve (12) months from the date the waiver is awarded.

Non-Citizens**A. Dependent Students**

Non-citizen dependent students providing clear and convincing evidence that the student's parent or U.S. court-appointed legal guardian relocated to the state of Georgia to accept full-time, self-sustaining employment and entered the state in a valid, employment-authorized status. The relocation must be for reasons other than enrolling in an institution of higher education and appropriate steps to establish domicile in the state must be taken. The employment upon which the relocation was based must be held at the time the waiver is awarded. Additionally, the non-citizen dependent student must provide clear evidence that the parent, or U.S. court-appointed legal guardian, is taking legally permissible steps to obtain lawful permanent resident status in the United States.

B. Independent Students

Non-citizen independent students must provide clear and convincing evidence that they, or their spouse, relocated to the state of Georgia to accept full-time, self-sustaining employment and entered the state in a valid, employment authorized status. The relocation must be for reasons other than enrolling in an institution of higher education and appropriate steps to establish domicile in the state must be taken. The employment upon which the relocation was based must be held at the time the waiver is awarded. Additionally, non-citizen independent students must provide clear evidence that they, or their spouse, are taking legally permissible steps to obtain lawful permanent resident status in the United States.

Waiver eligibility for the above qualifying students may continue provided full-time, self-sustaining employment in Georgia and the employment-authorized status are maintained.

6. Revisions to the Policy Manual: Section 7.3 – Tuition and Fees (Continued)

Furthermore, there must be continued evidence of Georgia domicile and efforts to pursue an adjustment to United States lawful permanent resident status.

3. Students who are employees of Georgia-based corporations or organizations that have contracted with the Board of Regents through USG institutions to provide out-of-state tuition differential waivers.
4. Students enrolled in a USG institution based on a referral by the Vocational Rehabilitation Program of the Georgia Department of Labor (BoR Minutes, October 2008).
5. Career consular officers, their spouses, and their dependent children who are citizens of the foreign nation that their consular office represents and who are stationed and living in Georgia under orders of their respective governments.

Employee

1. Full-time USG employees, their spouses, and their dependent children.
2. Full-time employees in the public schools of Georgia or the Technical College System of Georgia (BoR Minutes, October 2008), their spouses, and their dependent children.
3. Teachers employed full-time on military bases in Georgia also shall qualify for this waiver. (BoR Minutes, 1988-89, p. 43)

Military

1. Active duty military personnel, their spouses, and their dependent children who meet one of the following:
 - A. The military sponsor is currently stationed in or assigned to Georgia; or,
 - B. military sponsor previously stationed in or assigned to Georgia is reassigned outside of Georgia, and the student(s) remain(s) continuously enrolled in a Georgia high school, Technical College System of Georgia institution, and/or a University System of Georgia institution; or,
 - C. The military sponsor is reassigned outside of Georgia and the spouse and dependent children remain in Georgia; or,
 - D. The military sponsor is stationed in a state contiguous to the Georgia border and reside in Georgia; or
 - E. Dependent children of a military sponsor, previously stationed in or assigned to Georgia within the previous five years, and/or the child completed at least one year of high school in Georgia; or,
 - F. Any student utilizing VA educational benefits transferred from a currently serving military member is also eligible.
2. Active members of the Georgia National Guard stationed or assigned to Georgia or active members of a unit of the U.S. Military Reserves based in Georgia, and their spouses and their dependent children.

6. Revisions to the Policy Manual: Section 7.3 – Tuition and Fees (Continued)

3. Separated military members from a uniformed military service of the United States who meet one of the following:
 - A. Individuals who within thirty-six (36) months of separation from such service, enroll in an academic program and demonstrate intent to become domiciled in Georgia. This waiver may also be granted to their spouses and dependent children.
 - B. Any separated service member or any student utilizing transferred VA educational benefits, and physically residing in the state, who enrolls within one hundred-twenty (120) months of separation is also eligible.

(BoR Minutes, June 2004; October 2008; February 2009; October 2013; March 2016)

Reciprocal

1. Students selected to participate in programs offered through the Academic Common Market.
2. Any student who enrolls in a USG institution as a participant in an international or domestic direct exchange program that provides reciprocal benefits to USG students. (BoR Minutes, October 2008)
3. Any student who enrolls in a USG study-abroad program to include programs outside the State of Georgia but within the United States and study abroad programs outside the United States. Tuition and fees charged study abroad students shall be consistent with the procedures established in the USG Business Procedures Manual and as determined by the institution president.

Research and Comprehensive University Graduate Students

1. Graduate students attending a Research or Comprehensive institution and as determined by the respective institution’s approved procedures. The number of students currently receiving waivers under this category shall not exceed the number assigned below:

University of Georgia	160
Georgia Institute of Technology	140
Georgia State University	140
Augusta University	40
Georgia Southern University	20
Kennesaw State University	20
University of West Georgia	20
Valdosta State University	20

2. Medical and dental residents and medical and dental interns at Augusta University.

6. Revisions to the Policy Manual: Section 7.3 – Tuition and Fees (Continued)

Non-Resident Students

As of the first day of classes for the term, a non-resident student can be considered for this waiver under the following conditions:

1. Students under 24.

- If the parent, or United States court-appointed, legal guardian has maintained domicile in Georgia for at least twelve (12) consecutive months and the student can provide clear and legal evidence showing the relationship to the parent or United States court-appointed, legal guardian has existed for at least twelve (12) consecutive months immediately preceding the first day of classes for the term. Under Georgia code, legal guardianship must be established prior to the student's 18th birthday; or
- If the student can provide clear and legal evidence showing a familial relationship to the spouse and the spouse has maintained domicile in Georgia for at least twelve (12) consecutive months immediately preceding the first day of classes for the term.

2. Students 24 and Older.

- If the student can provide clear and legal evidence showing a familial relationship to the spouse and the spouse has maintained domicile in Georgia for at least twelve (12) consecutive months immediately preceding the first day of classes for the term. This waiver can remain in effect as long as the student remains continuously enrolled.

This waiver can remain in effect as long as the student remains continuously enrolled.

If the parent, spouse, or United States court-appointed, legal guardian of a continuously enrolled non-resident student establishes domicile in another state after having maintained domicile in the State of Georgia for the required period, the non-resident student may continue to receive this waiver as long as the student remains continuously enrolled in a public post-secondary educational institution in the state, regardless of the domicile of the parent, spouse or United States court-appointed, legal guardian.

(BoR Minutes, June 2006; October 2008; title amended February 2010)

7.3.4.2 Waiver of Mandatory Fees

An institution may waive mandatory fees for:

1. Students who are enrolled for fewer than six (6) credit hours.
2. Students enrolled in summer courses.
3. Students who reside or study at another institution.

6. Revisions to the Policy Manual: Section 7.3 – Tuition and Fees (Continued)

4. Students enrolled in practicum experiences (e.g., student teachers) or internships located at least 50 miles from the institution.
5. Students enrolled in distance learning courses or programs who are not also enrolled in on-campus courses nor residing on campus. If a student is enrolled in courses from more than one institution during the same term, only the home institution will charge the approved technology fee to the student. Students who participate in distance education offerings as transient students will not be charged a technology fee by the transient institution. No separate technology fee shall be established for collaborative distance learning courses or programs.
6. Students enrolled at off-campus centers, except that the institution shall be authorized to charge select fees to these students for special services subject to approval by the Board of Regents.
7. Members of the armed services utilizing the military's tuition assistance programs or paying their own way to attend the institution.

(BoR Minutes, Nov. 2014, February 2015; March 2016)

7.3.4.3 Waiver of Mandatory Fees for U.S. Military Reserve and Georgia National Guard Combat Veterans

Eligibility

Eligible participants must be Georgia residents who are active members of the U.S. Military Reserves and/or the Georgia National Guard and were deployed overseas for active service in a location or locations designated by the U.S. Department of Defense as combat zones on or after September 11, 2001, and served for a consecutive period of one hundred and eighty-one (181) days, or who received full disability as a result of injuries received in such combat zone, or were evacuated from such combat zone due to severe injuries during any period of time while on active service. Additionally, eligible participants must meet the admissions requirements of the applicable USG institution and be accepted for admission.

Benefits

Eligible participants shall receive a waiver of all mandatory fees. Students receiving this waiver shall be eligible to use the services and facilities these fees are used to provide, except for mandatory food service fees. This waiver shall not apply to housing, elective food service, any other elective fees, special fees, or other user fees and charges (e.g., application fees). (BoR Minutes, February 2015)

7.3.4.4 Waiver of Fees for “Move on When Ready” Program

Institutions of the University System of Georgia shall waive any fee defined by the Board as a mandatory fee not covered by the per student state funds amount reimbursed by the Department

6. Revisions to the Policy Manual: Section 7.3 – Tuition and Fees (Continued)

of Education for high-school students participating in Georgia’s “Move on When Ready” dual enrollment program.

Additionally, institutions shall waive all fees defined by the Georgia Student Finance Commission as mandatory fees or noncourse related fees. The amount for student fees reimbursed to institutions by the Georgia Student Finance Authority under the MOWR program shall be accepted as full payment of the waived fees. As such, students are to be provided full access to the services supported by the waived fees. MOWR students are specifically exempted and shall not be charged for health fees and mandatory food service fees. As such, providing MOWR students access to these services is not required. Institutions are required to provide MOWR students with all required books for the courses in which they are enrolled. Any fee associated with providing required textbooks shall be waived by the institution. (BoR minutes, July 2015)

EDITED POLICY LANGUAGE:

*NOTE: Highlighted language in italics moved from elsewhere in policy section. Struck-through language in italics moved elsewhere in policy section.

7.3.4 Out-of-State Tuition Waivers and Waiver of Mandatory Fees

7.3.4.1 Out-of-State Tuition Waivers

An **USG** institution may award out-of-state tuition differential waivers and assess in-state tuition for certain non-Georgia residents under the conditions listed below. Notwithstanding any provision in this policy, no person who is unable to show by the required evidence that they are lawfully in the United States shall be eligible for any waiver of tuition differential (~~BoR Minutes, June 2010; October 2013~~). Institutions shall comply with the procedures governing the award of out-of-state tuition waivers as established by the Executive Vice Chancellor for Academic Affairs/ **and** Chief Academic Officer. ~~Note: For the definition of residency status, see~~ **is contained in Board of Regents’ Policy Section 4.3 of this Policy Manual.**

Presidential Waivers

Presidential waivers are ~~Out-of-state students selected by the institution p~~ **President or an authorized representative, provided that** ~~The number of such Presidential w~~ **Waivers in effect does shall** not exceed four percent (4%) for **Augusta University, the University of Georgia, Georgia Institute of Technology, Georgia State University, and the University of Georgia** ~~Georgia Regents University~~, and two percent (2%) for all other **USG** institutions of the equivalent full-time students enrolled at the institution in the fall term immediately preceding the term for which the out-of-state tuition is to be waived. Institutions awarding presidential waivers in the spring term semester

6. Revisions to the Policy Manual: Section 7.3 – Tuition and Fees (Continued)

may use either the fall term one year prior or the fall term immediately prior when calculating the number of allowable waivers. The proportionate percentage of out-of-state tuition waived shall be used when determining the number of waivers in effect such that a full waiver of out-of-state tuition counts as one waiver, while a 50% **percent** waiver of out-of-state tuition counts as a 0.5 waiver. (~~BoR Minutes, April 2012; October 2013~~)

Institution presidents may award Presidential Waivers at their discretion to students within the following categories:

1. Academic: Students who have demonstrated the potential to excel within a particular program of study offered by the institution as evidenced by scoring within the top half of students matriculating at the institution or the top half of students matriculating within the particular program of study to which the student has applied. Institutions shall determine the top half using the academic criteria (e.g., Freshman Index, standardized test scores, GPA, artistic ability) applicable either for general admission to the institution or for the particular program of study to which the student has applied.
2. Athletic: Students selected to participate in the institution's intercollegiate athletics program and who have demonstrated the potential to succeed within a particular program of study offered by the institution. The percentage of waivers offered within the Athletic category shall not exceed ~~one-third (1/3)~~ of the total number of Presidential Waivers which the institution is eligible to offer, i.e., 4% **four percent** or 2% **two percent**.
3. International: Non-citizen students who are not otherwise ineligible for a tuition differential waiver under this policy and who have demonstrated the potential to succeed within a particular program of study offered by the institution.

Institution presidents shall define institution-specific criteria and procedures for the awarding of and maintaining eligibility for Presidential Waivers and shall submit the institution-specific criteria and procedures for approval to the Chief Academic Officer no later than June 30 prior to the semester in which those criteria and procedures shall take effect. Extraordinary circumstances may arise justifying award of a Presidential Waiver under criteria not specified in this Policy but consistent with the **P**olicy intent and in support of the institution's mission. Presidents may offer an Academic Presidential Waiver in these circumstances but must first seek approval, on a one-time or standing basis, from the Chief Academic Officer. A student may be eligible under one or more Presidential Waiver categories but shall only be granted a waiver under one specific category and will only be counted within the category assigned by the institution. Institutions shall maintain evidence of said approval. Institutions shall maintain adequate documentation of waiver awards to validate that waiver recipients met the institutional criteria and complied with Board of Regents Policy.

Students receiving a Presidential Waiver must achieve a specified level of academic performance to maintain eligibility for the Presidential Waiver. Students receiving an **A**cademic or

6. Revisions to the Policy Manual: Section 7.3 – Tuition and Fees (Continued)

International Presidential Waiver must maintain a 2.5 GPA calculated on a cumulative basis at the conclusion of each academic year as specified in the respective institution's approved procedures and using the same GPA method used to calculate Satisfactory Academic Progress (SAP). Students receiving an athletic Presidential Waiver must maintain SAP.

Failure to maintain the specified level of academic performance at the conclusion of the respective academic year shall result in the student being placed in a two-semester probationary period for waiver purposes. The student shall be eligible to maintain a waiver during this probationary period but shall be ineligible for the waiver if the student is not able to achieve the specified level of academic performance for the student's specific Presidential Waiver sub-category. The student is eligible to re-gain the waiver, subject to the institution's discretion and consistent with this Policy, should the student achieve the specified level of academic performance for the student's specific Presidential Waiver sub-category.

Border Residents

1. **Border County Waivers: Graduate or undergraduate** Students domiciled in an out-of-state county bordering Georgia, *and* enrolling in a program offered at a location approved by the Board of Regents, ~~and~~ for which the offering institution has been granted permission to award Border County ~~w~~Waivers (~~BoR Minutes, October 2008~~); or,
2. **Border Residents Waivers: Undergraduate** Students domiciled in another state bordering Georgia subject to the following conditions. Each year, the Chancellor shall review the enrollment levels at each USG institution to determine whether any USG institutions have sufficient excess capacity to increase recruitment of students from neighboring states. Should the Chancellor determine that cause exists to activate the Border Residents ~~w~~Waiver, the Chancellor or his designee will present the list of institutions to the **Board of Regents' Committee on Academic Affairs** ~~Committee of the Board of Regents~~ for approval. If an institution is given permission to award the Border Residents ~~w~~Waiver, it will be allowed to do so for the next three academic years. Any **undergraduate** students receiving the Border Residents ~~w~~Waiver will remain qualified for the waiver; so long as **they are he or she is** continuously enrolled **during fall and spring semesters** at the institution that awarded the waiver. (~~BoR Minutes, March 2015~~)

Economic Development

1. Students who are certified by the Commissioner of the Georgia Department of Economic Development as being part of a competitive economic development project.
2. As of the first day of classes for the term, an Economic Advantage Waiver may be granted under the following conditions:

6. Revisions to the Policy Manual: Section 7.3 – Tuition and Fees (Continued)**U.S. Citizens, Permanent Residents, and Other Eligible Non-Citizens****A. Dependent Students**

Dependent students providing clear and convincing evidence that the student's parent or U.S. court-appointed legal guardian relocated to the state of Georgia to accept full-time, self-sustaining employment. The relocation must be for reasons other than enrolling in an institution of higher education and appropriate steps to establish domicile in the state must be taken. The employment upon which the relocation was based must be held at the time the waiver is awarded.

B. Independent Students

Independent students providing clear and convincing evidence that they, or their spouse, relocated to the state of Georgia to accept full-time, self-sustaining employment. The relocation to the state must be for reasons other than enrolling in an institution of higher education and appropriate steps to establish domicile in the state must be taken. The employment upon which the relocation was based must be held at the time the waiver is awarded.

C. U.S. refugees, asylees, and other eligible noncitizens as defined by the federal Title IV regulations may be extended the same consideration for the economic advantage waiver as citizens and lawful permanent residents of the United States.

Waiver eligibility for the above qualifying students expires twelve (12) months from the date the waiver is awarded.

Non-Citizens**A. Dependent Students**

Non-citizen dependent students providing clear and convincing evidence that the student's parent or U.S. court-appointed legal guardian relocated to the state of Georgia to accept full-time, self-sustaining employment and entered the state in a valid, employment-authorized status. The relocation must be for reasons other than enrolling in an institution of higher education and appropriate steps to establish domicile in the state must be taken. The employment upon which the relocation was based must be held at the time the waiver is awarded. Additionally, the non-citizen dependent student must provide clear evidence that the parent, or U.S. court-appointed legal guardian, is taking legally permissible steps to obtain lawful permanent resident status in the United States.

B. Independent Students

Non-citizen independent students must provide clear and convincing evidence that they, or their spouse, relocated to the state of Georgia to accept full-time, self-sustaining

6. Revisions to the Policy Manual: Section 7.3 – Tuition and Fees (Continued)

employment and entered the state in a valid, employment authorized status. The relocation must be for reasons other than enrolling in an institution of higher education and appropriate steps to establish domicile in the state must be taken. The employment upon which the relocation was based must be held at the time the waiver is awarded. Additionally, non-citizen independent students must provide clear evidence that they, or their spouse, are taking legally permissible steps to obtain lawful permanent resident status in the United States.

Waiver eligibility for the above qualifying students may continue provided full-time, self-sustaining employment in Georgia and the employment-authorized status are maintained. Furthermore, there must be continued evidence of Georgia domicile and efforts to pursue an adjustment to United States lawful permanent resident status.

1. Students who are employees of Georgia-based corporations or organizations that have contracted with the Board of Regents through USG institutions to provide out-of-state tuition differential waivers.
2. Students enrolled in a USG institution based on a referral by the Vocational Rehabilitation Program of the Georgia Department of Labor or **the Department of Veterans Affairs** (~~BoR Minutes, October 2008~~).
3. Career consular officers, their spouses, and their dependent children who are citizens of the foreign nation that their consular office represents and who are stationed and living in Georgia under orders of their respective governments.

Employee

1. Full-time USG employees, their spouses, and their dependent children.
2. Full-time employees ~~in~~ **of** the public schools of Georgia or the Technical College System of Georgia (**TCSG**) (~~BoR Minutes, October 2008~~), their spouses, and their dependent children.
3. Teachers employed full-time on military bases in Georgia ~~also shall qualify for this waiver. (BoR Minutes, 1988-89, p. 43)~~

Military

1. Active duty military personnel, their spouses, and their dependent children who meet one of the following **criteria**:
 - A. The military sponsor is currently stationed in or assigned to Georgia; ~~or~~,
 - B. **The** military sponsor previously stationed in or assigned to Georgia is reassigned outside of Georgia, and the student(s) **or students** remain(s) continuously enrolled in a Georgia high school, Technical College System of Georgia **TCSG** institution, ~~and/or a University System of Georgia~~ **USG** institution; ~~or~~,

6. Revisions to the Policy Manual: Section 7.3 – Tuition and Fees (Continued)

C. The military sponsor is reassigned outside of Georgia and the spouse and dependent children remain in Georgia; ~~or,~~

D. The military sponsor is stationed in a state contiguous to the Georgia border and resides in Georgia; ~~or,~~

E. Dependent children of a military sponsor, previously stationed in or assigned to Georgia within the previous five years, ~~and/or the child completed at least one year of high school in Georgia; or,~~

F. *Dependent children of a military sponsor if the child completed at least one year of high school in Georgia; or,*

~~FG. Any student utilizing VA educational benefits transferred from a currently serving military member is also eligible.~~

2. Active members of the Georgia National Guard stationed or assigned to Georgia or active members of a unit of the U.S. Military Reserves based in Georgia, and their spouses and their dependent children.
3. Separated military members from a uniformed military service of the United States who meet one of the following:
 - A. Individuals who within ~~thirty-six (36)~~ months of separation from such service, enroll in an academic program and demonstrate intent to become domiciled in Georgia. This waiver may also be granted to their spouses and dependent children.
 - B. Any separated service member or any student utilizing transferred VA educational benefits, and physically residing in the state, who enrolls within ~~one hundred-twenty (120)~~ months of separation is also eligible.

~~(BoR Minutes, June 2004; October 2008; February 2009; October 2013; March 2016)~~

Reciprocal

1. Students selected to participate in programs offered through the Academic Common Market.
2. Any student who enrolls in a USG institution as a participant in an international or domestic direct exchange program that provides reciprocal benefits to USG students. ~~(BoR Minutes, October 2008)~~
3. Any student who enrolls in a USG study-abroad program to include programs outside the State of Georgia but within the United States and study abroad programs outside the United States. Tuition and fees charged study abroad students shall be consistent with the procedures established in the USG Business Procedures Manual and as determined by the institution ~~p~~President.

6. Revisions to the Policy Manual: Section 7.3 – Tuition and Fees (Continued)

Research and Comprehensive University Graduate Students

1. Graduate students attending a Research or Comprehensive **University** institution and as determined by the respective institution's approved procedures. The number of students currently receiving waivers under this category shall not exceed the number assigned below:

University of Georgia	160
Georgia Institute of Technology	140
Georgia State University	140
Augusta University	40
Georgia Southern University	20
Kennesaw State University	20
University of West Georgia	20
Valdosta State University	20

2. Medical and dental residents and medical and dental interns at Augusta University.

Non-Resident Students

As of the first day of classes for the term, a non-resident student can be considered for this waiver under the following conditions:

1. **Students under 24.**
 - If the parent, or United States court-appointed, legal guardian has maintained domicile in Georgia for at least ~~twelve~~ (12) consecutive months and the student can provide clear and legal evidence showing the relationship to the parent or United States court-appointed, legal guardian has existed for at least ~~twelve~~ (12) consecutive months immediately preceding the first day of classes for the term. Under Georgia eCode, legal guardianship must be established prior to the student's 18th birthday; or
 - If the student can provide clear and legal evidence showing a familial relationship to the spouse and the spouse has maintained domicile in Georgia for at least ~~twelve~~ (12) consecutive months immediately preceding the first day of classes for the term.
2. **Students 24 and Older.**
 - If the student can provide clear and legal evidence showing a familial relationship to the spouse and the spouse has maintained domicile in Georgia for at least ~~twelve~~ (12) consecutive months immediately preceding the first day of classes for the term. This waiver can remain in effect as long as the student remains continuously enrolled.

6. Revisions to the Policy Manual: Section 7.3 – Tuition and Fees (Continued)

This waiver can remain in effect as long as the student remains continuously enrolled-

~~If the parent, spouse, or United States court-appointed, legal guardian of a continuously enrolled non-resident student establishes domicile in another state after having maintained domicile in the State of Georgia for the required period, the non-resident student may continue to receive this waiver as long as the student remains continuously enrolled in a public post-secondary educational institution in the state, regardless of the domicile of the parent, spouse, or United States court-appointed, legal guardian.~~

~~(BoR Minutes, June 2006; October 2008; title amended February 2010)~~

7.3.4.2 Waiver of Mandatory Fees

An institution may waive **or reduce** mandatory fees, **except the special institutional fee**, for:

1. Students who are enrolled for fewer than six ~~(6)~~ credit hours;
2. Students enrolled in summer **semesters** courses;
3. Students who reside or ~~study~~ **are jointly enrolled** at another institution;
4. Students enrolled in practicum experiences (e.g., student teachers) or internships located at least 50 miles from the institution;
5. Students enrolled in distance learning courses or programs who are not also enrolled in on-campus courses nor residing on campus. ~~If a student is enrolled in courses from more than one institution during the same term, only the home institution will charge the approved technology fee to the student. Students who participate in distance education offerings as transient students will not be charged a technology fee by the transient institution. No separate technology fee shall be established for collaborative distance learning courses or programs.~~
6. Students enrolled at off-campus centers, except that the institution shall be authorized to charge select fees to these students for special services subject to approval by the Board of Regents;
7. **Students enrolled in a study abroad program and not enrolled on campus during that same semester; and,**
8. Members of the armed services utilizing the military's tuition assistance programs or paying their own way to attend the institution.

Waivers and exemptions of the special institutional fee are specifically addressed in the Resolution approved by the Board of Regents on April 12, 2012.

Each USG institution shall document its student fee waiver strategy or plan. Upon request, USG institutions shall provide the student fee waiver plans to the Chancellor or his or her designee.

6. Revisions to the Policy Manual: Section 7.3 – Tuition and Fees (Continued)

~~(BoR Minutes, Nov. 2014, February 2015; March 2016)~~

7.3.4.3 Waiver of Mandatory Fees for U.S. Military Reserve and Georgia National Guard Combat Veterans

Eligibility

Eligible participants must be Georgia residents who are active members of the U.S. Military Reserves ~~and/or~~ the Georgia National Guard and were deployed overseas for active service in a location or locations designated by the U.S. Department of Defense as combat zones on or after September 11, 2001, and served for a consecutive period of ~~one hundred and eighty one (181)~~ days, or who received full disability as a result of injuries received in such combat zone; or were evacuated from such combat zone due to severe injuries during any period of time while on active service. Additionally, eligible participants must meet the admissions requirements of the applicable USG institution and be accepted for admission.

Benefits

Eligible participants shall receive a waiver of all mandatory fees. Students receiving this waiver shall be eligible to use the services and facilities these fees are used to provide, except for mandatory food service fees. This waiver shall not apply to housing, elective food service, any other elective fees, special fees, or other user fees and charges (e.g., application fees). ~~(BoR Minutes, February 2015)~~

7.3.4.4 Waiver of Fees for Georgia’s “Dual Enrollment” Program

USG Institutions of the University System of Georgia shall waive any fee defined by the Board of Regents as a mandatory fee not covered by the per student state funds amount reimbursed by the Department of Education for high-school students participating in Georgia’s “Dual Enrollment” program.

Additionally, institutions shall waive all fees defined by the Georgia Student Finance Commission as mandatory fees or noncourse related fees. The amount for student fees reimbursed to institutions by the Georgia Student Finance Authority under the Dual Enrollment program shall be accepted as full payment of the waived fees. As such, students are to be provided full access to the services supported by the waived fees. Dual Enrollment students participating in this program are specifically exempted and shall not be charged for health fees and mandatory commuter food service fees. As such, providing these Dual Enrollment students access to these services is not required. Institutions are required to provide Dual Enrollment student participants with all required books for the courses in which they are enrolled. Any fee associated with providing required textbooks shall be waived by the institution.

6. Revisions to the Policy Manual: Section 7.3 – Tuition and Fees (Continued)

CURRENT POLICY LANGUAGE:

7.3.5 Refunds

The policy for determining refunds to be made on institutional charges and other mandatory fees at USG institutions, except for those institutions for which special refund policies have been approved by the Board of Regents, follows. For the purposes of this section, “institutional charges” are as defined in the Statutory and Regulatory Citations Section 484B of the Higher Education Act of 1965, as amended (Title IV, HEA and 34 668.22).

Tuition and fees awarded by scholarship or grant from an agency or authority of the State of Georgia on behalf of a student receiving a refund under this policy shall be reimbursed to such agency or authority.

The Chancellor is authorized and empowered to take or cause to be taken any and all such other and further action as, in the judgment of the Chancellor, may be necessary, proper, convenient or required in connection with the execution of this policy. Such authority may be further delegated to the president of the institution.

The presidents are authorized and empowered to take or cause to be taken any and all such other and further action as may be necessary, proper, convenient, or required in connection with the execution of this policy (BoR Minutes, February, 2007).

7.3.5.1 Students Withdrawing from an Institution

The refund amount for students withdrawing from an institution shall be based on a pro rata percentage determined by dividing the number of calendar days in the semester that the student completed by the total calendar days in the semester. The total calendar days in a semester includes weekends, but excludes scheduled breaks of five (5) or more days and days that a student was on an approved leave of absence.

The unearned portion shall be refunded up to the point in time that the amount earned equals sixty percent (60%). Students who withdraw from the institution when the calculated percentage of completion is greater than 60% are not entitled to a refund of any portion of institutional charges.

7.3.5.2 Death of a Student

A refund of all nonresident fees, matriculation fees, and other mandatory fees shall be made in the event of the death of a student at any time during the academic session (BoR Minutes, 1979-80, p. 61; 1986-87, pp. 24-25; 1995, p. 246).

6. Revisions to the Policy Manual: Section 7.3 – Tuition and Fees (Continued)

7.3.5.3 Military Service Refunds

Subject to institutional policies, full refunds of tuition and mandatory fees and pro rata refunds of elective fees are hereby authorized for students who are:

1. Military reservists (including members of the National Guard) who, after having enrolled in a USG institution and paid tuition and fees, receive orders to active duty or are reassigned for temporary duty or mandatory training that prevents completion of the term; (BoR Minutes, June 2011)
2. Commissioned officers of the United States Public Health Service Commissioned Corps (PHSCC) who receive deployment orders in response to a public health crisis or national emergency after having enrolled in a USG institution and paid tuition and fees; (BoR Minutes, February 2010)
3. Active duty military personnel who, after having enrolled in a USG institution and paid fees, receive reassignment or a temporary duty assignment or a training assignment that would prevent completion of the term; (BoR Minutes, June 2011) or,
4. Otherwise unusually and detrimentally affected by the activation of members of the reserve components or the deployment of active duty personnel of the Armed Forces of the United States who demonstrate a need for exceptional equitable relief. (BoR Minutes, June 2011)

EDITED POLICY LANGUAGE:

7.3.5 Refunds

The policy for determining refunds to be made on institutional charges and other mandatory **fees and elective fees and special charges (non-mandatory fees)** at USG institutions, except for those institutions for which special refund policies have been approved by the Board of Regents, follows the “institutional refunds” procedures, as defined in the 1998 Amendments to the Higher Education Act of 1965, P.L. 105-244, **TITLE IV—STUDENT ASSISTANCE, PART G—GENERAL PROVISIONS, SEC. 485**. ~~For the purposes of this section, “institutional charges” are as defined in the Statutory and Regulatory Citations Section 484B of the Higher Education Act of 1965, as amended (Title IV, HEA and 34 668.22).~~

Tuition and fees awarded by scholarship or grant from an agency or authority of the State of Georgia on behalf of a student receiving a refund under this policy shall be reimbursed to such agency or authority.

The Chancellor is authorized and empowered to take or cause to be taken any and all such other and further action as, in the judgment of the Chancellor, may be necessary, proper, convenient or

6. Revisions to the Policy Manual: Section 7.3 – Tuition and Fees (Continued)

required in connection with the execution of this policy. Such authority may be further delegated to the President of the institution.

The USG institution presidents are authorized and empowered to take or cause to be taken any and all such other and further action as may be necessary, proper, convenient, or required in connection with the execution of this policy. (~~BoR Minutes, February, 2007~~).

7.3.5.1 Students Withdrawing from an USG Institution

The refund amount for students withdrawing from an institution shall be based on a pro rata percentage determined by dividing the number of calendar days in the semester that the student completed by the total calendar days in the semester. The total calendar days in a semester includes weekends, but excludes scheduled breaks of five (5) or more days and days that a student was on an approved leave of absence.

The unearned portion shall be refunded up to the point in time that the amount earned equals ~~sixty percent~~ (60 percent%). Students who withdraw from the institution when the calculated percentage of completion is greater than 60% percent are not entitled to a refund of any portion of institutional charges.

7.3.5.2 Death of a Student

A refund of all nonresident fees, matriculation fees, and other mandatory fees shall be made in the event of the death of a student at any time during the academic session (~~BoR Minutes, 1979-80, p. 61; 1986-87, pp. 24-25; 1995, p. 246~~).

7.3.5.3 Military Service Refunds

Subject to institutional policies, full refunds of tuition and mandatory fees and pro rata refunds of elective fees are hereby authorized for students who are:

1. Military reservists (including members of the National Guard) who, after having enrolled in a USG institution and paid tuition and fees, receive orders to active duty or are reassigned for temporary duty or mandatory training that prevents completion of the term; (~~BoR Minutes, June 2011~~)
2. Commissioned officers of the United States Public Health Service Commissioned Corps (PHSCC) who receive deployment orders in response to a public health crisis or national emergency after having enrolled in a USG institution and paid tuition and fees; (~~BoR Minutes, February 2010~~)

6. Revisions to the Policy Manual: Section 7.3 – Tuition and Fees (Continued)

3. Active duty military personnel who, after having enrolled in a USG institution and paid fees, receive reassignment or a temporary duty assignment or a training assignment that would prevent completion of the term; (~~BoR Minutes, June 2011~~) or,
4. Otherwise unusually and detrimentally affected by the activation of members of the reserve components or the deployment of active duty personnel of the Armed Forces of the United States who demonstrate a need for exceptional equitable relief. (~~BoR Minutes, June 2011~~)

7. Revisions to the Policy Manual: Section 7.5 – Fund Management

Recommended: That the Board approve revisions to Policy Sections 7.5, 7.5.1, 7.5.2, 7.5.4, 7.5.5 and its subsections, effective as of May 15, 2018.

Understandings: In line with the goals of the Board of Regents’ Policy Manual Review, the main purpose of these revisions is to simplify Policy language, to provide for consistency in Policy provisions, and to increase the efficiency of the Policy Manual.

CURRENT POLICY LANGUAGE:

7.5 Fund Management

Regulations on banking and investments will be published and distributed periodically to the various operating units in [Section 9.0, Banking and Investments, of the Business Procedures Manual](#).

7.5.1 Banking

All depositories, where funds of the Board of Regents of the University System of Georgia are held in time and demand deposits, shall either give a depository bond in some acceptable security company qualified to do business in Georgia or, in lieu thereof, may deposit with some other depository satisfactory to the Treasurer of the Board of Regents securities of the following classes, the current market value of which shall be not less than 110% of the amount after the deduction of the amount of the deposit insurance (BoR Minutes, October 2010):

1. Direct obligations of the United States Government;
2. Obligations unconditionally guaranteed by the United States Government;
3. Direct obligations of the State of Georgia;
4. Direct obligations of any political subdivision of the State of Georgia; and/or,
5. Georgia municipal, county, or State of Georgia Authority Bonds acceptable to the Treasurer of the Board of Regents.

(BoR Minutes, 1970-71, p. 691)

The president of each USG institution shall determine the bank or banks where funds are deposited through a best value competitive contract bid process to be undertaken every five (5) years (BoR Minutes, April 2005). The president shall inform the USG chief fiscal officer of the bank or banks where funds are deposited. It shall be the duty of the Treasurer of the Board to handle all details relative to the bank or banks furnishing the required depository protection (BoR Minutes, 1949-50, p. 251; February 1996).

7. Revisions to the Policy Manual: Section 7.5 – Fund Management (Continued)

The USG chief fiscal officer shall appoint a person or persons at each USG institution with authority to sign checks drawn on banks where funds of the respective institutions are deposited. Persons so appointed shall be authorized to sign any documents that may be required by the banks concerned (BoR Minutes, 1952-53, p. 365).

The chief business officer of each USG institution and any other officer or employee who participates in the selection of the institution's depository (bank) are prohibited from serving on the governing boards of banks and other financial institutions if such banks or other financial institutions have or seek a commercial relationship with that institution (BoR Minutes, 1996).

A president of an institution may serve on the governing board of a bank or financial institution that does not have a commercial relationship with the institution. However, such a bank or financial institution will not be considered by the institution for establishment of a commercial relationship with that USG institution for not less than two (2) years after the termination of the president as a member of the board.

7.5.1.1 Required Electronic Transfer of Funds

Electronic funds transfer is the required method for payroll payments to employees, making funds available to the employee by the authorized pay date, unless the employee can provide documentation of having an "un-bankable" status; i.e., the employee is unable to obtain a bank account. Direct deposit is defined as the electronic transfer of funds from the employer to a depository institution designated by the employee, which makes the funds available to the employee by the authorized pay date.

Electronic withdrawal of funds (auto-debit) is the required method of payment from retirees for benefit premiums; i.e., the payment is electronically withdrawn from an account at a depository institution that is designated by the retiree to the employer, occurring on a specified date each month. Where auto-debit is not possible, the institution can determine the appropriate alternative method of employee share of premiums collection.

Requiring an auto-debit for all retirees participating in the health insurance plan will streamline the process, eliminate invoicing and greatly reduce premium collection and reconciliation efforts. (BoR Minutes, May 2011)

7.5.2 Investments

7.5.2.1 General

7. Revisions to the Policy Manual: Section 7.5 – Fund Management (Continued)

It is the intent of the Board that each institution develop an investment policy that fosters sound and prudent judgment in the management of assets to ensure safety of capital consistent with the fiduciary responsibility each institution has to the citizens of Georgia and that conforms with Board of Regents investment policy. Each institution shall be required to have a written investment policy statement on file with the USG chief fiscal officer. The policy should be reviewed and updated at least once every two (2) years. Each institution shall submit an annual report on its investment performance to the USG chief fiscal officer that asserts that investments have been made in accordance with the institution's written investment policy.

7.5.2.2 Investment Objectives

The investment policy should specify overall investment objectives. There may be several different investment objectives depending on the type of funds to be invested and period of investment to be considered. These may include objectives that attempt to preserve the purchasing power of income and principal, maximize current income, or maximize capital values. Each investment objective should clearly state the time horizon for achieving investment objectives.

7.5.2.3 Investment Type

The investment policy should identify the general type of investments permitted under each investment objective. Investment must be consistent with donor intent, Board of Regents' policy, and applicable federal and state laws (BoR Minutes, April 2005).

7.5.2.4 Asset Allocation

The investment policy should include asset allocation guidelines that outline the asset classes and subclasses that will constitute permissible areas for investment of funds. The guidelines should indicate the maximum and normal distribution of funds among the different asset classes or subclasses and the rationale for selecting these criteria. Asset allocation guidelines should also be tied to the investment objective and consider the potential risks associated with different asset allocations. The investment policy should outline the factors to be considered when an institution proposes a change in asset allocation, such as during times of significant rate shift affecting the investment portfolio and instability in inflationary trends

7.5.2.5 Diversification

Diversification is fundamental to the management of risk and is therefore a pervasive consideration in prudent investment management. The investment policy should include a diversification plan that considers the asset classes and investment products to be utilized in an attempt to achieve desired return with an acceptable level of risk.

7. Revisions to the Policy Manual: Section 7.5 – Fund Management (Continued)

7.5.2.6 Spending Policy

The investment policy should include spending rules and relate these to investment objectives. Variables to be considered include the percentage of return allocated to prevent principal erosion by inflation versus the percentage to be expended currently.

7.5.2.7 Collateralization

The investment policy should provide for appropriate collateralization of invested funds, which, by law, require the pledge of collateral.

7.5.2.8 Management, Reporting, and Monitoring

Management’s plan for authorization of investment activity, periodic reporting of investment activity, and monitoring of investment results should be outlined in detail in the investment policy.

7.5.2.9 Use of Investment Managers

Criteria to be used in the selection of investment managers and the evaluation of their performance should be described if the institution chooses to use outside investment managers. These criteria should address the investment manager’s:

1. Professional background and experience;
2. Investment philosophy relative to the institution’s stated investment objectives;
3. Organizational structure and overall product line;
4. Control with respect to ensuring that individual managers adhere to policy objectives and guidelines;
5. Total size of managed assets;
6. Record of performance measured against appropriate benchmarks; and,
7. Ability to communicate results effectively and in timely fashion.

7.5.3 Loan Funds for Matching Purposes

USG institutions shall be authorized to use money in student loan funds of the respective institutions for the purpose of matching funds available under federal loan programs for loans to students when terms of the gift to the institution permit such use for matching purposes (BoR Minutes, 1958-59, pp. 209-10).

7. Revisions to the Policy Manual: Section 7.5 – Fund Management (Continued)

7.5.4 Sale of Securities

The USG chief fiscal officer, with the approval of the Chair or Vice Chair of the Board, is authorized and empowered to sell and assign, or request payment or re-issue of any and all United States securities of any description registered on the books of the Treasury Department, or registered securities with respect to which the Treasury Department acts as the transfer agency, now or hereafter held by the Board of Regents of the University System of Georgia as executor, administrator, guardian, trustee, or in any fiduciary capacity whatsoever, and also to sell and assign any such securities which the Board of Regents is, or shall be, authorized or empowered to sell and assign as attorney for, or other representative of, the owner thereof.

The USG chief fiscal officer, with the approval of the Chair or Vice Chair of the Board, is authorized and empowered to receive payment for any matured security and to reinvest the principal or the sum total in a like or similar security. The USG chief fiscal officer shall make reports of such transactions to the Board as information.

7.5.5 Georgia Eminent Scholars Endowment Trust Fund

The Board of Regents shall serve as trustees of the Georgia Eminent Scholars Endowment Trust fund, which shall, as provided by law, be a budget unit for the purpose of appropriation of state funds.

The funds appropriated to the Board of Regents under this program shall be used exclusively to endow academic chairs in an effort to attract eminent scholars to join the faculties of USG institutions. The criteria for persons selected to hold such chairs shall be established by the president of the institution concerned.

A total sum of not less than \$1,000,000 shall be required to endow a chair under this program. The respective foundations of the institutions concerned shall be required to contribute not more than seventy-five percent (75%) of such amount (\$750,000) and the fund shall contribute not less than twenty-five percent (25%) of such amount (\$250,000). No funds shall be granted to a foundation except upon the express written condition that the funds and the earnings therefrom shall be used to endow an academic chair as provided herein.

Approved grants may be made to foundations previously established to enhance the educational purposes of the USG institution concerned. The income from the grant funds and the foundation funds contributed shall be used to endow academic chairs that shall be known as the Eminent Scholars Chair.

7. Revisions to the Policy Manual: Section 7.5 – Fund Management (Continued)

The funds received by a foundation for this purpose, together with the funds contributed by the foundation, shall be managed and invested by the governing board of directors of the foundation of the institution concerned and kept separate from other funds of the foundation.

Funds raised by the respective foundations to qualify for the grants may come from more than one donor, but the gifts of not more than ten (10) donors shall be aggregated to raise the minimum sum required (\$750,000). All donations must be accompanied by a statement from the donor acknowledging that the funds donated will be used to endow a chair authorized under this program. USG institutions having chairs endowed by the fund may petition the Board to add the name of the donor or benefactor to the name of the chair (BoR Minutes, 1984-85, pp. 324-25).

EDITED POLICY LANGUAGE:

*NOTE: Highlighted language in italics moved from elsewhere in policy section. Struck-through language in italics moved elsewhere in policy section.

7.5 Fund Management

Regulations on banking and investments will be published and distributed periodically to the various operating units in Section 9.0, Banking and Investments, of the **University System of Georgia (USG)** Business Procedures Manual.

7.5.1 Banking

All banking services for the Board of Regents are subject to the review and approval of the USG chief fiscal officer in accordance with the State of Georgia Depository Board and the Office of the State Treasurer Bank Policy. Banking includes establishing bank accounts, domestic and international; bank services provided; and bank fees. Merchant card services or stored value cards are not included in banking services. Service providers are subject to the State Depository Board's published Banking Guidelines, the State of Georgia Banking Agreement, and related statutory requirements for banking. All new bank accounts and expansion of services using a Board of Regents FEI# must be approved by the USG chief fiscal officer. The USG chief fiscal officer shall notify the Office of the State Treasurer (OST) of all approved banking providers for review and recommendation to the State Depository Board for inclusion in the State Bank Registry.

All depositories, where funds of the Board of Regents of the University System of Georgia are held in time and demand deposits, shall be collateralized in accordance with OCGA §§ 45-8-12

7. Revisions to the Policy Manual: Section 7.5 – Fund Management (Continued)

and 45-8-13 with either a dedicated or pooled methodology as prescribed by the OST. ~~give a depository bond in some acceptable security company qualified to do business in Georgia or, in lieu thereof, may deposit with some other depository satisfactory to the Treasurer of the Board of Regents securities of the following classes, the current market value of which shall be not less than 110% of the amount after the deduction of the amount of the deposit insurance (BoR Minutes, October 2010):~~

- ~~1. Direct obligations of the United States Government;~~
- ~~2. Obligations unconditionally guaranteed by the United States Government;~~
- ~~3. Direct obligations of the State of Georgia;~~
- ~~4. Direct obligations of any political subdivision of the State of Georgia; and/or,~~
- ~~5. Georgia municipal, county, or State of Georgia Authority Bonds acceptable to the Treasurer of the Board of Regents.~~

~~(BoR Minutes, 1970-71, p. 691)~~

All foreign bank accounts of a USG institution must be in the name of the state entity (institution). A cap of \$100,000 is set on consolidated foreign bank accounts of a USG institution's depositories in a particular foreign bank and, in any event, shall not exceed the lower of the State Depository Board's Prescribed limit or the limit of the FDIC equivalent organization that applies to the specific USG institution in that particular country. When necessary, just in time funding or international wire transfers may be required for processing deposits.

The ~~p~~President of each USG institution shall determine the recommended bank or banks where funds are deposited through a best value competitive contract bid process to be undertaken every five (5) years ~~(BoR Minutes, April 2005)~~. This competitive bid process should include a pro forma analysis by the OST. Based on competitive bid results, ~~T~~the ~~p~~President shall ~~inform~~ request banking approval from the USG chief fiscal officer ~~of~~ for the selected bank or banks where funds are deposited. It shall be the duty of the Treasurer of the Board to handle all details relative to the bank or banks furnishing the required depository protection ~~(BoR Minutes, 1949-50, p. 251; February 1996)~~.

Once established, bank providers are required to report and document activities as defined in the OST Banking Guidelines and State of Georgia Banking Agreement, which may be found at OCGA § 50-17-51.

The USG chief fiscal officer shall appoint a person or persons at each USG institution with authority to sign checks drawn on banks where funds of the respective institutions are deposited. Persons so appointed shall be authorized to sign any documents that may be required by the banks concerned ~~(BoR Minutes, 1952-53, p. 365)~~.

7. Revisions to the Policy Manual: Section 7.5 – Fund Management (Continued)

The chief business officer of each USG institution and any other officer or employee who participates in the selection of the institution's depository (bank) are prohibited from serving on the governing boards of banks and other financial institutions if such banks or other financial institutions have or seek a commercial relationship with that institution (~~BoR Minutes, 1996~~).

A pPresident of an institution may serve on the governing board of a bank or financial institution that does not have a commercial relationship with the institution. However, such a bank or financial institution will not be considered by the institution for establishment of a commercial relationship with that USG institution for not less than two (2) years after the termination of the pPresident as a member of the board.

7.5.1.1 ~~Required~~ Electronic Transfer of Funds

Payments to vendors for goods and services should be electronic to avoid the associated costs of issuing paper checks when practical in accordance with Statewide Accounting Policy and Procedures – Vendor Management issued by the State Accounting Office.

When possible, USG institutions may participate in the statewide electronic payment agreement using one of the approved providers for merchant services. If not, the institution President may submit justification to and request approval to obtain another provider from the USG chief fiscal officer. The USG chief fiscal officer shall determine whether to submit the proposed card service agreement and fee schedule to the OST for an exemption approval by the State Depository Board. Institutions not participating in the statewide agreement must provide an annual report of transaction activities as required by OST.

Electronic funds transfer is the required method for payroll payments to employees, making funds available to the employee by the authorized pay date, unless the employee can provide documentation of having an “un-bankable” status; i.e., the employee is unable to obtain a bank account. Direct deposit is defined as the electronic transfer of funds from the employer to a depository institution designated by the employee, which makes the funds available to the employee by the authorized pay date.

Electronic withdrawal of funds (auto-debit) is the required method of payment from retirees for benefit premiums; i.e., the payment is electronically withdrawn from an account at a depository institution that is designated by the retiree to the employer, occurring on a specified date each month. Where auto-debit is not possible, the ~~institution can determine the~~ University System Office may review and authorize and appropriate alternative method of ~~benefits premium payment employee share of premiums collection.~~

7. Revisions to the Policy Manual: Section 7.5 – Fund Management (Continued)

~~Requiring an auto-debit for all retirees participating in the health insurance plan will streamline the process, eliminate invoicing and greatly reduce premium collection and reconciliation efforts. (BoR Minutes, May 2011)~~

7.5.2 Investments

7.5.2.1 General

~~It is the intent of the~~ The Board of Regents requires that each USG institution develop and maintain an investment policy that fosters sound and prudent judgment in the management of assets to ensure safety of capital consistent with the fiduciary responsibility each institution has to the citizens of Georgia and that conforms with donor intent, Board of Regents' investment policies and procedures, and applicable law.

Each institution shall be is required to have a written investment policy statement on file with the USG chief fiscal officer. The policy should be reviewed and updated at least once every two (2) years. ~~Each institution shall submit an annual report on its investment performance to the USG chief fiscal officer that asserts that investments have been made in accordance with the institution's written investment policy.~~ The defined investment policy must contain, at a minimum, the following items:

1. Investment objectives;
2. Investment type;
3. Asset allocation;
4. Diversification, including interest rate risk, custodial credit risk, credit quality risk, concentration of credit risk, and foreign currency risk;
5. Spending policy;
6. Monitoring; and,
7. Utilization of investment manager.

~~Each USG institution shall submit an annual report on its investment performance for all investment outside of the Board of Regents' Pooled Investment Program to the USG chief fiscal officer that asserts that investments have been made in accordance with the institution's written investment policy.~~

7.5.2.2 Investment Objectives Board of Regents' Pooled Investment Program

The USG serves as fiscal agent for various units of the USG and its affiliated organizations. The USG pools the monies of these units and affiliated organizations for investment purposes. The

7. Revisions to the Policy Manual: Section 7.5 – Fund Management (Continued)

investment pool is not registered with the SEC as an investment company and does not issue shares. The fair value of the investments is determined daily. Each participant is allocated a pro rata share of each pooled investment fund balance at fair value along with a pro rata share of the pooled fund's investment returns.

The USG will maintain investment guidelines on file with the USG chief fiscal officer for each pooled investment fund that is offered to qualified University System participants. These guidelines are intended to foster sound and prudent responsibility that each institution has to the citizens of Georgia and which conforms to the Board of Regents' investment policy. All investments must be consistent with donor intent, Board of Regents' policies and procedures, and applicable laws. Units of the USG and their affiliated organizations may participate in the Pooled Investment Program. The overall character of the pooled fund portfolio should be one of above-average quality, possessing at most an average degree of investment risk.

Investments in the Board of Regents' Pooled Investment Program shall be undertaken in a manner that seeks to ensure the preservation of capital in each pooled investment fund in line with the investment objectives outlined in investment guidelines for each fund. This will be accomplished through mitigating interest rate risk, credit quality risk, custodial quality risk, concentration of credit risk, and foreign currency risk, as set forth below.

Interest Rate Risk: The USG will minimize interest rate risk by:

- Structuring the investment portfolio so that security maturities match cash requirements for ongoing operations, thereby avoiding the need to sell securities on the open market prior to maturity.
- Investing funds necessary for operating needs primarily in shorter-term securities, money market mutual funds, or similar investment pools and limiting individual security maturity as well as the average maturity of the portfolio.

Credit Quality Risk: The USG will minimize credit risk by:

- Limiting investments to the types of securities listed in the investment guidelines for each pooled investment fund.
- Pre-qualifying and conducting ongoing due diligence of the financial institutions, brokers, dealers, intermediaries, and advisers with which the USG will do business in accordance with Board Policy 7.5.1.
- Diversifying the investment portfolio so that the impact of potential losses from any one type of security or any one individual issuer will be minimized.

7. Revisions to the Policy Manual: Section 7.5 – Fund Management (Continued)

Custodial Credit Risk: The USG will minimize custodial credit risk by:

- Appointing a federally-regulated banking institution as custodian. The custodian must perform its duties to the standards of professional custodian and should be liable to the USG for claims, losses, liabilities, and expenses arising from its failure to exercise ordinary care, its willful misconduct, or its failure to otherwise act in accordance with the contract. The custodian shall annually provide a copy of his, her, or their most recent report on internal controls, i.e., Statement on Standards for Attestation Engagements No. 16 or equivalent report.
- All securities transactions should be settled on a delivery versus payment basis through an approved depository institution such as the Depository Trust Company or the Federal Reserve.
- Repurchase agreements should be collateralized by United States Treasury securities at 102 percent of the market value of the investment at all times.

Concentration of Credit Risk: The USG's investment guidelines should establish diversification of investments to reduce overall portfolio risk while maintaining market rates of return.

Foreign Currency Risk: Exposure to foreign currency credit risk should be limited to funds maintained in foreign accounts for the study abroad program.

Ethics and Conflicts of Interest: Officers and employees involved in the Board of Regents' Pooled Investment Program shall refrain from personal business activity that could conflict with the proper execution and management of the investment program or that could impair their ability to make impartial decisions. Employees and investment officials shall disclose any material interests in financial institutions with which they conduct business in accordance with applicable law, as well as any personal financial or investment positions that could be related to the performance of the investment portfolio. Employees and officers shall refrain from undertaking personal investment transactions with the same individual with whom business is conducted on behalf of the USG.

~~The investment policy should specify overall investment objectives. There may be several different investment objectives depending on the type of funds to be invested and period of investment to be considered. These may include objectives that attempt to preserve the purchasing power of income and principal, maximize current income, or maximize capital values. Each investment objective should clearly state the time horizon for achieving investment objectives.~~

~~7.5.2.3 Investment Type~~

~~The investment policy should identify the general type of investments permitted under each investment objective. Investment must be consistent with donor intent, Board of Regents' policy, and applicable federal and state laws (BoR Minutes, April 2005).~~

7. Revisions to the Policy Manual: Section 7.5 – Fund Management (Continued)

7.5.2.4 Asset Allocation

~~The investment policy should include asset allocation guidelines that outline the asset classes and subclasses that will constitute permissible areas for investment of funds. The guidelines should indicate the maximum and normal distribution of funds among the different asset classes or subclasses and the rationale for selecting these criteria. Asset allocation guidelines should also be tied to the investment objective and consider the potential risks associated with different asset allocations. The investment policy should outline the factors to be considered when an institution proposes a change in asset allocation, such as during times of significant rate shift affecting the investment portfolio and instability in inflationary trends.~~

7.5.2.5 Diversification

~~Diversification is fundamental to the management of risk and is therefore a pervasive consideration in prudent investment management. The investment policy should include a diversification plan that considers the asset classes and investment products to be utilized in an attempt to achieve desired return with an acceptable level of risk.~~

7.5.2.6 Spending Policy

~~The investment policy should include spending rules and relate these to investment objectives. Variables to be considered include the percentage of return allocated to prevent principal erosion by inflation versus the percentage to be expended currently.~~

7.5.2.7 Collateralization

~~The investment policy should provide for appropriate collateralization of invested funds, which, by law, require the pledge of collateral.~~

7.5.2.8 Management, Reporting, and Monitoring

~~Management's plan for authorization of investment activity, periodic reporting of investment activity, and monitoring of investment results should be outlined in detail in the investment policy.~~

7.5.2.9 Use of Investment Managers

~~Criteria to be used in the selection of investment managers and the evaluation of their performance should be described if the institution chooses to use outside investment managers. These criteria should address the investment manager's:~~

- ~~1. Professional background and experience;~~

7. Revisions to the Policy Manual: Section 7.5 – Fund Management (Continued)

2. ~~Investment philosophy relative to the institution's stated investment objectives;~~
3. ~~Organizational structure and overall product line;~~
4. ~~Control with respect to ensuring that individual managers adhere to policy objectives and guidelines;~~
5. ~~Total size of managed assets;~~
6. ~~Record of performance measured against appropriate benchmarks; and,~~
7. ~~Ability to communicate results effectively and in timely fashion.~~

7.5.3 Loan Funds for Matching Purposes

USG institutions are authorized to administer student loan funds in accordance with federal, state, and private regulations or gift documents. USG institutions shall be ~~are~~ authorized to use money in student loan funds of the respective institutions for the purpose of matching funds available under federal loan programs for loans to students when terms of the gift to the institution permit such use for matching purposes ~~(BoR Minutes, 1958-59, pp. 209-10)~~. ~~USG institutions are not authorized to establish loan funds utilizing institutional resources.~~

7.5.4 Sale of Securities

~~The USG chief fiscal officer, with the approval of the Chair or Vice Chair of the Board, is authorized and empowered to sell and assign, or request payment or re-issue of any and all United States securities of any description registered on the books of the Treasury Department, or registered securities with respect to which the Treasury Department acts as the transfer agency, now or hereafter held by the Board of Regents of the University System of Georgia as executor, administrator, guardian, trustee, or in any fiduciary capacity whatsoever, and also to sell and assign any such securities which the Board of Regents is, or shall be, authorized or empowered to sell and assign as attorney for, or other representative of, the owner thereof.~~

~~The USG chief fiscal officer, with the approval of the Chair or Vice Chair of the Board, is authorized and empowered to receive payment for any matured security and to reinvest the principal or the sum total in a like or similar security. The USG chief fiscal officer shall make reports of such transactions to the Board as information.~~

7. Revisions to the Policy Manual: Section 7.5 – Fund Management (Continued)**7.5.54 Georgia Eminent Scholars Endowment Trust Fund**

The Board of Regents shall serve as trustees of the Georgia Eminent Scholars Endowment Trust Fund, which shall, as provided by law (OCGA § 20-3-82), be a budget unit for the purpose of appropriation of state funds.

The funds appropriated to the Board of Regents under this program shall be used exclusively to endow academic chairs in an effort to attract eminent scholars to join the faculties of USG institutions. The criteria for persons selected to hold such chairs shall be established by the President of the institution concerned.

A total sum of not less than \$1,000,000 shall be required to endow a chair under this program. The respective foundations of the institutions concerned shall be required to contribute not more than ~~seventy-five~~ 75 percent (~~75%~~) of such amount (\$750,000) and the fund shall contribute not less than ~~twenty-five~~ 25 percent (~~25%~~) of such amount (\$250,000). No funds shall be granted to a foundation except upon the express written condition that the funds and the earnings therefrom shall be used to endow an academic chair as provided herein.

Approved grants may be made to foundations previously established to enhance the educational purposes of the USG institution concerned. The income from the grant funds and the foundation funds contributed shall be used to endow academic chairs that shall be known as the Eminent Scholars Chair.

The funds received by a foundation for this purpose, together with the funds contributed by the foundation, shall be managed and invested by the governing board of directors of the foundation of the institution concerned and kept separate from other funds of the foundation.

Funds raised by the respective foundations to qualify for the grants may come from more than one donor, but the gifts of not more than ten (~~10~~) donors shall be aggregated to raise the minimum sum required (\$750,000). All donations must be accompanied by a statement from the donor acknowledging that the funds donated will be used to endow a chair authorized under this program. USG institutions having chairs endowed by the fund may petition the Board to add the name of the donor or benefactor to the name of the chair (~~BoR Minutes, 1984-85, pp. 324-25~~).

8. Revisions to the Policy Manual: Section 7.9 Contracts

Recommended: That the Board approve revisions to Policy Sections 7.9.2 and 7.9.3, effective as of May 15, 2018.

Understandings: In line with the goals of the Board of Regents' Policy Manual Review, the main purpose of these revisions is to simplify Policy language, to provide for consistency in Policy provisions, and to increase the efficiency of the Policy Manual.

CURRENT POLICY LANGUAGE:

7.9.2 Construction Contracts

Unless otherwise provided by these policies, major construction contracts entered into by the Board of Regents shall require prior approval by the Board.

Construction contracts that involve expenditures of \$25,000 or more shall require certification by the contractor that a drug-free workplace is provided to the contractor's and subcontractor's employees in accordance with laws of the State of Georgia. All such construction contracts shall contain a certification that the contractor will not engage in the unlawful manufacture, sale, distribution, dispensation, possession, or use of a controlled substance or marijuana during the performance of the contract (BoR Minutes, 1989-90, p. 387).

EDITED POLICY LANGUAGE:

7.9-27.3 Construction Contracts

Unless otherwise provided by these policies, major construction contracts entered into by the Board of Regents shall require prior approval by the Board.

Construction contracts that involve expenditures of \$25,000 or more shall require certification by the contractor that a drug-free workplace is provided to the contractor's and subcontractor's employees in accordance with laws of the State of Georgia. All such construction contracts shall contain a certification that the contractor will not engage in the unlawful manufacture, sale, distribution, dispensation, possession, or use of a controlled substance or marijuana during the performance of the contract (BoR Minutes, 1989-90, p. 387).

8. Revisions to the Policy Manual: Section 7.9 Contracts (Continued)**CURRENT POLICY LANGUAGE:**

7.9.3 Contracts with Veterans Administration

USG institution presidents and/or the Treasurer of the Board of Regents of the University System of Georgia shall negotiate, execute, and sign in the name of the Regents, all contracts between USG institutions and the Veterans Administration or other agencies of the United States Government with respect to education and training, vocational rehabilitation, advisement, and guidance of veterans and otherwise under the provisions of Public Laws 16 and 346, 78th Congress, as amended, and subsequent laws passed by the Congress providing for education and training of veterans.

It is understood that the institution covered by such contracts shall submit to the Veterans Administration or other agencies of the United States Government vouchers for services rendered under the provisions of the contract in the name of the institution concerned. Such vouchers will be certified by an official of the institution. Checks drawn on the Treasury of the United States of America in payment of such services shall be made payable to the institution concerned and mailed directly to the institution (BoR Minutes, 1948-49, pp. 301-02).

EDITED POLICY LANGUAGE:7.9~~7~~³⁴ Contracts with Veterans Administration

~~The Chancellor or~~ USG institution presidents and/or the Treasurer of the Board of Regents of the University System of Georgia shall negotiate, execute, and sign in the name of the Regents, all contracts between USG institutions and the Veterans Administration or other agencies of the United States Government with respect to education and training, vocational rehabilitation, advisement, and guidance of veterans and otherwise under the provisions of Public Laws 16 and 346, 78th Congress, as amended, and subsequent laws passed by the Congress providing for education and training of veterans.

~~It is understood that t~~The USG institution covered by such contracts shall submit to the Veterans Administration or other agencies of the United States Government vouchers for services rendered under the provisions of the contract in the name of the institution concerned. Such vouchers will be certified by an official of the institution. Checks drawn on the Treasury of the United States of America in payment of such services shall be made payable to the institution concerned and mailed directly to the institution (~~BoR Minutes, 1948-49, pp. 301-02~~).

9. Revisions to the Policy Manual: Section 7.11 Miscellaneous

Recommended: That the Board approve revisions to Policy Section 7.11 and its subsections, effective as of May 15, 2018.

Understandings: In line with the goals of the Board of Regents' Policy Manual Review, the main purpose of these revisions is to simplify Policy language, to provide for consistency in Policy provisions, and to increase the efficiency of the Policy Manual.

CURRENT POLICY LANGUAGE:

7.11.7 Student Housing

7.11.7.1 Comprehensive Plans

Each institution that provides, or plans to provide, a residential student program shall develop a student housing comprehensive plan that addresses all facets of the creation, expansion, and operation of the student housing facilities.

The student housing plan will address the:

1. Academic mission;
2. Specific role or purpose of student housing within that mission including student life programs;
3. Access to the campus or other needs;
4. Enrollment projections in relation to housing goals, geographic, economic, and demographic factors at the institution and in the local community; and,
5. Financial considerations, including an evaluation of the desirability and practicality of achieving these student housing objectives through private sector partnerships on institution lands or lands proximate to the institution.

The student housing plan will include the following:

1. A business plan that explains the role of the student housing program in the context of the institution's academic mission, includes concrete goals and objectives, and defines an operating strategy including marketing plans, programs and services, fees, assignment of indirect costs, and use of reserves for repair and maintenance, major renovation and, if planned, expansion of capacity. The plan should also contain a financial pro forma that projects future revenues and expenditures consistent with stated goals and objectives and includes plans for capitalization, maintenance and operations, and facilities renewal;
2. A facility evaluation assessing the appropriateness of rehabilitation versus demolition and new construction;

9. Revisions to the Policy Manual: Section 7.11 Miscellaneous (Continued)

3. A market needs assessment, including justification for additional student housing capacity where appropriate; and,
4. The housing facilities component of the institution's physical master plan, including site, circumstance, and impact on other campus functions.

(BoR Minutes, October 1997)

7.11.7.2 Financial Statements

To support requests for changes in housing fees, each institution shall submit, in accordance with procedures established by the USG chief fiscal officer and Treasurer, a financial statement that projects revenues and expenditures based on estimated housing enrollments, salary adjustments, inflationary expense, and other relevant factors (BoR Minutes, October 1997).

EDITED POLICY LANGUAGE:

7.11.7 Student Housing

7.11.7.1 Comprehensive Plans

~~Each institution that provides, or plans to provide, a residential student program shall develop a student housing comprehensive plan that addresses all facets of the creation, expansion, and operation of the student housing facilities.~~

~~The student housing plan will address the:~~

- ~~1. Academic mission;~~
- ~~2. Specific role or purpose of student housing within that mission including student life programs;~~
- ~~3. Access to the campus or other needs;~~
- ~~4. Enrollment projections in relation to housing goals, geographic, economic, and demographic factors at the institution and in the local community; and,~~
- ~~5. Financial considerations, including an evaluation of the desirability and practicality of achieving these student housing objectives through private sector partnerships on institution lands or lands proximate to the institution.~~

9. Revisions to the Policy Manual: Section 7.11 Miscellaneous (Continued)

The student housing plan will include the following:

1. ~~A business plan that explains the role of the student housing program in the context of the institution's academic mission, includes concrete goals and objectives, and defines an operating strategy including marketing plans, programs and services, fees, assignment of indirect costs, and use of reserves for repair and maintenance, major renovation and, if planned, expansion of capacity. The plan should also contain a financial pro forma that projects future revenues and expenditures consistent with stated goals and objectives and includes plans for capitalization, maintenance and operations, and facilities renewal;~~
2. ~~A facility evaluation assessing the appropriateness of rehabilitation versus demolition and new construction;~~
3. ~~A market needs assessment, including justification for additional student housing capacity where appropriate; and,~~
4. ~~The housing facilities component of the institution's physical master plan, including site, circumstance, and impact on other campus functions.~~

(BoR Minutes, October 1997)

7.11.7.2 Financial Statements

~~To support requests for changes in housing fees, each institution shall submit, in accordance with procedures established by the USG chief fiscal officer and Treasurer, a financial statement that projects revenues and expenditures based on estimated housing enrollments, salary adjustments, inflationary expense, and other relevant factors (BoR Minutes, October 1997).~~

**10. Revisions to the Policy Manual: Section 7.13 – Retiree Health Benefit Fund
Investment Policy and Policy Manual: Section 7.17 – Other Post-Employment
Benefits Funding Policy**

Recommended: That the Board approve revisions to Policy Section 7.13 and 7.17 and its subsections, effective as of May 15, 2018.

Understandings: In line with the goals of the Board of Regents’ Policy Manual Review, the main purpose of these revisions is to simplify Policy language, to provide for consistency in Policy provisions, and to increase the efficiency of the Policy Manual.

CURRENT POLICY LANGUAGE:

7.13 Board of Regents' Retiree Health Benefit Fund Investment Policy

7.13.1 Purpose

The Board of Regents’ Retiree Health Benefit Fund (“the Benefit Fund”) is established by Georgia state law to provide a steady stream of support for the mission of the Benefit Fund. As such, its assets are to be invested in a prudent manner that seeks to ensure the Benefit Fund assets grow to support the spending requirements of the Benefit Fund.

The minimum funding requirements of O.C.G.A. 47- 20-10 shall not apply to prefunding, in whole or in part, of anticipated future costs of providing other post-employment benefits as defined by Governmental Accounting Standards Board Statements Number 43 and Number 45 for retired employees of a political subdivision, including those presently retired and those anticipated to retire in the future, as provided in O.C.G.A. 47-20-10.1.

This investment policy provides a set of guidelines that govern the investment of these assets. The guidelines include asset allocation, allowable investments, quarterly standards, and performance standards overall and by specific category.

7.13.2 General Objectives

Investments will be made for the sole benefit of the Board of Regents Retiree Health Insurance Benefit Fund. Specifically, the portfolio should be guided by the following objectives:

1. The assets must be invested with the skill, care and diligence that a prudent investor would use in a similar capacity.

10. Revisions to the Policy Manual: Section 7.13 – Retiree Health Benefit Fund Investment Policy and Section 7.17 – Other Post-Employment Investment Benefits Funding Policy (Continued)

2. The Benefit Fund should seek to earn the projected spending rate plus inflation over a full market cycle, generally forty-eight (48) to sixty (60) months.
 3. The Benefit Fund should seek to outperform relevant market indices over a full market cycle.
-

7.13.3 Responsibilities

The Board of Regents has oversight regarding all trust fund decisions. The Board has delegated the oversight role to the Finance and Business Operations Committee, which has the responsibility to ensure that the Benefit Fund assets are managed:

1. For the exclusive benefit of the Retiree Health Insurance Benefit Fund;
2. Prudently and in compliance with applicable laws and regulation; and,
3. Effectively so that the assets will increase over time, on an inflation adopted basis.

Responsibilities include:

1. Developing investment goals, objectives and performance measurement standards that are consistent with the needs of the Benefit Fund;
2. Determining how the Benefit Fund assets should be allocated among asset classes; and,
3. Communicating the investment goals, objectives, and standards to the professional money manager(s), as noted below, including any material changes that may subsequently occur.

The Committee, with the consent of the Board, has the power to appoint professional money manager(s) to execute the Benefit Fund's investment strategy. The Committee will also review and evaluate the results of the professional money manager(s) in the context of mutually accepted standards of performance.

7.13.4 Monitoring of Objectives

The Retiree Benefit Fund will be monitored for adherence to investment philosophy, returns relative to objectives, and investment risk as measured by asset concentration, exposure to extreme economic conditions, and volatility. The Committee will conduct periodic reviews of the professional money manager in order to confirm that the factors underlying the performance expectations remain in place. The Committee shall meet with the professional money manager(s) at least semi-annually.

10. Revisions to the Policy Manual: Section 7.13 – Retiree Health Benefit Fund Investment Policy and Section 7.17 – Other Post-Employment Investment Benefits Funding Policy (Continued)

7.13.5 Short-term Investment Portfolio

The Benefit Fund’s short-term portfolio should seek to provide preservation and enhancement of capital. The Fund will need liquidity and income annually and therefore will only accept minimal short-term volatility in those assets providing income. However, a portion of short-term assets may be invested for the longer term, and volatility in these asset categories is to be expected and managed.

The short-term investment objective is to consistently outperform selected weighted market indices, and is expected to rank at or above the median when compared to a universe of its peers managing similar portfolios and following a similar investment style such as the Georgia One fund, or the Georgia Extended Asset Pool.

The long-term investment objective for the Fund’s short-term portfolio is to achieve an average annual total rate of return in excess of the inflation rate (as measured by the Consumer Price Index) plus one percent (1%) for the aggregate investments under this investment policy evaluated over rolling three (3) to five (5) year periods, net of investment management and advisory fees. This is based on targeting allocations in fixed income assets and cash equivalents to meet the current period plan obligations, as outlined in the investment statement. A secondary objective to be considered is diversification and risk management. A third objective is to invest principally in liquid and marketable instruments consistent with anticipated cash requirements.

7.13.6 Long-term Investment Portfolio

The Fund’s long-term investment portfolio should seek to provide annual income growing in line with inflation, with the secondary investment objective to seek growth of principal over time. The Fund will need liquidity and income annually and therefore will only accept minimal short-term volatility in those assets providing income. However, the majority of assets are to be invested for the long-term, and some volatility in these asset categories is to be expected and managed.

The long-term investment objective for the Trust’s long-term portfolio is to achieve an average annual total rate of return in excess of the inflation rate (as measured by the Consumer Price Index) plus five percent (5%) for the aggregate investments under this Investment Policy Statement evaluated over rolling three (3) to five (5) year periods. This return, which is to be net of investment management and advisory fees, is based on targeting allocations in equities, fixed income, and other assets and cash equivalents, as outlined in the investment statement.

10. Revisions to the Policy Manual: Section 7.13 – Retiree Health Benefit Fund Investment Policy and Section 7.17 – Other Post-Employment Investment Benefits Funding Policy (Continued)

The short-term investment objective is to consistently outperform selected weighted market indices. The overall short-term objective is the preservation and enhancement of capital. A secondary objective to be considered is diversification and risk management. A third objective is to invest principally in liquid and marketable instruments.

(BoR Minutes, January, 2008).

7.17 Other Post-Employment Benefits Funding Policy

7.17.1 Purpose

The purpose of this Funding Policy is to state the intent for accumulation of reserve funding for the Other Post-Employment Benefits (OPEB) liability of the Board of Regents Health Benefit Plan. The Board of Regents establishes this Funding Policy to help ensure the systematic funding of future benefit payments for members of the Board of Regents Health Benefit Plan. The plan's OPEB liability - the actuarially calculated liability for retiree benefits - is a significant liability that will increase absent control strategies such as advance funding. Therefore, it is the intent of the Board of Regents of the University System of Georgia that the Funding Policy outlined herein be implemented and remain unchanged unless changed by subsequent board action.

7.17.2 General Objectives

1. To achieve long-term funding of the cost of benefits provided by the Board of Regents Health Benefit Plan;
2. To seek reasonable and equitable allocation of the cost of benefits over time;
3. To minimize volatility of employer contributions to the extent reasonably possible, consistent with other policy goals; and
4. To maintain a policy that is both transparent and accountable to the stakeholders of the Board of Regents Health Benefit Plan.

7.17.3 Sources of Funding

Organizational units of the University System of Georgia pay the employer portion for group insurance for eligible retirees. The employer portion of the health insurance for its eligible retirees and retiree premium rate is based on the rates that are established annually by the Board of Regents for the upcoming plan year. With regard to life insurance, the employer covers the total costs for \$25,000 basic life insurance.

10. Revisions to the Policy Manual: Section 7.13 – Retiree Health Benefit Fund Investment Policy and Section 7.17 – Other Post-Employment Investment Benefits Funding Policy (Continued)

Assets are to accumulate under the guidelines described in the Reserve Funding Levels and OPEB Trust Fund Allocation Section, so that investment income can be earned on assets not needed to pay current year retiree health benefit payments.

7.17.4 Reserve Funding Levels and OPEB Trust Fund Allocation

Any reserve funds in the Board of Regents Health Benefit plan remaining after allowing for the plan’s Incurred But Not Reported (IBNR) liability plus twenty (20%) percent of plan benefit claims expense, be transferred to the OPEB Trust Fund annually, upon completion of the financial audit. Additional one-time contributions may be made on a discretionary basis in connection with derisking and other objectives upon approval of the Board of Regents.

7.17.5 Monitoring of Objectives

On an annual basis the University System of Georgia, Fiscal Affairs will report to the Board of Regents the amounts accumulated in the OPEB Trust Fund. The policy should be periodically reviewed in conjunction with the most recent version of the “Report of the Actuary on the Retiree Medical Valuations” that has been submitted to the Board of Regents, and any revisions to governmental accounting standards or statutory changes.

(BoR Minutes, May 2017)

EDITED POLICY LANGUAGE:

*NOTE: Highlighted language in italics moved from elsewhere in policy section. Struck-through language in italics moved elsewhere in policy section.

7.43~~10~~ Board of Regents' Retiree Health Benefit Fund *Investment Policy*

7.13~~10.1~~ Purpose *Investment Policy*

The Board of Regents’ Retiree Health Benefit Fund (“the Benefit Fund”) is established by Georgia state law to provide a steady stream of support for the mission of the Benefit Fund. ~~As such, its~~ assets are to be invested in a prudent manner that seeks to ensure **that the Benefit Fund assets grow to support the spending requirements of the Benefit Fund. *This policy provides a set of guidelines that govern the investment of these assets.***

10. Revisions to the Policy Manual: Section 7.13 – Retiree Health Benefit Fund Investment Policy and Section 7.17 – Other Post-Employment Investment Benefits Funding Policy (Continued)

The minimum funding requirements of O.C.G.A. § 47-20-10 shall not apply to prefunding, in whole or in part, of anticipated future costs of providing other post-employment benefits as defined by Governmental Accounting Standards Board Statements Number 43 and Number 45 for retired employees of a political subdivision, including those presently retired and those anticipated to retire in the future, as provided in O.C.G.A. § 47-20-10.1.

~~This investment policy provides a set of guidelines that govern the investment of these assets. The guidelines include asset allocation, allowable investments, quarterly standards, and performance standards overall and by specific category.~~

7.13 ~~10.21.1~~ General Investment Objectives

Investments ~~will~~ shall be made for the sole benefit of the Board of Regents' Retiree Health Insurance Benefit Fund. ~~Specifically, t~~The portfolio should be guided by the following objectives:

1. The assets must be invested with the skill, care, and diligence that a prudent investor would use in a similar capacity.
2. The Benefit Fund should seek to earn the projected spending rate plus inflation over a full market cycle, ~~generally forty eight (48) to sixty (60) months.~~
3. The Benefit Fund should seek to outperform relevant market indices over a full market cycle.

7.13 ~~10.31.2~~ Responsibilities

The Board of Regents has oversight regarding all trust fund decisions. ~~The Board and~~ has delegated the oversight role to the Board Committee on Finance and Business Operations ~~Committee~~, which has the responsibility to ensure that the Benefit Fund assets are managed:

1. For the exclusive benefit of the ~~Retiree Health Insurance~~ Benefit Fund;
2. Prudently and in compliance with applicable laws and regulation; and,
3. Effectively so that the assets will increase over time, on an inflation adopted basis.

Responsibilities include:

1. Developing investment goals, objectives, and performance measurement standards that are consistent with the needs of the Benefit Fund;

10. Revisions to the Policy Manual: Section 7.13 – Retiree Health Benefit Fund Investment Policy and Section 7.17 – Other Post-Employment Investment Benefits Funding Policy (Continued)

2. Determining how the Benefit Fund assets should be allocated among asset classes; and,
3. Communicating the investment goals, objectives, and standards to the professional money manager(s), as noted below, including any material changes that may subsequently occur.

The Committee, with the consent of the Board, has the power to appoint professional money manager(s) to execute the Benefit Fund’s investment strategy. The Committee will also review and evaluate the results of the professional money manager(s) in the context of mutually accepted standards of performance.

~~7.13~~ **10.41.3** Monitoring of Objectives

The ~~Retiree~~-Benefit Fund will **shall** be monitored for adherence to investment philosophy, returns relative to objectives, and investment risk as measured by asset concentration, exposure to extreme economic conditions, and volatility. The Committee will conduct periodic reviews of the professional money manager in order to confirm that the factors underlying the performance expectations remain in place. The Committee shall meet with the professional money manager(s) at least semi-annually.

~~7.13~~ **10.51.4** Short-term Investment Portfolio

The Benefit Fund’s short-term portfolio should seek to provide preservation and enhancement of capital. The **Benefit** Fund will need liquidity and income annually and, therefore, will only accept minimal short-term volatility in those assets providing income. However, a portion of short-term assets may be invested for the longer term, and volatility in these asset categories is to be expected and managed.

The short-term investment objective is to consistently outperform selected weighted market indices, and is expected to rank at or above the median when compared to a universe of its peers managing similar portfolios and following a similar investment style such as the Georgia One **Fund**, or the Georgia Extended Asset Pool.

The long-term investment objective for the Fund’s short-term portfolio is to achieve an average annual total rate of return in excess of the inflation rate (as measured by the Consumer Price Index) plus one percent (1%) for the aggregate investments under this investment policy evaluated over rolling three **(3)** to five **(5)** year periods, net of investment management and advisory fees. This

10. Revisions to the Policy Manual: Section 7.13 – Retiree Health Benefit Fund Investment Policy and Section 7.17 – Other Post-Employment Investment Benefits Funding Policy (Continued)

is based on targeting allocations in fixed income assets and cash equivalents to meet the current period plan obligations, as outlined in the investment statement. A secondary objective to be considered is diversification and risk management. A third objective is to invest principally in liquid and marketable instruments consistent with anticipated cash requirements.

7.13 **10.61.5** Long-term Investment Portfolio

The **Benefit** Fund's long-term investment portfolio should seek to provide annual income growing in line with inflation, with the secondary investment objective to seek growth of principal over time. The **Benefit** Fund will need liquidity and income annually and, therefore, will only accept minimal short-term volatility in those assets providing income. However, the majority of assets are to be invested for the long-term, and some volatility in these asset categories is to be expected and managed.

The long-term investment objective for the Trust's **Benefit Fund's** long-term portfolio is to achieve an average annual total rate of return in excess of the inflation rate (as measured by the Consumer Price Index) plus five percent (~~5%~~) for the aggregate investments under this Investment Policy Statement evaluated over rolling three- (~~3~~) to five- (~~5~~) year periods. This return, which is to be net of investment management and advisory fees, is based on targeting allocations in equities, fixed income, and other assets and cash equivalents, as outlined in the investment statement.

The short-term investment objective is to consistently outperform selected weighted market indices. The overall short-term objective is the preservation and enhancement of capital. A secondary objective to be considered is diversification and risk management. A third objective is to invest principally in liquid and marketable instruments.

(BoR Minutes, January, 2008)

7.17 Other Post-Employment Benefits Funding Policy

7.10.2 Other Post-Employment Benefits Funding Policy

7.17.1 Purpose

The purpose of this Funding Policy is ~~to state the intent for accumulation of reserve funding for the Other Post-Employment Benefits (OPEB) liability of the Board of Regents' Health Benefit Plan.~~ The Board of Regents establishes this Funding Policy **to state the intent for accumulation of**

10. Revisions to the Policy Manual: Section 7.13 – Retiree Health Benefit Fund Investment Policy and Section 7.17 – Other Post-Employment Investment Benefits Funding Policy (Continued)

reserve funding for the Other Post-Employment Benefits (OPEB) liability of the Board of Regents' Health Benefit Plan and to help ensure the systematic funding of future benefit payments for members of the Board of Regents' Health Benefit Plan. The plan's OPEB liability—(the actuarially calculated liability for retiree benefits)—is a significant liability that will increase absent control strategies such as advance funding. Therefore, ~~it is the intent of the Board of Regents of the University System of Georgia that the Funding Policy outlined herein~~ shall be implemented and remain unchanged unless changed by subsequent Board action.

7.17.2 **10.2.1** General Fund Objectives

The general objectives for the Benefit Fund (OPEB Trust Fund) are as follows:

1. To achieve long-term funding of the cost of benefits provided by the Board of Regents' Health Benefit Plan;
2. To seek reasonable and equitable allocation of the cost of benefits over time;
3. To minimize volatility of employer contributions to the extent reasonably possible, consistent with other policy goals; and,
4. To maintain a policy that is both transparent and accountable to the stakeholders of the Board of Regents' Health Benefit Plan.

7.17.3 **10.2.2** Sources of Funding

Organizational units of the University System of Georgia pay the employer portion for group insurance for eligible retirees. The employer portion of the health insurance for its eligible retirees and retiree premium rate is based on the rates that are established annually by the Board of Regents for the upcoming plan year. With regard to life insurance, the employer covers the total costs for \$25,000 basic life insurance.

Assets are to accumulate under the guidelines described in the Reserve Funding Levels and OPEB Trust Fund Allocation Section so that investment income can be earned on assets not needed to pay current year retiree health benefit payments.

7.17.4 **10.2.3** Reserve Funding Levels and OPEB Trust Fund Allocation

Any reserve funds in the Board of Regents' Health Benefit Plan remaining after allowing for the plan's Incurred But Not Reported (IBNR) liability plus ~~twenty (20%)~~ percent of plan benefit claims expense; shall be transferred to the Benefit Fund (OPEB Trust Fund) annually; upon completion of the financial audit. Additional one-time contributions may be made on a

10. Revisions to the Policy Manual: Section 7.13 – Retiree Health Benefit Fund Investment Policy and Section 7.17 – Other Post-Employment Investment Benefits Funding Policy (Continued)

discretionary basis in connection with derisking and other objectives upon approval of the Board of Regents.

7.17.5 **10.2.4** Monitoring of Objectives

On an annual basis, the University System Office of Georgia, Fiscal Affairs will shall report to the Board of Regents the amounts accumulated in the Benefit Fund (OPEB Trust Fund). The policy should be periodically reviewed in conjunction with the most recent version of the “Report of the Actuary on the Retiree Medical Valuations” that has been submitted to the Board of Regents, and any revisions to governmental accounting standards or statutory changes.

(BoR Minutes, May 2017)

11. Revisions to the Policy Manual: Section 7.14 – Identity Theft, Section 11 – Information Technology (IT) and Section 7.12. – Reserved

Recommended: That the Board approve revisions to Policy Sections 7.12, 7.14 and 11 and its subsections, effective as of May 15, 2018.

Understandings: In line with the goals of the Board of Regents’ Policy Manual Review, the main purpose of these revisions is to simplify Policy language, to provide for consistency in Policy provisions, and to increase the efficiency of the Policy Manual.

CURRENT POLICY LANGUAGE:

11.1 General Policy

The Board of Regents shall rely on the Chancellor, the presidents of all USG institutions, and their chief information officers to develop, adapt, and administer the information technology methods and procedures for promoting efficiency of operations and the advancement of learning.

The term “technology” is defined in O.C.G.A. § 50-25-1 and includes, but is not limited to:

“hardware, software, and communications equipment, including, but not limited to, personal computers, mainframes, wide and local area networks, servers, mobile or portable computers, peripheral equipment, telephones, wireless communications, public safety radio services, facsimile machines, technology facilities including, but not limited to, data centers, dedicated training facilities, and switching facilities, and other relevant hardware and software items as well as personnel tasked with the planning, implementation, and support of technology.”

11.1.1 Board of Regents Procedures and Guidelines

The Board of Regents holds the USG chief information officer responsible for the establishment of the procedures and guidelines under which the acquisition, development, planning, design, construction/renovation, management, and operation of USG technology facilities and systems shall be accomplished. Documentation of Board of Regents’ procedures and guidelines shall be maintained and updated in electronic format and shall be readily available to institutions, consultants, vendors, and any other parties involved in work on USG IT-related initiatives. A complete list and current documents will be accessible on the USG web site.

The USG chief information officer shall periodically update the Board on the status of documents available for guidance on USG IT-related topics.

11. Revisions to the Policy Manual: Section 7.14 – Identity Theft, Section 11 – Information Technology (IT) and Section 7.12 – Reserved (Continued)

11.1.2 Delegation of Authority

For the purposes of this section of this Policy Manual, unless specifically designated otherwise, the Chancellor's designee shall be the USG chief information officer or any other person designated by the Chancellor in writing from time to time.

Where the Board has authorized action or has previously delegated authority, the Chancellor, the Chancellor's designee, and the USG chief information officer shall be authorized and empowered, in the name and on behalf of the Board of Regents of the University System of Georgia, to take or cause to be taken any and all such further action as, in the judgment of such officials, may be necessary, proper, convenient, or required in connection with the execution and delivery of such instruments, documents, or writings in order to carry out the intent of authority granted and authority delegated so as to comply with state and federal law.

EDITED POLICY LANGUAGE:

*NOTE: Highlighted language in italics moved from elsewhere in policy section. Struck-through language in italics moved elsewhere in policy section.

140.1 General Policy *on Information Technology*

The ~~Board of Regents shall rely on the~~ Chancellor, the University System of Georgia (USG) chief information officer, the presidents of all USG institutions, and ~~their~~ institution chief information officers ~~to~~ shall develop, adapt, and administer the information technology (IT) methods and procedures for promoting efficiency of operations and the advancement of learning.

For the purposes of Section 10 of this Policy Manual, unless specifically designated otherwise, the Chancellor's designee shall be the USG chief information officer or any other person designated by the Chancellor in writing.

The Chancellor and the USG chief information officer may, in the name and on behalf of the Board of Regents, execute documents and take or cause to be taken other actions that, in the reasonable judgment and discretion of such officials, may be necessary, proper, convenient, or required in connection with the execution and delivery of such instruments, documents, or writings in order to carry out the intent of the delegated authority.

11. Revisions to the Policy Manual: Section 7.14 – Identity Theft, Section 11 – Information Technology (IT) and Section 7.12 – Reserved (Continued)

The term “technology” is defined in O.C.G.A. § 50-25-1 and includes, but is not limited to:

~~“hardware, software, and communications equipment, including, but not limited to, personal computers, mainframes, wide and local area networks, servers, mobile or portable computers, peripheral equipment, telephones, wireless communications, public safety radio services, facsimile machines, technology facilities including, but not limited to, data centers, dedicated training facilities, and switching facilities, and other relevant hardware and software items as well as personnel tasked with the planning, implementation, and support of technology.”~~

10.21.1.1 Board of Regents’ Policies, Procedures, and Guidelines

The Board of Regents holds Chancellor and the USG chief information officer are responsible for the establishment of the procedures and guidelines for under which the acquisition, development, planning, design, construction, renovation, management, and operation of USG technology facilities and systems shall be accomplished. Documentation of Board of Regents’ policies, procedures, and guidelines shall be maintained and updated in electronic format and shall be readily available to institutions, consultants, vendors, and any other parties involved in work on USG IT-related initiatives. ~~A complete list and current documents will be accessible on the USG web site.~~

The USG chief information officer shall periodically update the Board on the status of documents available for guidance on USG IT-related topics.

11.1.2 Delegation of Authority

~~For the purposes of this section of this Policy Manual, unless specifically designated otherwise, the Chancellor’s designee shall be the USG chief information officer or any other person designated by the Chancellor in writing.~~

~~Where the Board has authorized action or has previously delegated authority, the Chancellor, the Chancellor’s designee, and the USG chief information officer shall be authorized and empowered, in the name and on behalf of the Board of Regents of the University System of Georgia, to take or cause to be taken any and all such further action as, in the judgment of such officials, may be necessary, proper, convenient, or required in connection with the execution and delivery of such instruments, documents, or writings in order to carry out the intent of authority granted and authority delegated so as to comply with state and federal law.~~

11. Revisions to the Policy Manual: Section 7.14 – Identity Theft, Section 11 – Information Technology (IT) and Section 7.12 – Reserved (Continued)

CURRENT POLICY LANGUAGE:

11.2 Project Authorization

All technology acquisitions, as well as upgrades and expansions to existing technology solutions and associated agreements, using funds from any source shall require authorization by the Board of Regents and shall be implemented in accord with established Board procedures under the direction of the USG chief information officer.

The USG chief information officer is authorized to act on behalf of the Board of Regents, without prior approval of the Board, in the authorization of IT projects in accordance with state law and existing BoR policy governing IT procurement.

11.2.1 Delegation of Authority

The USG chief information officer may delegate any or all of the above authority, to authorize projects, to individual USG institution presidents or their representatives based upon an evaluation by the Chancellor or USG chief information officer of the ability of an institution to properly administer the delegated authority. Such delegation of authority shall be administered in accordance with Board of Regents policies, procedures and guidelines. Delegated authority may be withdrawn at the discretion of the Chancellor or the USG chief information officer.

EDITED POLICY LANGUAGE:

~~11.2~~ **10.3** Project Authorization for Information Technology

All technology acquisitions, ~~as well as~~ **and** upgrades and expansions to existing technology solutions and associated agreements, using funds from any source ~~shall~~ **require authorization by the Board of Regents and shall be implemented in accordance** with established Board procedures under the direction of the **University System of Georgia (USG)** chief information officer.

The USG chief information officer ~~is authorized to~~ **may** act on behalf of the Board of Regents, without prior approval of the Board, in the authorization of **information technology (IT)** projects in accordance with state law and existing ~~BoR~~ **Board of Regents'** policy governing IT procurement.

~~11.2~~ **10.3.1** Delegation of **Project Authorization** Authority

11. Revisions to the Policy Manual: Section 7.14 – Identity Theft, Section 11 – Information Technology (IT) and Section 7.12 – Reserved (Continued)

The USG chief information officer may delegate any or all of the ~~above~~ authority, to authorize projects, to individual USG institution presidents or their **designees** ~~representatives~~ based upon an evaluation by the Chancellor or USG chief information officer of the ability of an institution to properly administer the delegated authority. ~~Such delegation of authority shall be administered in accordance with Board of Regents policies, procedures, and guidelines.~~ Delegated authority may be withdrawn at the discretion of the Chancellor or the USG chief information officer.

CURRENT POLICY LANGUAGE:

11.3 Information Security Policy

11.3.1 General Policy

The Board of Regents recognizes that information created, collected, or distributed using technology by the University System Office (USO), all USG institutions, and the Georgia Public Library Service (GPLS) is a valuable asset and must be protected from unauthorized disclosure, modification, or destruction. The degree of protection needed is based on the nature of the resource and its intended use. The USO, all USG institutions, and the GPLS have the responsibility to employ prudent information security policies, standards, and practices to minimize the risk to the confidentiality, integrity, and availability (CIA) of USG information.

Therefore, the USO, all USG institutions, and the GPLS shall create and maintain an internal information security technology infrastructure consisting of an information security organization and program that ensures the confidentiality, availability, and integrity of all USG information assets.

11.3.2 System-Level Activities

The USG chief information security officer shall develop and maintain an information security organization and architecture for support of information security across the USG and support of activities between institutions.

The USG chief information security officer shall maintain information security implementation guidelines that the USO, all USG institutions, and the GPLS should consider in the development of their individualized information security plans.

11. Revisions to the Policy Manual: Section 7.14 – Identity Theft, Section 11 – Information Technology (IT) and Section 7.12 – Reserved (Continued)

11.3.3 Institutional Responsibilities

The president of each institution and the GPLS state librarian shall be responsible for ensuring that appropriate and auditable information security controls are in place.

The USO, all USG institutions, and the GPLS shall each develop, implement, and maintain an individualized information security plan consisting of a set of information security policies, standards, and guidelines that is consistent with the guidelines provided by the USG Office of Information Security (OIS). This information security plan must be submitted to the OIS for periodic review.

The Board recognizes that user awareness, training, and education are a vital part of information security. Therefore, methods for ensuring that information regarding the applicable laws, regulations, guidelines, and policies is distributed and readily available to its user community shall be included in the individualized information security plan.

Clear procedures for reporting and handling of information security incidents shall be followed. These procedures shall include reporting of incidents to the USO in a timely manner, and shall be documented in the individualized information security plan.

Any other institutions or institutes added to the USG shall develop information security plans using the same guidelines as referred to above (BoR Minutes, January 2006).

7.14 Identity Theft

The USG shall have a program and policies on or before May 1, 2009 designed to protect against identity theft and to safeguard personal and/or financial information maintained by the USG and its institutions and offices. The program shall comply with all federal and Georgia credit reporting and electronic transaction laws, shall be reviewed at least annually for effectiveness and legal compliance, and shall be widely distributed.

EDITED POLICY LANGUAGE:

*NOTE: Highlighted language in italics moved from elsewhere in policy section. Struck-through language in italics moved elsewhere in policy section.

11.3 **10.4** ~~Information Security Policy~~ Cybersecurity

11. Revisions to the Policy Manual: Section 7.14 – Identity Theft, Section 11 – Information Technology (IT) and Section 7.12 – Reserved (Continued)

11.3.1 General Policy

~~The Board of Regents recognizes that i~~Information created, collected, or distributed using technology by the University System Office (USO), all **University System of Georgia (USG)** institutions, and the Georgia Public Library Service (GPLS) is a valuable asset and must be protected from unauthorized disclosure, modification, ~~or~~ **and** destruction. The degree of protection needed is ~~based on~~ **determined by** the nature of the resource and its intended use. The USO, all USG institutions, and the GPLS ~~have the responsibility to~~ **shall** employ prudent ~~information~~ **cyber**security policies, standards, and practices to minimize the risk to the confidentiality, integrity, ~~and~~ availability, **and privacy** (CIA) of **USG data and** information.

Therefore, the USO, all USG institutions, and the GPLS **and** shall create and maintain an internal ~~information~~ **cyber**security technology infrastructure ~~consisting of an information security organization and program that ensures the confidentiality, availability, and integrity of all USG information assets.~~

11.3.2 **10.4.1** System-Level **Responsibilities** Activities

The USG chief information security officer shall develop and maintain an ~~information~~ **cyber**security organization and architecture ~~for in~~ support of ~~information~~ **cyber**security across the USG ~~and support of activities between~~ **USG** institutions.

The USG chief information security officer shall maintain ~~information~~ **cyber**security implementation guidelines that the USO, all USG institutions, and the GPLS **shall follow** ~~should consider~~ in the development of their individualized ~~information~~ **cyber**security plans.

11.3.3 **10.4.2** Institutional **and Organizational-Level** Responsibilities

The ~~p~~President of each **USG** institution and the GPLS ~~s~~State **L**ibrarian shall ~~be responsible for~~ ensuring that appropriate and auditable information security controls are in place.

The USO, all USG institutions, and the GPLS shall each develop, implement, and maintain an ~~individualized information~~ **cyber**security plan consisting of a ~~set of information~~ **cyber**security policies, standards, **procedures**, and guidelines that is consistent with the guidelines provided by the USG **Cybersecurity Office of Information Security (OIS)**. This information security plan must be **and** submitted ~~the plan~~ to the OIS **USG Cybersecurity** for ~~periodic~~ review.

11. Revisions to the Policy Manual: Section 7.14 – Identity Theft, Section 11 – Information Technology (IT) and Section 7.12 – Reserved (Continued)

The Board recognizes that user awareness, training, and education are a vital part of information security. Therefore, ~~Methods for ensuring that information regarding the applicable laws, regulations, guidelines, and policies are followed is shall be~~ distributed and readily available to its ~~each organization's~~ user community shall be ~~and~~ included in the ~~individualized information cybersecurity~~ plan.

Clear procedures for reporting and ~~handling of~~ ~~managing information~~ ~~cyber~~ security incidents shall be ~~documented, adhered to, and contained in the cybersecurity plan~~ followed. These procedures shall include ~~the~~ reporting of incidents to the USO in a timely manner, ~~and shall be documented in the individualized information security plan.~~

~~Any other institutions or institutes added to the USG shall develop information security plans using the same guidelines as referred to above (BoR Minutes, January 2006).~~

7.14 **10.4.3** Identity Theft

The USG shall ~~have~~ ~~maintain~~ a program and policies ~~on or before May 1, 2009~~ designed to protect against identity theft and to safeguard personal and ~~or~~ financial information maintained by the USG and its institutions and ~~organizations~~ offices. The program shall comply with all ~~federal and Georgia~~ ~~applicable~~ credit reporting and electronic transaction laws, shall be reviewed at least annually for effectiveness and legal compliance, and shall be widely distributed.

CURRENT POLICY LANGUAGE:

7.12 Reserved

Regulations on information security will be published and distributed periodically to the various operating units in [Section 12.0, Protection and Security of Records, of the Business Procedures Manual](#).

11. Revisions to the Policy Manual: Section 7.14 – Identity Theft, Section 11 – Information Technology (IT) and Section 7.12 – Reserved (Continued)

EDITED POLICY LANGUAGE:

7.12-Reserved

Regulations on information security will be published and distributed periodically to the various operating units in [Section 12.0, Protection and Security of Records, of the Business Procedures Manual](#).

AGENDA

COMMITTEE ON INTERNAL AUDIT, RISK AND COMPLIANCE

May 15, 2018

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APPROVAL ITEMS

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AGENDA

COMMITTEE ON INTERNAL AUDIT, RISK AND COMPLIANCE

May 15, 2018

1. Approval Item: Internal Audit Rolling Audit Plan (July 2018 – December 2019)

Overview: Internal audit professional standards require the Chief Audit Officer to establish risk-based audit plans. The University System Office of Internal Audit (OIA) audit plan is prepared on a “rolling” basis and includes engagements covering 1 to 6 months (near-term), 7 to 12 months (medium-term), and 13 to 18 months (long-term). The OIA risk audit plan and risk assessment are designed to assist management with addressing significant governance, risk management, compliance, and internal control risks through internal audit assurance and consulting engagements. The audit plan and risk assessment will be presented to the Committee for review and approval approximately two times per year. The Chief Audit Officer may modify the plan as needed and will report changes to the Committee on Internal Audit, Risk, and Compliance.

On behalf of the Board of Regents Committee on Internal Audit, Risk, and Compliance, the Vice Chancellor for Internal Audit is charged with providing oversight, to the 26 institutional audit functions within the University System of Georgia. As part of this oversight process, institutional chief auditors provide their campus audit plans to the Chief Audit Officer for review and approval. The System Office audit staff reviews these plans and recommends the plan for review and approval to the Chief Audit Officer. The remaining institutions receive internal audit coverage only through Office of Internal Audit engagements.

At this meeting, Vice Chancellor for Internal Audit / Chief Audit Officer Terry Thompson will update the Committee on the audit plans for the next 18 months.

Recommended: That the Board approve the May 2018 System Office Internal Audit Plan as outlined in Attachment A. Be it further resolved that the University System of Georgia Chief Audit Officer be authorized to approve revisions and modifications to the System Office internal audit plan with timely notification to the Committee on Internal Audit, Risk, and Compliance.

Recommended: That the Board approve the institutional internal audit plans as outlined in Attachment B. Be it further resolved that the University System of Georgia Chief Audit Officer be authorized to approve revisions and modifications to institutional internal audit plans. Be it further resolved that institutions developing or reestablishing an internal audit function be required to develop updated plans for review and approval by the University System of Georgia Chief Audit Officer.

2. Revision to the Policy Manual: Section 7.9 – Auditing

In line with the goals of the Board of Regents’ Policy Manual Review, the main purpose of the revision of Section 7.9, Auditing, and the relocation of the related policies is to simplify Policy language, to provide for consistency in Policy provisions, and to increase the efficiency of the Policy Manual.

7.9 Auditing

CURRENT POLICY LANGUAGE:

Regulations on auditing will be published and distributed periodically to the various operating units in [Section 16.0, Audits, of the Business Procedures Manual](#).

7.10.1 State Audits

The State Auditor shall be requested to perform a financial statement audit or perform agreed upon procedures at each USG institution and the University System Office. The president of each USG institution and the USG chief fiscal officer shall make available all information to the State Auditing Department so that such an audit may be made.

The foregoing shall not apply to separate corporate entities that are organized to provide support services to the institution.

7.10.2 Internal Audits

The Board of Regents shall establish and support an internal audit function to assist the Board, the Chancellor, and institution presidents in the effective discharge of their responsibilities. The internal audit function shall be governed by an audit charter approved by the Board, which shall describe the purpose of an internal audit, reporting requirements, responsibility, authority and scope of work. Responsibility for approving an annual audit plan, reviewing audit results, reports and recommendations, and approving the Chancellor’s appointment and termination of the USG chief audit officer shall be assigned to the Committee on Internal Audit, Risk and Compliance of the Board of Regents. (BoR Minutes, August 2010)

All directors of internal audit at institutions having an internal auditor or internal audit department shall have a direct reporting relationship to the president of that institution and the USG chief audit officer. The president of each institution having an internal auditor shall determine the organizational and operating reporting relationships of the internal auditors at their institution and exercise oversight of institutional risk management as defined in Section 7.15 of this Policy Manual. However, the USG chief audit officer shall have the authority to direct the

internal auditors to audit specific functions at their institutions as needed to address system-wide issues or directives. The president of each institution having an internal auditor shall consult with

the USG chief audit officer on significant personnel actions involving the institutional internal auditor to include appointment and termination. The president may also consult with the Committee on Internal Audit, Risk, and Compliance as to proposed personnel actions involving the institutional internal auditor. (BoR Minutes, August 2010)

The director of internal audit of each USG institution with an internal auditor shall meet at least annually with the USG chief audit officer to discuss audits, audit findings, audit department independence and a proposed audit schedule.

The USG chief audit officer is responsible for internal auditing and the directors of internal audit for USG institutions with an internal auditor. The USG chief audit officer shall provide a system-wide annual report to the Committee on Internal Audit, Risk and Compliance of the Board of Regents (BoR Minutes, 1935, p.73; 1991, p. 378).

EDITED POLICY LANGUAGE:

*NOTE: Highlighted language in italics moved from elsewhere in policy section. Struck-through language in italics moved elsewhere in policy section.

7.109 Auditing

Regulations on auditing will shall be published and distributed periodically to the various operating units by the University System Office in Section 16.0, Audits, of the Business Procedures Manual.

7.109.1 State Audits

The University System Office may request that ~~the State Auditor shall be requested to perform a financial statement audits or other attestation engagements perform agreed upon procedures at each~~ *the University System Office or select* USG institutions ~~and the University System Office.~~ The ~~p~~President of each USG institution and the USG chief fiscal officer shall make available all information to the State Auditing Department so that such an ~~audit~~ *engagements* may be ~~performed~~ *made*.

The foregoing shall not apply to separate corporate entities that are organized to provide support services to the institution.

7.409.2 Internal Audits

The Board of Regents shall establish and support an internal audit function to assist the Board, the Chancellor, and institution presidents in the effective discharge of their responsibilities. The internal audit function shall be governed by an audit charter approved by the Board, which shall describe the purpose of an internal audit, reporting requirements, responsibility, authority, and scope of work. Responsibility for approving an annual audit plan; reviewing audit results, reports, and recommendations; and approving the Chancellor's appointment and termination of the USG chief audit officer shall be assigned to the *Board of Regents'* Committee on Internal Audit, Risk, and Compliance of the *Board of Regents*. (BoR Minutes, August 2010)

All directors of internal audit leads at USG institutions having an internal auditor or internal audit department shall have a direct reporting relationship to the president of that institution and the USG chief audit officer. The president of each institution that has an internal auditor shall determine the organizational and operating reporting relationships of the internal auditors at their institution and exercise oversight of institutional risk management as defined in Section 7.15 of this Board Policy Manual. However, the USG chief audit officer shall have the authority to may direct the internal auditors to audit specific functions at their institutions as needed to address system-wide issues or directives. The president of each institution having an internal auditor shall consult coordinate with the USG chief audit officer on significant personnel actions involving the institutional internal auditor, to include appointment, performance evaluations, and termination. The president may also consult with the Committee on Internal Audit, Risk, and Compliance as to proposed personnel actions involving the institutional internal auditor. (BoR Minutes, August 2010)

The director of internal audit lead of each USG institution with an internal auditor shall meet at least annually with the USG chief audit officer to discuss audits, audit findings, audit department independence, and a proposed audit schedule.

The USG chief audit officer is responsible for internal auditing and the directors of internal audit for USG institutions with an internal auditor. The USG chief audit officer shall provide a system-wide annual report to the *Board of Regents'* Committee on Internal Audit, Risk, and Compliance of the *Board of Regents* (BoR Minutes, 1935, p.73; 1991, p. 378).

PROPOSED NEW POLICY LANGUAGE:

7.9 Auditing

Regulations on auditing shall be published and distributed periodically to the various operating units by the University System Office.

7.9.1 State Audits

The University System Office may request that the State Auditor perform financial statement audits or other attestation engagements at the University System Office or select USG institutions. The President of each USG institution and the USG chief fiscal officer shall make available all information to the State Auditing Department so that such engagements may be performed.

The foregoing shall not apply to separate corporate entities that are organized to provide support services to the institution.

7.9.2 Internal Audits

The Board of Regents shall establish and support an internal audit function to assist the Board, the Chancellor, and institution presidents in the effective discharge of their responsibilities. The internal audit function shall be governed by an audit charter approved by the Board, which shall describe the purpose of an internal audit, reporting requirements, responsibility, authority, and scope of work. Responsibility for approving an annual audit plan; reviewing audit results, reports, and recommendations; and approving the Chancellor's appointment and termination of the USG chief audit officer shall be assigned to the Board of Regents' Committee on Internal Audit, Risk, and Compliance.

Internal audit leads at USG institutions shall have a direct reporting relationship to the President of that institution and the USG chief audit officer. The President of each institution that has an internal auditor shall determine the organizational and operating reporting relationships of the internal auditors at the institution and exercise oversight of institutional risk management as defined in Board Policy. The USG chief audit officer may direct the internal auditors to audit specific functions at their institutions as needed to address system-wide issues or directives. The President of each institution having an internal auditor shall coordinate with the USG chief audit officer on significant personnel actions involving the institutional internal auditor, to including appointment, performance evaluations, and termination. The President may also consult with the Committee on Internal Audit, Risk, and Compliance as to proposed personnel actions involving the institutional internal auditor.

The internal audit lead of each USG institution shall meet at least annually with the USG chief audit officer to discuss audits, audit findings, audit department independence, and a proposed audit schedule.

The USG chief audit officer shall provide a system-wide annual report to the Board of Regents' Committee on Internal Audit, Risk, and Compliance.

3. Revision to the Policy Manual: Section 7.11 – Risk Management

In line with the goals of the Board of Regents' Policy Manual Review, the main purpose of the revision of Section 7.11, Risk Management, and the relocation of the related policies is to simplify Policy language, to provide for consistency in Policy provisions, and to increase the efficiency of the Policy Manual.

7.11 Risk Management

CURRENT POLICY LANGUAGE:

7.15 Risk Management Policy

7.15.1 Risk

Risk refers to the probability of an event and potential consequences to an organization associated with that event's occurrence. Risks do not necessarily exist in isolation from other risks; as a result, a series of risk events may result in a collective set of consequences that is more impactful than the discrete set of consequences associated with risk events taking place in isolation. Risk is inherent to any activity. It is neither possible, nor advantageous, to entirely eliminate risk from an activity without ceasing that activity. The safest ships are the ones that do not sail, but that is not what they are designed for.

A risk is defined as **Major** when the combination of an event's probability and the potential consequences is likely to:

1. Impair the achievement of a University System of Georgia (USG) strategic goal or objective;
2. Result in substantial financial costs either in excess of the impacted institution's ability to pay or in an amount that may jeopardize the institution's core mission;
3. Create significant damage to an institution's reputation or damage to the USG's reputation; or,
4. Require intervention in institutional or USG operations by the Board of Regents and/or an external body.

Major Risks are a subset of the larger category of **Significant Risks** referenced in the Risk Management Policy. **Major Risks** are the most critical risks and must meet the definition of **Major Risk** as defined in Section 7.15.1 of this Policy Manual. **Significant Risks** includes **Major Risks** but also include less critical risks. The definition of **Significant Risk** will be detailed in the System-level procedures manual referenced in Section 7.15.5.4 of this Policy Manual. However, the level at which a risk becomes **Significant** will vary by

institution given each institution's risk tolerance, resources, and ability to manage risk events. (BoR Minutes, August 2010)

7.15.2 Purpose

The Board of Regents recognizes that the proper management of risk is a core leadership function that must be practiced throughout the USG. The Enterprise Risk Management (ERM) framework shall be the accepted framework for USG risk management. ERM is defined as a process-driven tool that enables management to visualize, assess, and manage significant risks that may adversely impact the attainment of key organizational objectives. It is the responsibility of USG and institutional leaders to identify, assess, and manage risks using the ERM process. The successful implementation of ERM policies and practices can enhance potential opportunities to help achieve organizational objectives.

Some level of risk is not only expected in normal everyday activities but can be beneficial. However, acceptance of risk shall not include:

1. Willful exposure of students, employees, or others to unsafe environments or activities;
2. Intentional violation of federal, state, or local laws;
3. Willful violation of contractual obligations; or,
4. Unethical behavior.

Risk management decisions should be made after conducting a cost-benefit analysis; such analysis should take into account the potential costs associated with the identified risk should the risk event take place as compared to the costs associated with mitigating the risk. It should be noted that these costs are not only financial but may also include substantial damage to reputation, opportunity costs, potential litigation, distraction from core missions, obsolescence and others.

While it is challenging to properly assess some risk events prior to them happening, **Major Risks** that could result in significant long-term damage to the USG or a USG institution must be identified to the Board and the Chancellor as soon as possible. Acceptance of **Major Risks** must be at the discretion of the Board and the Chancellor. The System-level procedures manual referenced in Section 7.15.5.4 of this Policy Manual shall provide additional guidance on the timing and form pertaining to the reporting of **Major Risks**. **Significant Risks** should be identified in a timely manner. Significant Risks specific to an institution or unit shall be accepted and/or managed by the institution's president or the president's designee.

Categories of risks managed through the ERM framework include:

1. Strategic Risks – Affect ability to carry out goals and objectives as articulated in the USG Strategic Plan and individual Institution Strategic Plans;

2. Compliance Risks – Affect compliance with laws and regulations, student, faculty and staff safety, environmental issues, litigation, conflicts of interest, etc;
3. Reputational Risks – Affect reputation, public perception, political issues, etc;
4. Financial Risks – Affect loss of or ability to acquire assets, technology, etc; and,
5. Operational Risks – Affect on-going management processes and procedures.

An identified risk may fall into multiple categories. (BoR Minutes, August 2010)

7.15.3 General Objectives

The purpose of the Risk Management Policy is to strengthen the proper management of risks through proactive risk identification, risk management, and risk acceptance pertaining to all activities within the University System Office and USG institutions.

The Risk Management Policy is intended to:

1. Ensure that **Major Risks** are reported to the Board and the Chancellor for review and acceptance;
2. Result in the management of those risks that may significantly affect the pursuit of the stated strategic goals and objectives;
3. Embed a culture of evaluating and identifying risks at multiple levels within the USG and USG institutions;
4. Provide a consistent risk management framework in which the risks concerning USG and institutional business processes and functions are identified, considered, and addressed in key approval, review and control processes;
5. Ensure that institutions communicate **Significant Risks** to the USG level so risk can be measured across the System;
6. Inform and improve decision-making throughout the University System;
7. Meet legal and regulatory requirements;
8. Assist in safeguarding USG and institutional assets to include people, finance, property and reputation; and,
9. Ensure that existing and emerging risks are identified and managed within acceptable risk tolerances.

(BoR Minutes, August 2010)

7.15.4 Applicability

The Risk Management Policy applies to all USG institutions and the University System Office. (BoR Minutes, August 2010)

7.15.5 Implementation

7.15.5.1 Frameworks and Procedures

An institution-wide approach to risk management shall be adopted by all USG institutions. It is expected that risk management processes will be embedded into the institution's management systems and processes. All risk management efforts will be focused on supporting the institution's objectives. Therefore, each institution president shall develop a campus risk management framework and associated procedures that include:

1. Formal and ongoing identification of risks that impact the institution's goals;
2. Development of risk management plans;
3. Monitoring the progress of managing risks;
4. Periodic updates of risk management plans; and
5. Reporting of risks so that **Significant Risks** can be rolled up to the System level.

7.15.5.2 Risk Management Methodology

Risks may be managed by using one or more of the following methods:

1. Avoid (eliminate, withdraw from or do not become involved in an activity creating risk);
2. Retain (accept the risk and plan for the expected impact);
3. Transfer/Share (move the risk to another party by hedging against undesired outcome or reduce the risk through processes such as insurance); and,
4. Reduce (control the risk through additional or optimized controls).

7.15.5.3 Oversight

Each president shall designate in writing a Risk Management Policy coordinator to assist campus administrators in maintaining the campus risk management framework and procedures. The Risk Management Policy coordinator shall have sufficient authority to ensure high-level management of the institution's risk management efforts.

At the System level, the Chancellor shall designate an executive-level position to oversee implementation of the Risk Management Policy across the University System of Georgia. The Chancellor also shall designate a Risk Management Policy coordinator to assist University System Office (USO) administrators in maintaining the USO risk management framework and procedures. The Committee on Internal Audit, Risk and Compliance is the Board committee that shall provide oversight to implementation of the Risk Management Policy and review **Major Risks** on behalf of the Board of Regents.

7.15.5.4 Accountability

Campus risk management framework and procedures shall be reviewed annually. Periodic reviews for compliance with the system wide guidelines shall also be conducted by internal audit or a similar accountability function. Additional procedures for risk management policy reporting and implementation shall be established in a System-level procedures manual. (BoR Minutes, August 2010)

EDITED POLICY LANGUAGE:

*NOTE: Highlighted language in italics moved from elsewhere in policy section. Struck-through language in italics moved elsewhere in policy section.

7.15.11 Risk Management Policy

Proper management of risk is a core leadership function that must be practiced throughout the University System of Georgia (USG). Enterprise Risk Management (ERM) is a process-driven tool that enables management to visualize, assess, and manage major risks that may adversely impact the attainment of key organization objectives. The University System Office and USG institution presidents are responsible for identifying, assessing, and managing risks using the ERM process. The Chancellor shall designate an individual with overall responsibility for the USG risk management program.

7.15.11.1 Definition of Risk

“Risk” refers to the probability of an event and potential consequences to an organization associated with that event’s occurrence. ~~Risks do not necessarily exist in isolation from other risks; as a result, a series of risk events may result in a collective set of consequences that is more impactful than the discrete set of consequences associated with risk events taking place in isolation.~~ Risk is inherent to any activity, and it is neither possible, nor advantageous, to entirely eliminate risk from an activity without ceasing that activity. ~~The safest ships are the ones that do not sail, but that is not what they are designed for.~~

A risk is defined as **Major** ~~when the combination of an event’s probability and the potential consequences is likely to:~~

- ~~1. Impair the achievement of a University System of Georgia (USG) strategic goal or objective;~~
- ~~2. Result in substantial financial costs either in excess of the impacted institution’s ability to pay or in an amount that may jeopardize the institution’s core mission;~~

- ~~3. Create significant damage to an institution's reputation or damage to the USG's reputation; or,~~
- ~~4. Require intervention in institutional or USG operations by the Board of Regents and/or an external body.~~

Risks are defined broadly, are not limited to traditional risks, but also include:

1. Strategic Risks, which affect the ability to carry out goals and objectives as articulated in the USG Strategic Plan and institution strategic plans;
2. Compliance Risks, which affect compliance with laws and regulations and student, faculty, and staff safety, environmental issues, litigation, conflicts of interest, and related matters;
3. Reputational Risks, which affect reputation, public perception, political issues, and related matters;
4. Financial Risks, which affect loss of or ability to acquire assets, technology, and related matters; and,
5. Operational Risks, which affect on-going management processes and procedures.

Major Risks are a subset of the larger category of **Significant Risks** referenced in the Risk Management Policy. **Major Risks** are the most critical risks and must meet the definition of **Major Risk** as defined in Section 7.15.1 of this Policy Manual. **Significant Risks** includes **Major Risks** but also include less critical risks. The definition of **Significant Risk** will be detailed in the System level procedures manual referenced in Section 7.15.5.4 of this Policy Manual. However, the level at which a risk becomes **Significant** will vary by institution given each institution's risk tolerance, resources, and ability to manage risk events. (BoR Minutes, August 2010)

7.15.11.2 Purpose-Management of Risk

The Board of Regents recognizes that the proper *management of risk is a core leadership function that must be practiced throughout the USG. The Enterprise Risk Management (ERM) framework shall be the accepted framework for USG risk management. ERM is defined as a process driven tool that enables management to visualize, assess, and manage significant risks that may adversely impact the attainment of key organizational objectives. It is the responsibility of USG and institutional leaders to identify, assess, and manage risks using the ERM process. The successful implementation of ERM policies and practices can enhance potential opportunities to help achieve organizational objectives.*

Management of risk within the USG is fundamentally a leadership responsibility. The Board of Regents and the Chancellor will define the USG's ability (risk tolerance) and willingness (risk appetite) to absorb the impact of certain risks. The Chancellor, through senior staff and

institutional presidents, shall ensure that USG risks are effectively managed; each institution president performs a similar role within his or her institution.

Certain institutional risks rise to a level such that the institution President shall make the Chancellor and the appropriate System Office department aware of the risk. *Acceptance of those risks are at the discretion of the Board and the Chancellor.* Risks rising to this level includes those where *the combination of an event's probability and the potential consequences is likely to:*

1. *Impair the achievement of a USG strategic goal or objective;*
2. *Result in substantial financial costs either in excess of the impacted institution's ability to pay or in an amount that may jeopardize the institution's core mission;*
3. *Create significant damage to an institution's reputation or damage to the USG's reputation; or,*
4. *Require intervention in institutional or USG operations by the Board of Regents or an external body.*

Some level of risk is not only expected in normal everyday activities but can be beneficial. However, acceptance of risk shall not include:

1. Willful exposure of students, employees, or others to unsafe environments or activities;
2. Intentional violation of federal, state, or local laws;
3. Willful violation of contractual obligations; or,
4. Unethical behavior.

~~Risk management decisions should be made after conducting a cost benefit analysis; such analysis should take into account the potential costs associated with the identified risk should the risk event take place as compared to the costs associated with mitigating the risk. It should be noted that these costs are not only financial but may also include substantial damage to reputation, opportunity costs, potential litigation, distraction from core missions, obsolescence and others.~~

~~While it is challenging to properly assess some risk events prior to them happening, **Major Risks** that could result in significant long term damage to the USG or a USG institution must be identified to the Board and the Chancellor as soon as possible. *Acceptance of Major Risks* must be *at the discretion of the Board and the Chancellor.* The System level procedures manual referenced in Section 7.15.5.4 of this Policy Manual shall provide additional guidance on the timing and form pertaining to the reporting of **Major Risks**. **Significant Risks** should be identified in a timely manner. Significant Risks specific to an institution or unit shall be accepted and/or managed by the institution's president or the president's designee.~~

Categories of risks managed through the ERM framework include:

- ~~1. Strategic Risks—Affect ability to carry out goals and objectives as articulated in the USG Strategic Plan and individual Institution Strategic Plans;~~
- ~~2. Compliance Risks—Affect compliance with laws and regulations, student, faculty and staff safety, environmental issues, litigation, conflicts of interest, etc;~~
- ~~3. Reputational Risks—Affect reputation, public perception, political issues, etc;~~
- ~~4. Financial Risks—Affect loss of or ability to acquire assets, technology, etc; and,~~
- ~~5. Operational Risks—Affect on-going management processes and procedures.~~

An identified risk may fall into multiple categories. (BoR Minutes, August 2010)

7.15.3 General Objectives

The purpose of the Risk Management Policy is to strengthen the proper management of risks through proactive risk identification, risk management, and risk acceptance pertaining to all activities within the University System Office and USG institutions.

The Risk Management Policy is intended to:

- ~~1. Ensure that **Major Risks** are reported to the Board and the Chancellor for review and acceptance;~~
- ~~2. Result in the management of those risks that may significantly affect the pursuit of the stated strategic goals and objectives;~~
- ~~3. Embed a culture of evaluating and identifying risks at multiple levels within the USG and USG institutions;~~
- ~~4. Provide a consistent risk management framework in which the risks concerning USG and institutional business processes and functions are identified, considered, and addressed in key approval, review and control processes;~~
- ~~5. Ensure that institutions communicate **Significant Risks** to the USG level so risk can be measured across the System;~~
- ~~6. Inform and improve decision making throughout the University System;~~
- ~~7. Meet legal and regulatory requirements;~~
- ~~8. Assist in safeguarding USG and institutional assets to include people, finance, property and reputation; and,~~
- ~~9. Ensure that existing and emerging risks are identified and managed within acceptable risk tolerances.~~

(BoR Minutes, August 2010)

~~7.15.4 Applicability~~

~~The Risk Management Policy applies to all USG institutions and the University System Office. (BoR Minutes, August 2010)~~

~~7.15.5~~ **11.3 Institution Implementation of Risk Management Procedures**

~~7.15.5.1 Frameworks and Procedures~~

An institution-wide approach to risk management shall be adopted by all USG institutions. ~~It is expected that risk management processes will be~~ **and** embedded into the institution's management systems and processes. All risk management efforts ~~will~~ **shall** be focused on supporting the institution's objectives. ~~Therefore, e~~ **Each institution p** ~~President shall develop a campus risk management framework and associated procedures that include:~~

1. Formal and ongoing identification of risks that impact the institution's goals;
2. Development of risk management plans;
3. Monitoring the progress of managing risks;
4. Periodic updates of risk management plans; and,
5. **Reporting of risks so that S** ~~significant risks can be rolled up~~ **are reported** to the **Chancellor and appropriate** System **Office Department** level.

~~7.15.5.2 Risk Management Methodology~~

~~Risks may be managed by using one or more of the following methods:~~

- ~~1. Avoid (eliminate, withdraw from or do not become involved in an activity creating risk);~~
- ~~2. Retain (accept the risk and plan for the expected impact);~~
- ~~3. Transfer/Share (move the risk to another party by hedging against undesired outcome or reduce the risk through processes such as insurance); and,~~
- ~~4. Reduce (control the risk through additional or optimized controls).~~

~~7.15.5.3 Oversight~~

Each **USG institution p** ~~President shall designate in writing a Risk Management Policy coordinator to assist campus administrators in maintaining the campus risk management framework and procedures. The Risk Management Policy coordinator shall have sufficient authority to ensure high-level management of the institution's risk management efforts.~~

At the System level, the Chancellor shall designate an ~~executive-level position~~ **employee or employees** to oversee implementation of the Risk Management Policy across the **USG University System of Georgia**. ~~The Chancellor also shall designate a Risk Management Policy coordinator~~

to ~~and~~ assist University System Office (USO) administrators in maintaining the USO risk management framework and procedures. The Committee on Internal Audit, Risk and Compliance ~~is the Board committee that~~ shall provide oversight to implementation of the Risk Management Policy and review ~~Major Risks~~ on behalf of the Board of Regents.

7.15.5.4 Accountability

~~Campus~~ **Institution** risk management framework and procedures shall be reviewed annually. Periodic reviews for compliance with the system wide guidelines shall also be conducted by internal audit or a similar accountability function. Additional procedures for risk management policy reporting and implementation shall be established in a System-level procedures manual. (~~BoR Minutes, August 2010~~)

PROPOSED NEW POLICY LANGUAGE:

7.11 Risk Management

Proper management of risk is a core leadership function that must be practiced throughout the University System of Georgia (USG). Enterprise Risk Management (ERM) is a process-driven tool that enables management to visualize, assess, and manage major risks that may adversely impact the attainment of key organization objectives. The University System Office and USG institution presidents are responsible for identifying, assessing, and managing risks using the ERM process. The Chancellor shall designate an individual with overall responsibility for the USG risk management program.

7.11.1 Definition of Risk

“Risk” refers to the probability of an event and potential consequences to an organization associated with that event’s occurrence. Risk is inherent to any activity and it is neither possible nor advantageous to entirely eliminate risk from an activity without ceasing that activity.

Risks are defined broadly, are not limited to traditional risks, but also include:

1. Strategic Risks, which affect the ability to carry out goals and objectives as articulated in the USG Strategic Plan and institution strategic plans;
2. Compliance Risks, which affect compliance with laws and regulations and student, faculty, and staff safety, environmental issues, litigation, conflicts of interest, and related matters;
3. Reputational Risks, which affect reputation, public perception, political issues, and related matters;
4. Financial Risks, which affect loss of or ability to acquire assets, technology, and related matters; and,

5. Operational Risks, which affect on-going management processes and procedures.

7.11.2 Management of Risk

Management of risk within the USG is fundamentally a leadership responsibility. The Board of Regents and the Chancellor will define the USG's ability (risk tolerance) and willingness (risk appetite) to absorb the impact of certain risks. The Chancellor, through senior staff and institutional presidents, shall ensure that USG risks are effectively managed; each institution president performs a similar role within his or her institution.

Certain institutional risks rise to a level such that the institution President shall make the Chancellor and the appropriate System Office department aware of the risk. Acceptance of those risks are at the discretion of the Board and the Chancellor. Risks rising to this level includes those where the combination of an event's probability and the potential consequences is likely to:

1. Impair the achievement of a USG strategic goal or objective;
2. Result in substantial financial costs either in excess of the impacted institution's ability to pay or in an amount that may jeopardize the institution's core mission;
3. Create significant damage to an institution's reputation or damage to the USG's reputation; or,
4. Require intervention in institutional or USG operations by the Board of Regents or an external body.

Some level of risk is not only expected in normal everyday activities but can be beneficial. However, acceptance of risk shall not include:

1. Willful exposure of students, employees, or others to unsafe environments or activities;
2. Intentional violation of federal, state, or local laws;
3. Willful violation of contractual obligations; or,
4. Unethical behavior.

7.11.3 Institution Implementation of Risk Management Procedures

An institution-wide approach to risk management shall be adopted by all USG institutions and embedded into the institution's management systems and processes. All risk management efforts shall be focused on supporting the institution's objectives. Each institution President shall develop a campus risk management framework and associated procedures that include:

1. Formal and ongoing identification of risks that impact the institution's goals;
2. Development of risk management plans;
3. Monitoring the progress of managing risks;
4. Periodic updates of risk management plans; and,

5. Reporting of risks so that significant risks are reported to the Chancellor and appropriate System Office Department.

Each USG institution President shall designate in writing a Risk Management Policy coordinator to assist campus administrators in maintaining the campus risk management framework and procedures. The Risk Management Policy coordinator shall have sufficient authority to ensure high-level management of the institution's risk management efforts.

At the System level, the Chancellor shall designate an employee or employees to oversee implementation of the Risk Management Policy across the USG and assist University System Office administrators in maintaining the USO risk management framework and procedures. The Committee on Internal Audit, Risk and Compliance shall provide oversight to implementation of the Risk Management Policy and review major risks on behalf of the Board of Regents.

Institution risk management framework and procedures shall be reviewed annually. Periodic reviews for compliance with the system wide guidelines shall also be conducted by internal audit or a similar accountability function. Additional procedures for risk management policy reporting and implementation shall be established in a System-level procedures manual.

4. Revision to the Policy Manual: Section 7.12 – Compliance

In line with the goals of the Board of Regents' Policy Manual Review, the main purpose of the revision of Section 7.12, Compliance, and the relocation of the related policies is to simplify Policy language, to provide for consistency in Policy provisions, and to increase the efficiency of the Policy Manual.

7.12 Compliance

CURRENT POLICY LANGUAGE:

7.16 Compliance Policy

7.16.1 Compliance

It is the policy of the University System of Georgia (USG) to comply with applicable Federal and State laws, rules, and regulations and to encourage ethical conduct as detailed in the USG Ethics Policy (see Board Policy 8.2.20 University System of Georgia Ethics Policy). The USG Compliance and Ethics Program (Program) refers to the USG policies and procedures designed to ensure ethical conduct and compliance with legal requirements and ethical conduct.

Adherence to Federal guidelines for an effective compliance and ethics program is also a key Program purpose. Effectively implementing the Program will ensure that USG institutions are equipped with the information needed to effectively follow applicable laws and regulations while

also reducing potential fines and penalties should a USG institution inadvertently not adhere to a legal or regulatory requirement.

Effectively implementing the Program will also ensure that USG institutions are equipped with the information needed to effectively comply with applicable laws, rules and regulations. A system wide compliance program can help identify subject matter experts in various fields and assist in making their expertise known across the University System. Program implementation will focus on leveraging current resources and Board Policy 7.15 Risk Management in support of Program implementation.

7.16.2 Objectives

Program objectives are to:

1. Identify applicable laws, regulations, policies, and contractual requirements which pertain to each institution and to the USG;
2. Ensure that responsibility for ensuring compliance has been properly assigned to responsible personnel;
3. Monitor compliance with applicable requirements; and,
4. Provide training and expertise to assist institutions and the USG in meeting its compliance requirements.

7.16.3 Framework

An effective Program is designed to meet the following elements and ensure that:

1. Standards have been adopted that require compliance with applicable law;
2. High-level personnel have been assigned the authority and responsibility to implement the Program and that the Board of Regents is periodically updated on Program status;
3. Individuals with substantial discretionary authority and/or charged with implementing the Program have not engaged in illegal activities or other conduct inconsistent with an effective compliance program;
4. Program requirements and ethical standards are periodically communicated to all employees through effective training and regular communication;
5. Effective monitoring is implemented to detect misconduct, evaluate Program effectiveness, and provide a reporting system whereby employees can report misconduct without fear of retribution;
6. Program standards are enforced through appropriate incentives and sanctions; and,
7. Responses to misconduct are appropriate and that reasonable steps are taken to prevent further offenses to include modifying the Program to prevent and detect violations of the law.

7.16.4 Applicability

The Compliance Policy applies to all USG institutions and the University System Office.

7.16.5 Implementation

An institution-wide approach to compliance shall be adopted by all USG institutions. It is expected that compliance processes will be embedded into the institution's management systems and processes. All compliance efforts will be focused on supporting the institution's objectives. Therefore, each institution president or designee shall develop a campus compliance framework and associated procedures to:

1. Identify and document applicable policies, procedures, laws and regulations;
2. Establish job positions and/or oversight committees within the institution that have responsibility for ensuring compliance with each identified policy, procedure, law or regulation as applicable;
3. Appoint one or more Compliance Officers where there are a substantial number of high risk policies, procedures, laws and regulations in a single area and in a manner as deemed appropriate for the specific institution (examples may include athletics, research, and human subject research);
4. Communicate the policies, procedures, laws and regulations and their associated Compliance Officers or owners to institution staff as applicable and to the USG Office of Internal Audit and Compliance; and,
5. Develop procedures where Compliance Officers and other individuals with responsibility for ensuring compliance: a. Conduct assessments of compliance requirements; b. Identify steps to implement these requirements; and, c. Report on the progress thereof.

7.16.6 Accountability

There are multiple offices within the USG that have responsibility for compliance activities. The Chancellor shall designate a position responsible for coordinating the Program system wide.

EDITED POLICY LANGUAGE:

7.16¹² Compliance Policy

7.16.1 Compliance

~~It is the policy of the~~ The University System of Georgia (USG) ~~to~~ shall comply with applicable Federal and State laws, rules, and regulations and to encourage ethical conduct as detailed in the USG Ethics Policy (see Board Policy 8.2.20 University System of Georgia Ethics Policy). ~~The USG Compliance and Ethics Program (Program) refers to the USG policies and procedures~~

designed to ensure ethical conduct and compliance with legal requirements and ethical conduct. The Chancellor shall designate an individual with overall responsibility for the USG compliance and ethics program.

Adherence to Federal guidelines for an effective compliance and ethics program is also a key Program purpose. Effectively implementing the Program will ensure that USG institutions are equipped with the information needed to effectively follow applicable laws and regulations while also reducing potential fines and penalties should a USG institution inadvertently not adhere to a legal or regulatory requirement.

Effectively implementing the Program will also ensure that USG institutions are equipped with the information needed to effectively comply with applicable laws, rules and regulations. A system wide compliance program can help identify subject matter experts in various fields and assist in making their expertise known across the University System. Program implementation will focus on leveraging current resources and Board Policy 7.15 Risk Management in support of Program implementation.

7.16.2 Objectives

Program objectives are to:

1. Identify applicable laws, regulations, policies, and contractual requirements which pertain to each institution and to the USG;
2. Ensure that responsibility for ensuring compliance has been properly assigned to responsible personnel;
3. Monitor compliance with applicable requirements; and,
4. Provide training and expertise to assist institutions and the USG in meeting its compliance requirements.

7.16.3 Framework

An effective Program is designed to meet the following elements and ensure that:

1. Standards have been adopted that require compliance with applicable law;
2. High level personnel have been assigned the authority and responsibility to implement the Program and that the Board of Regents is periodically updated on Program status;
3. Individuals with substantial discretionary authority and/or charged with implementing the Program have not engaged in illegal activities or other conduct inconsistent with an effective compliance program;
4. Program requirements and ethical standards are periodically communicated to all employees through effective training and regular communication;

- ~~5. Effective monitoring is implemented to detect misconduct, evaluate Program effectiveness, and provide a reporting system whereby employees can report misconduct without fear of retribution;~~
- ~~6. Program standards are enforced through appropriate incentives and sanctions; and,~~
- ~~7. Responses to misconduct are appropriate and that reasonable steps are taken to prevent further offenses to include modifying the Program to prevent and detect violations of the law.~~

7.16.4 Applicability

~~The Compliance Policy applies to all USG institutions and the University System Office.~~

7.16.5 Implementation

~~An institution-wide approach to compliance shall be adopted by all USG institutions. It is expected that and compliance processes will shall be embedded into the institution's management systems and processes. An institution's compliance program shall incorporate best practices as outlined by the federal guidelines for an effective Ethics & Compliance Program. Implementation of each institution's compliance program shall be in accordance with the procedures outlined by the University System Office. All compliance efforts will be focused on supporting the institution's objectives. Therefore, each institution president or designee shall develop a campus compliance framework and associated procedures to:~~

- ~~1. Identify and document applicable policies, procedures, laws and regulations;~~
- ~~2. Establish job positions and/or oversight committees within the institution that have responsibility for ensuring compliance with each identified policy, procedure, law or regulation as applicable;~~
- ~~3. Appoint one or more Compliance Officers where there are a substantial number of high risk policies, procedures, laws and regulations in a single area and in a manner as deemed appropriate for the specific institution (examples may include athletics, research, and human subject research);~~
- ~~4. Communicate the policies, procedures, laws and regulations and their associated Compliance Officers or owners to institution staff as applicable and to the USG Office of Internal Audit and Compliance; and,~~
- ~~5. Develop procedures where Compliance Officers and other individuals with responsibility for ensuring compliance: a. Conduct assessments of compliance requirements; b. Identify steps to implement these requirements; and, c. Report on the progress thereof.~~

~~7.16.6 Accountability~~

~~There are multiple offices within the USG that have responsibility for compliance activities. The Chancellor shall designate a position responsible for coordinating the Program system wide.~~

PROPOSED NEW POLICY LANGUAGE:

7.12 Compliance

The University System of Georgia (USG) shall comply with applicable laws, rules, and regulations and encourage ethical conduct as detailed in the USG Ethics Policy. The Chancellor shall designate an individual with overall responsibility for the USG compliance and ethics program.

An institution-wide approach to compliance shall be adopted by all USG institutions and compliance processes shall be embedded into the institution's management systems. An institution's compliance program shall incorporate best practices as outlined by the federal guidelines for an effective Ethics & Compliance Program. Implementation of each institution's compliance program shall be in accordance with the procedures outlined by the University System Office.

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AGENDA

COMMITTEE ON REAL ESTATE AND FACILITIES

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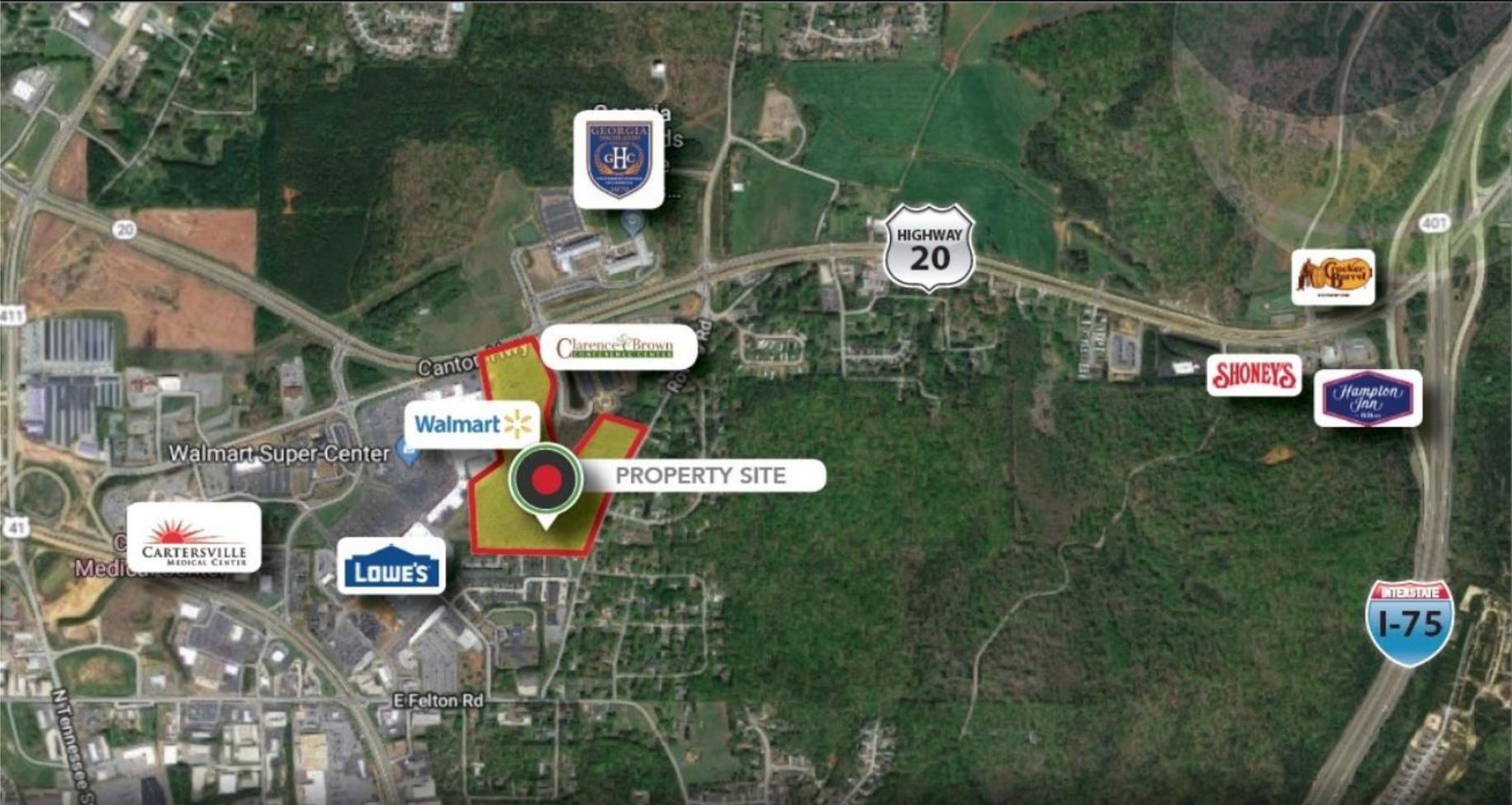
1. Georgia Trust for Historic Preservation Awards

Jim James, Vice Chancellor for Real Estate and Facilities, will give a brief presentation on three University System of Georgia capital projects that recently received statewide preservation awards for Excellence in Rehabilitation from the Georgia Trust for Historic Preservation.

2. **Disposition of Real Property, State Route 20, Cartersville, Bartow County**

Vice Chancellor Jim James will inform the Board about the potential disposition of approximately 27 acres of unimproved and undeveloped land in Cartersville, Bartow County. The property is located south of State Route 20 at the intersection with Conference Center Drive.

State Route 20, Cartersville, Bartow County



3. **Resolution 2019 General Obligation Bond Issue, Georgia State Financing and Investment Commission, University System of Georgia**

Recommended: That the Board adopt the Resolution (Appendix I) prepared by the Revenue Division of the Georgia Department of Law covering the issuance of 2019 General Obligation Bonds (“G. O. Bonds”) by the State of Georgia through the Georgia State Financing and Investment Commission for use in funding the projects as listed on the following page for the University System of Georgia.

BOR FY 2019 Bond Sale Request

Project No.	Institution	Project	Amount
Equipment Funds			
J-268	Armstrong State University	Health Professions Academic Center	2,700,000
J-294	Georgia College & State University	Historic Terrell Hall & Kilpatrick Renovations	900,000
J-295	Georgia Gwinnett College	Academic Building C, Phase 4	1,400,000
J-290	University of Georgia	Business Learning Community, Phase 3	2,300,000
Construction Funds			
J-310	Abraham Baldwin Agricultural College	Carlton Library Renovation & Fine Arts Building	17,700,000
J-311	Augusta University	College of Science & Math Building & Campus Infrastructure	49,400,000
J-272	Clayton State University	Academic Core Renovations	5,300,000
J-312	Columbus State University	Schwob Memorial Library Renovation & Addition	4,800,000
J-235	Georgia Institute of Technology	Price Gilbert and Crosland Tower Renewal	30,600,000
J-313	Georgia Southern University	Center for Engineering & Research	49,900,000
J-314	University of Georgia	Interdisciplinary STEM Research Building	34,800,000
Planning & Design Funds			
J-326	Georgia College & State University	Integrated Science Complex	1,700,000
J-327	Georgia State University	Convocation Center	5,000,000
J-328	Middle Georgia State University	Academic & Student Success Renovations	900,000
J-329	University of North Georgia	Lanier Tech Campus Space Rehabilitation and Infrastructure	3,000,000
J-330	University of West Georgia	College of Business Building	1,700,000
Major Repair & Renovation (MRR)			
J-331	University System of Georgia	System-wide Improvements	60,000,000
Small Capital Projects			
J-332	Georgia Highlands College	Renovations to Winn, Bagby, and Teller Buildings (Paulding)	4,100,000
J-333	Georgia Institute of Technology	Equipment	5,000,000
J-334	Georgia Southwestern State University	Renovate ACE/Skills Center	3,400,000
J-335	Georgia State University	Library North Addition and Renovation	5,000,000
J-336	Gordon State College	Academic Building Renovation	2,300,000
J-337	Kennesaw State University	Engineering Lab Building	5,000,000
J-338	Savannah State University	Renovation of Herty Hall	3,700,000
J-339	South Georgia State College	Renovation of Powell Hall (Douglas)	3,100,000
J-340	University of Georgia	Equipment for Turf Program	130,000
J-341	University of Georgia	Renovation & Expansion of Russell Hall	3,000,000
J-342	University of North Georgia	Instructional Building (Blue Ridge)	5,500,000
J-343	University of North Georgia	Property Acquisition (Dahlonega)	4,700,000
J-344	Valdosta State University	Renovation of Powell Hall	4,400,000
Other Projects			
J-345	Bainbridge State College	Acquisition of Student Wellness Center	19,700,000
J-346	Augusta State University	Renovations and Equipment for Cyber Campus	10,000,000
USG Capital Outlay Total			351,130,000
Georgia Public Libraries			
GPL-92	Hall County Library System (Hall County Library)		2,000,000
GPL-93	Chestatee Regional (Lumpkin County Library)		2,000,000
GPL-94	Cobb County Public (Switzer Library)		2,000,000
GPL-95	Newton County (Covington Public Library)		900,000
GPL-96	Uncle Remus Regional (WH Stanton Memorial)		1,640,000
GPL-97	Major Repair & Renovation		1,860,000
GPL-98	Technology Grants		1,370,000
GPL-99	Repurpose Grants		1,890,000
GPL Capital Outlay Total			13,660,000
GMC and GRA (Pass-Thru Agencies)			
GMC-13	Georgia Military College	Equipment and Furniture for Jenkins Hall	1,900,000
GMC-14	Georgia Military College	Construction/Renovation of Jenkins Hall	4,000,000
GRA-260	Georgia Research Alliance	Equipment and R&D Infrastructure	5,000,000
GMC and GRA Capital Outlay Total			10,900,000
TOTAL BOND SALE REQUEST			375,690,000

4. Authorization of Project No. BR-30-1803, Eco-Commons Living Building Challenge Sector, Georgia Institute of Technology

Recommended: That the Board authorize Project No. BR-30-1803, Eco-Commons Living Building Challenge Sector Project (the “Project”), Georgia Institute of Technology (“GIT”), with a total project budget of \$15,000,000. Funding would be provided by donor and institution funds.

Understandings: In April 2018, the Board was informed about GIT’s intent to remove surface parking and install stormwater management infrastructure, hardscape, and landscape improvements on an eight-acre portion of the Eco-Commons to be known as the Eco-Commons Glade (the “Glade”).

The Kendeda Building, the Dalney Street Parking Deck and Office Building, and the Georgia Tech Police Department Campus Safety Building surround the Glade, which would be enhanced with performance landscape and passive greenspace for non-structured activities. Viable spaces for the introduction of urban agriculture are also included in the scope.

Consistent with GIT’s philosophy of using its campus as a Living Learning Laboratory, the Project would include the creation of a stream channel that would educate students about historic water flow and stormwater capture for reuse and infiltration. A network of stormwater utilities and reclaimed water utilities are planned, allowing for over one million gallons of stormwater control volume per average year of rainfall. Additionally, a regional cistern would supply water for irrigation, reducing potable water demand by at least six million gallons annually. Other targeted ecological performance outcomes of the Project are a 20% increase in the campus tree canopy, 26% increase in woodland areas, and 92% reduction in impervious surfaces.

If authorized by the Board, the University System Office staff and GIT will proceed with design and construction of the project in accordance with Board of Regents procedures.

Eco-Commons Living Building Sector Georgia Institute of Technology



5. **Appointment of Building Commissioning Firm, Project No. BR-50-1801, Science Park Phase III, Georgia State University**

Recommended: That the Board approve the ranking of the building commissioning firms named below for the identified project and authorize contract negotiations to proceed with the top-ranked firm. Should it not be possible to execute a contract with the top-ranked firm, staff would then attempt to execute a contract with the other listed firms in rank order.

A qualifications-based selection process was held in accordance with Board of Regents procedures to identify and rank firms. The following recommendation is made:

Project Number BR-50-1801, Science Park Phase III, Georgia State University

Project Description: Authorized by the Board in January 2018, this new building will be entirely dedicated to advanced research with a focus on highly infectious diseases, providing critical information for prevention, treatment and future drug and vaccine development. The building will include highly specialized Biosafety Level 3 (“BSL-3”) and Biosafety Level 4 (“BSL-4”) laboratory space, open laboratories with associated lab support spaces and offices, and a small vivarium. Extensive mechanical support space and heating, ventilation, and air conditioning systems will be needed to meet advanced filtration and containment needs for the BSL-3 and BSL-4 laboratories. The building will facilitate GSU’s collaborative research efforts and enhance GSU’s leadership in the area of global disease research.

The project will be funded from indirect cost recovery funds and reserves.

Total Project Cost:	\$84,000,000
Construction Cost (Stated Cost Limitation):	\$66,230,000

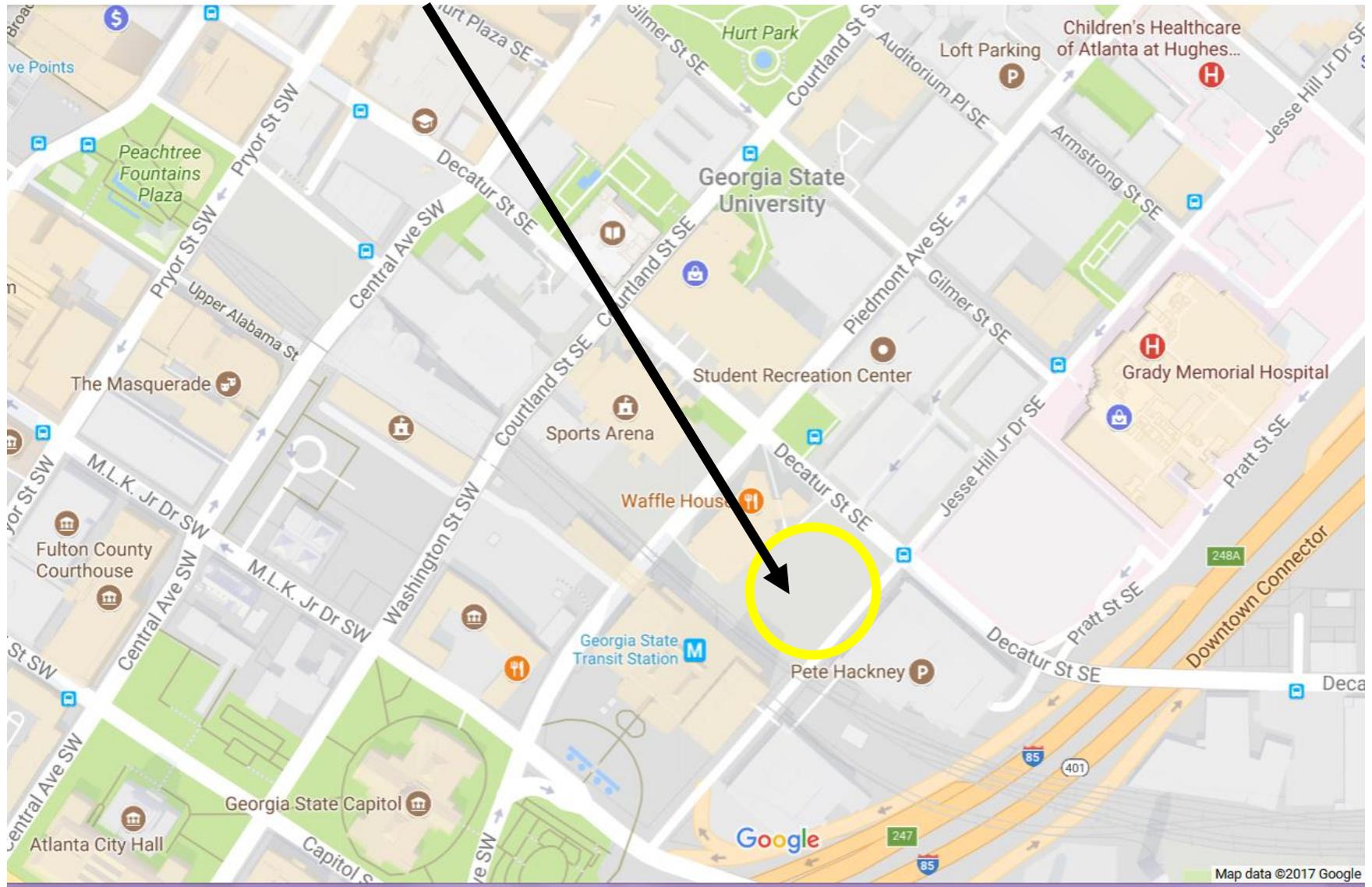
Number of firms that applied for this commission: 12

Recommended firms in rank order:

- 1.
- 2.
- 3.
- 4.

Science Park Phase III, Georgia State University

May 2018



6. Termination of Ground Lease and Rental Agreement, Student Wellness Center, Bainbridge Campus, Abraham Baldwin Agricultural College

Recommended: That the Board acknowledge an advance rental payment in an amount not to exceed \$19,700,000 for the Student Wellness Center (the “SWC”), for the use and benefit of Abraham Baldwin Agricultural College (“ABAC”). This payment would result in the de facto acquisition of the SWC.

Recommended further: That the Board consent to the termination of the ground lease to USG Real Estate Foundation II, LLC (“LLC”) for the SWC.

Recommended further: That the Board consent to the termination of the rental agreement with the LLC for the SWC.

Understandings: In June 2009, the Board approved the ground lease to the LLC that allowed for the construction of the SWC, which totals approximately 75,000 square feet of health center space on the Bainbridge Campus of ABAC.

Upon completion of construction, the LLC began renting the SWC to the Board of Regents, which currently pays \$1,555,475 in annual rent for the space. The advance rental payment would eliminate the need to continue the ground lease and rental agreement. Termination of these contracts would result in approximately \$35,172,130 in net rent payment savings and the Board of Regents’ immediate ownership of the SWC.

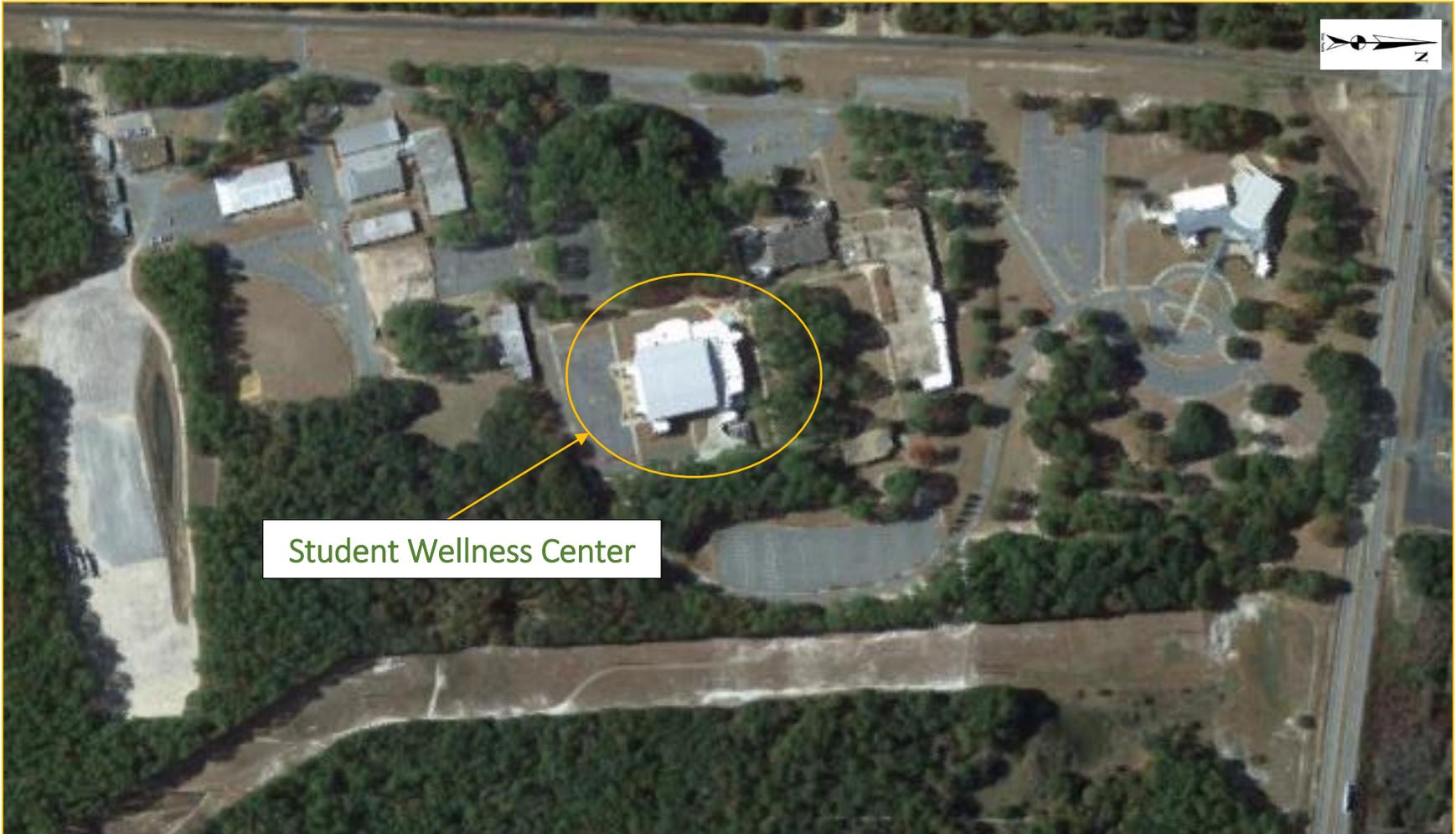
There are no known reversions, restrictions, or adverse easements associated with the SWC property.

Funding for the advance rental payment would be from Fiscal Year 2019 General Obligation bonds.



ABRAHAM BALDWIN
AGRICULTURAL COLLEGE

Bainbridge Campus



Student Wellness Center

7. Transfer of Real Property, Bainbridge Campus, Bainbridge, Abraham Baldwin Agricultural College

Recommended: That the Board declare approximately 173 acres of improved real property (the “Property”) located at 2500 E. Shotwell Street in Bainbridge to be no longer advantageously useful to Abraham Baldwin Agricultural College (“ABAC”) or other units of the University System of Georgia (“USG”), but only to the extent and for the purpose of transferring this real property to the State of Georgia for the benefit of ABAC and the USG.

Understandings: On August 8, 2017, the Board approved a resolution authorizing the Chancellor and his staff to take appropriate actions to transfer Bainbridge State College (“BSC”) to the Technical College System of Georgia (“TCSG”) contingent upon receiving approval from by the Southern Association of Colleges and Schools Commission on Colleges (“SACSCOC”) of BSC’s consolidation with ABAC. BSC represents the last of the USG’s institutions that maintain a technical education mission. The consolidation of ABAC and BSC provides an opportunity to transfer this technical education mission to TCSG.

In December 2017, with SACSCOC approval, the Board approved the consolidation of ABAC and BSC, effective January 1, 2018. In July 2018, the Board of Regents will transfer to TCSG, for the use and benefit of Southern Regional Technical College (“SRTC”), the land, operations, facilities and equipment of the BSC campus, contingent on the retirement of BSC’s public private venture (“PPV”) capital liabilities. The Board of Regents and TCSG will enter into written agreements for ABAC to manage, operate, and lease certain SRTC facilities and equipment at the Bainbridge campus to continue its educational program operations there as well as the shared use of the SRTC campus and support services in Bainbridge for ABAC students, faculty and staff, upon transfer.



ABRAHAM BALDWIN
AGRICULTURAL COLLEGE

Bainbridge Campus



8. Naming of Synovus Center of Commerce and Technology, Columbus State University

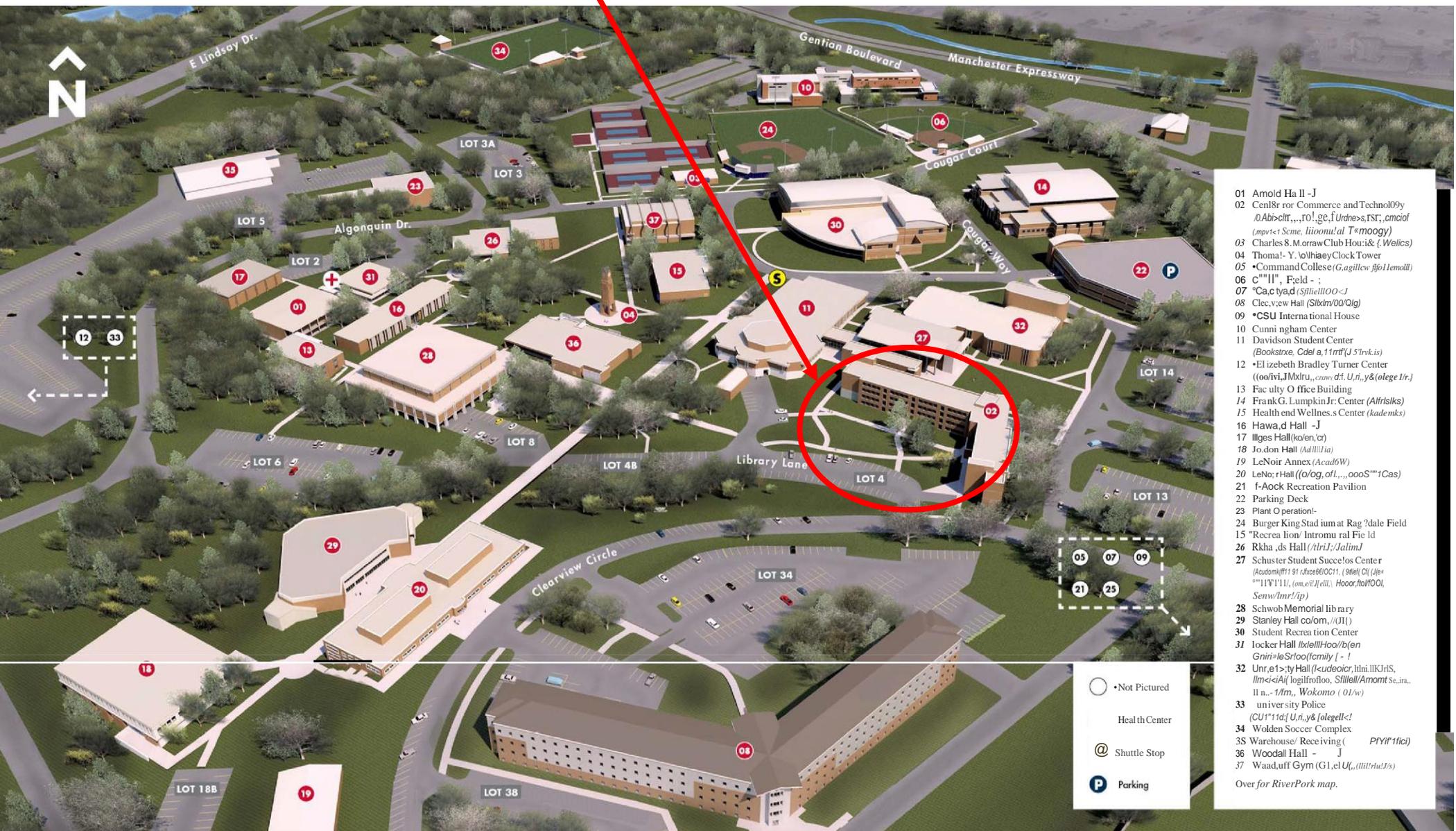
Recommended: That the Board approve the naming of Synovus Center of Commerce and Technology at Columbus State University (“CSU”) in recognition of the generosity and longstanding service to CSU by the Synovus Financial Corporation.

Understandings: Opened in 2003, CSU’s Center for Commerce and Technology totals approximately 96,000 square feet. CSU proposes to rename the building, which houses the Turner College of Business and the TSYS School of Computer Science, as the Synovus Center of Commerce and Technology. President Chris Markwood confirms that this naming conforms to the CSU naming guidelines and with the Board of Regents naming policy.

For the past two decades, Synovus and its related companies, including Columbus Bank & Trust, have positively impacted CSU through volunteer support and over \$6 million in contributions and pledges. Executives from Synovus have served in a variety of voluntary leadership roles for CSU, including positions on the CSU Foundation Board of Trustees, Annual Fund, Athletic Fund, and Turner College of Business Advisory Council. The company’s leaders have also directed recent capital campaigns and have supported women’s athletics, student scholarships, CSU’s music program, the TSYS Department of Computer Science and the Financial Success Program.

Jimmy Yancey and James H. (“Jimmy”) Blanchard have played a seminal role in establishing Synovus’ partnership with CSU. Mr. Yancey, a former regent and inaugural recipient of the Regents’ Hall of Fame Award, chaired the Investment in People campaign that raised over \$100 million to create CSU’s RiverPark campus. Synovus has been a perennial sponsor of CSU’s nationally recognized annual leadership forum named after Mr. Blanchard, who served as chairman and CEO of Synovus for over 35 years before retiring from the company in 2006.

Synovus Center of Commerce and Technology



- 01 Arnold Hall - J
 - 02 Synovus Center of Commerce and Technology
 - 03 Charles S. Morrow Club House & (Welch)
 - 04 Thomas Y. Whaley Clock Tower
 - 05 Command College (Gagillw ffo11emoll)
 - 06 "C" Field -
 - 07 "Cactus" Field (Sllwll00<J
 - 08 Clearview Hall (Sllwll00<Jlg)
 - 09 CSU International House
 - 10 Cunningham Center
 - 11 Davidson Student Center (Bookstixw Cdel a,11trff(J S'lrk.is)
 - 12 Elizabeth Bradley Turner Center (oovivlJ Mxlrw, cswv d.f. U, n, y, & (olege ltr.)
 - 13 Faculty Office Building
 - 14 Frank G. Lumpkin Jr. Center (Afrlslks)
 - 15 Health and Wellness Center (kademks)
 - 16 Hawad Hall - J
 - 17 Huges Hall (ko/en,cr)
 - 18 Jordan Hall (Adllllia)
 - 19 LeNoir Annex (Acad6W)
 - 20 LeNoir Hall (o/og, ofl, ..., oos"1Cas)
 - 21 F-Aock Recreation Pavilion
 - 22 Parking Deck
 - 23 Plant Operation-
 - 24 Burger King Stadium at Ragdale Field
 - 25 "Recreation" Intramural Field
 - 26 Rkha, ds Hall (ArlrJ; JalimJ)
 - 27 Schuster Student Success Center (Acudomkll1 91 lJrce6EOC11. (9llw) Cl (Jle+ 0"11Y111, (om,eilJ ell), Hoor, ito/IOO, Senw/lmr!ip)
 - 28 Schwob Memorial Library
 - 29 Stanley Hall (om, // (Jl)
 - 30 Student Recreation Center
 - 31 Locker Hall (lxllellHoo/b/en Gnrrl)leSrloofamily / - /
 - 32 Unr, e1> ty Hall (l<udboicr, llni, llKrlS, llm-cilA(l logilfroho, Slllell/Amomt se, ar, ll n. - /fm, Wokomo / 01/w)
 - 33 University Police (CU"11d[U, n, y & (olegell<!
 - 34 Wolden Soccer Complex
 - 35 Warehouse/ Receiving (PFYf'flic)
 - 36 Woodall Hall - J
 - 37 Waaduff Gym (G1, el U, (lllrlrlJ's)
- Over for RiverPork map.

Main Campus



9. Naming of Charles Schwab Financial Planning Center, University of Georgia

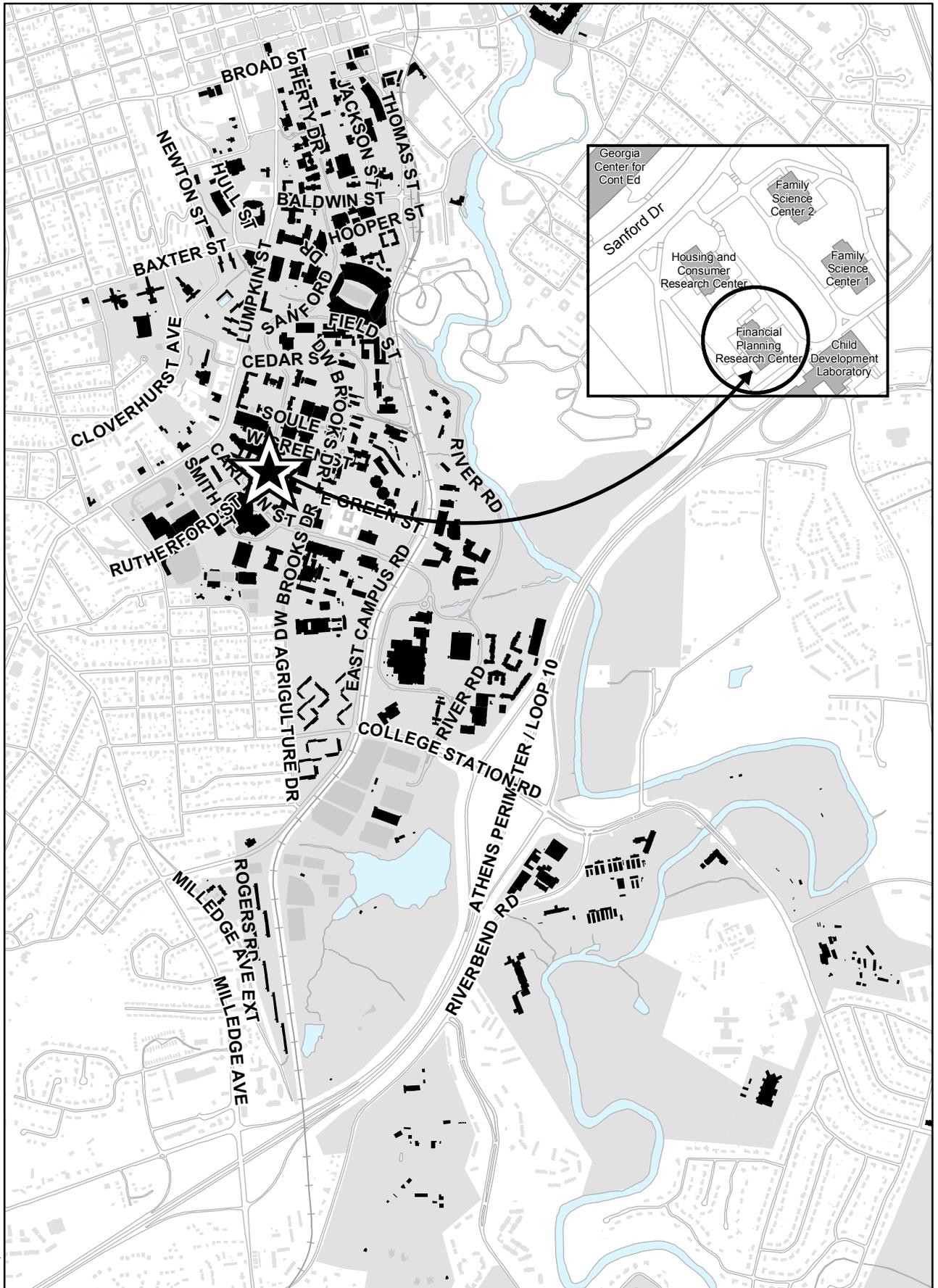
Recommended: That the Board approve the naming of Charles Schwab Financial Planning Center at the University of Georgia (“UGA”) in recognition of the generosity of the Charles Schwab Foundation.

Understandings: President Jere Morehead confirms that this naming conforms to the UGA naming guidelines and with the Board of Regents naming policy.

The Charles Schwab Foundation is a private, nonprofit organization funded by the Charles Schwab Corporation. Its mission is to create positive change through financial education, philanthropy, and volunteerism. Schwab Advisor Services has donated \$575,000 to UGA through the Charles Schwab Foundation, \$500,000 of which has been received to date. The gifted funds will support an interior renovation of the historic, three-story structure currently known as the Financial Planning Research Center, or “House B”.



Proposed Naming: Charles Schwab Financial Planning Center



10. Naming of Coca-Cola Plaza, University of Georgia

Recommended: That the Board approve the naming of Coca-Cola Plaza at the University of Georgia (“UGA”) in recognition of the many UGA alumni and friends associated with the Coca-Cola family of companies who pledged their support to the building campaign at the Terry College of Business.

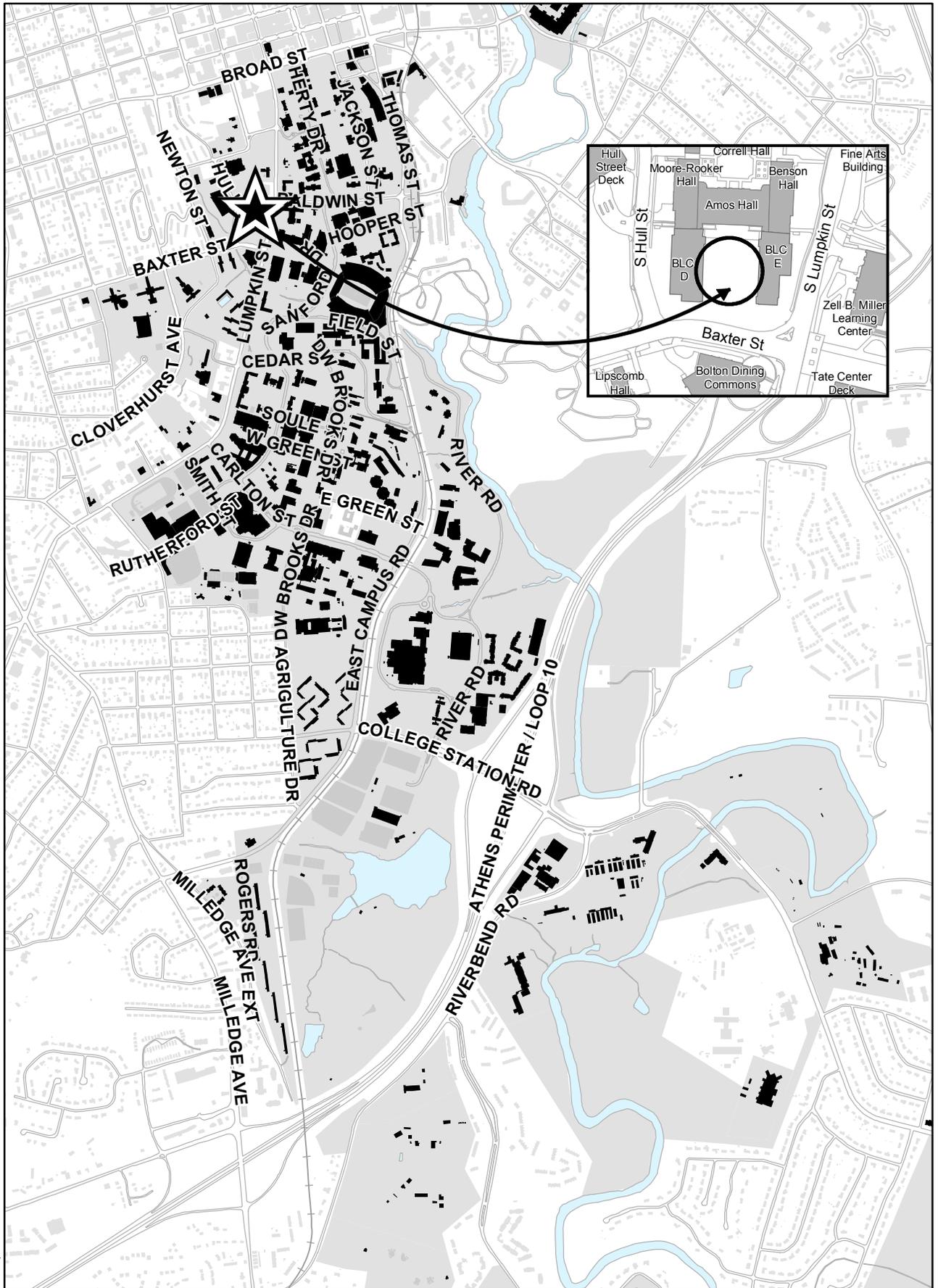
Understandings: President Jere Morehead confirms that this naming conforms to the UGA naming guidelines and with the Board of Regents naming policy.

In 2012, UGA alumni and friends initiated the Coca-Cola Building Terry campaign as an opportunity to support UGA and leave a lasting legacy through the naming of Coca-Cola Plaza, an outdoor space located in Phase III of the Business Learning Community. The campaign has raised a total of \$2.6 million via contributions from more than 100 individuals associated with The Coca-Cola Company, Coca-Cola Enterprises, and The Coca-Cola Foundation, as well as matching gifts from The Coca-Cola Foundation.

Coca-Cola has a longstanding history of support for UGA and the Terry College of Business, including a \$1M endowment made thirty-five years ago to establish the Center for Marketing Studies (“the Center”). The Center houses the Master of Marketing Research (MMR) program, the nation’s first and foremost graduate program for the study of marketing research. Other support from Coca-Cola for the Terry College of Business includes a gift to the Sanford Hall building campaign.



Proposed Naming: Coca-Cola Plaza



11. Revisions to Policy Sections 9.3, 9.4, 9.5, 9.6, 9.7, 9.8, 9.9, 9.10, 9.11, and 9.12

Recommended: That the Board approve revisions to subsections 9.3, 9.4, 9.5, 9.6, 9.7, 9.8, 9.9, 9.10, 9.11, and 9.12 under Section 9.0: Facilities, effective as of May 15, 2018.

Understandings: These revisions are the result of the ongoing Board of Regents' Policy Manual Review. They are intended to improve the organization of the Manual, simplify and provide for consistency in Policy language, and increase the overall efficiency of the Policy Manual.

The following pages contain an index of the revised policies, and the current policy language, edited policy language, and proposed new policy language for each affected subsection.

Current Policy		Revised Policy	
7.11.6	Faculty Housing		<i>[Moved to 9.6.4]</i>
9.3	Off-Campus Instructional Sites	9.3	Facilities Approval for Off-Campus Instructional Sites
9.4.1	Authorization by Board of Regents	9.4.1	Authorization by Board of Regents
9.4.3	Emergency and Other Projects Outside the Annual Plan (Reserved)		<i>[Removed]</i>
9.6.1	Contracting Authority	9.4.3	Contracting Authority
9.5	Capital Program Procurement		<i>[Removed]</i>
9.7	Facilities and Campus Grounds Development	9.5	Facilities and Campus Grounds Development
9.7.1	Sustainable Design and Life Cycle Costing	9.5.1	Sustainable Design and Life Cycle Costing
9.7.2	Building Design Standards	9.5.2	Building Design Standards
9.7.3	Modular/Temporary Buildings	9.5.3	Modular and Temporary Buildings
9.7.4	Campus Grounds and Landscape Standards	9.5.4	Campus Grounds and Landscape Standards
9.7.5	Plaques	9.5.5	Plaques
		9.6	Housing Operations
		9.6.1	Maintenance and Custodial Standards
		9.6.2	Live-On Requirements
		9.6.3	Presidents' Homes
		9.6.4	Employee Housing
		9.6.5	Private Housing
9.8	Public Private Ventures	9.7	Public Private Ventures
9.8.1	Housing Facilities		<i>[Moved to 9.6]</i>
9.8.2	Private Housing		<i>[Moved to 9.6.5]</i>
9.8.3	Capital Liability Capacity and Affordability	9.7.1	Capital Liability Capacity and Affordability
9.8.4	Capital Liability Reserve Fund	9.7.2	Capital Liability Reserve Fund
9.8.5	PPV Rental Agreements	9.7.3	PPV Rental Agreements
9.8.5.1	Lease Rental Agreement Revisions: Refinancing	9.7.3.1	Lease Agreement Revisions: Refinancing
9.8.5.2	Repair and Replacement Reserves	9.7.3.2	Repair and Replacement Reserves
9.9	Real Property Ownership and Asset Management	9.8	Real Property Ownership and Asset Management
9.9.1	Procurement of Professional Expertise (Reserved)		<i>[Removed]</i>
9.9.2	Acquisition	9.8.1	Acquisition
9.9.3	Disposition	9.8.2	Disposition
9.9.3.1	Sale of Property	9.8.2.1	Sale of Property
9.9.3.2	Conveyances for Transportation Improvements	9.8.2.2	Conveyances for Transportation Improvements

9.9.3.3 Demolition	9.8.2.3 Demolition
9.9.4 Easements	9.8.3 Easements
9.9.5 Timber Sales	9.8.4 Timber Sales
9.9.6 Reporting	9.8.5 Reporting
9.10 Use of Board of Regents Property	9.9 Use of Board of Regents Property
9.10.1 Leasing Authority as Landlord	9.9.1 Leasing Authority as Landlord
9.10.2 When to Lease as Landlord	9.9.2 When to Lease as Landlord
9.10.3 Lease of Residential Facilities	9.9.3 Lease of Residential Facilities
9.10.4 Lease of Research Facilities	9.9.4 Lease of Research Facilities
9.10.5 Presidents’ Homes	<i>[Moved to 9.6.3]</i>
9.11 Use of Property not Owned by the Board of Regents	9.10 Use of Property not Owned by the Board of Regents
9.11.1 Leasing Authority as Tenant	9.10.1 Leasing Authority as Tenant
9.11.2 Leasing as Tenant	9.10.2 Leasing as Tenant
9.11.3 Reporting of Leases as Tenant	9.10.3 Reporting of Leases as Tenant
9.12 Management and Operations	9.11 Management and Operations
9.12.1 Sustainability, Efficiency, and Effectiveness	9.11.1 Sustainability, Efficiency, and Effectiveness
9.12.3 Major Repairs and Rehabilitation	9.11.3 Major Repairs and Rehabilitation
9.12.4 Environmental and Occupational Safety	9.11.4 Environmental and Occupational Safety

CURRENT POLICY LANGUAGE:**7.11.6 Faculty Housing**

Rental rates for faculty housing units shall be fixed to:

1. Provide for all operating costs of the faculty housing program;
2. Provide the reserve for future renovations and replacements required to conform with the policy of the Board in the operation of auxiliary enterprises;
3. Provide for liquidation of any outstanding indebtedness that relates to the specific faculty housing project. No such project is covered by Georgia Education Authority (University) leases, and no lease rental funds will be required from any faculty housing project; and,
4. Keep the rates at a level which will be competitive with the rates charged for privately owned comparable quarters in the immediate area.

Each USG institution with faculty housing shall develop a policy that will describe the priority by which renters will be selected. This policy shall note the fact that faculty housing is primarily a tool for recruiting able faculty members, that faculty housing is offered as an option available to faculty members as a temporary, additional employee benefit, and that tenured faculty members will not be permitted to continue occupancy in faculty housing indefinitely (BoR Minutes, 1968-69, pp. 363-65; 1984-85, pp. 113-14).

EDITED POLICY LANGUAGE:

*NOTE: Struck-through language in italics moved to Section 9.6.4.

7.11.6 Faculty Housing

~~Rental rates for faculty housing units shall be fixed to:~~

- ~~1. Provide for all operating costs of the faculty housing program;~~
- ~~2. Provide the reserve for future renovations and replacements required to conform with the policy of the Board in the operation of auxiliary enterprises;~~
- ~~3. Provide for liquidation of any outstanding indebtedness that relates to the specific faculty housing project. No such project is covered by Georgia Education Authority (University) leases, and no lease rental funds will be required from any faculty housing project; and,~~
- ~~4. Keep the rates at a level which will be competitive with the rates charged for privately owned comparable quarters in the immediate area.~~

~~Each USG institution with faculty housing shall develop a policy that will describe the priority by which renters will be selected. This policy shall note the fact that faculty housing is primarily a tool for recruiting able faculty members, that faculty housing is offered as an option available to faculty members as a temporary, additional employee benefit, and that tenured faculty members will not be permitted to continue occupancy in faculty housing indefinitely (BoR Minutes, 1968-69, pp. 363-65; 1984-85, pp. 113-14).~~

CURRENT POLICY LANGUAGE:**9.3 Off-Campus Instructional Sites**

In accordance with [Section 3.3.3, Instruction Offered Externally, of this Policy Manual](#), USG institutions may offer instruction at locations away from their home campuses. Institutions must follow appropriate procedures for approval to offer such instruction as specified in Section 3.3.3. No institution may propose the use of any off-campus instructional location prior to approval of the academic program(s) to be offered at that location.

Once approval to offer external instruction has been secured, any utilization of off-campus facilities must adhere to the following guidelines:

1. Every USG off-campus instructional location will conform to all appropriate standards of due diligence, structural integrity, adequacy of resources, and responsible use as designated by the USG chief facilities officer. Facilities will be appropriate to support the academic purpose of the off-campus location and will reflect quality standards comparable to home campus facilities.
2. Any off-campus instructional location that requires or anticipates no capital investment for facilities, either to acquire or to operate, within the next three (3) fiscal years is subject to administrative review and approval by the Chancellor.
3. Any off-campus instructional location that requires or anticipates a capital investment for facilities, either to acquire or to operate, within the next three (3) fiscal years must be reviewed and approved by the Board of Regents.

In all cases, the proposal shall be reviewed in accordance with the External Instruction in the University System of Georgia: Policies and Procedures, as adopted by the Board of Regents on February 2, 2005, and as thereafter amended. Institutions must adhere to the guidelines, criteria, and nomenclature contained in that document. The designation of an off-campus instructional location as a campus, center, or consortium requires approval by the Board of Regents through its Committee on Academic Affairs. The University System Office's review shall be coordinated by the USG chief academic officer in consultation with the USG chief facilities officer, and if the proposal anticipates the creation of a new location or significant expansion of an existing location, it shall be presented to the Board of Regents for approval (BoR Minutes, February 2005).

EDITED POLICY LANGUAGE:

*NOTE: Struck-through language in italics reflected in Board Policy 3.3.2.

9.3 ~~Facilities for~~ Off-Campus Instructional Sites

To provide instruction at an off-campus site, University System of Georgia (USG) institutions must first seek approval of the proposed academic instruction or program ~~in~~ accordance

with ~~Section 3.3.3, Instruction Offered Externally, of this Policy Manual,~~ the Board of Regents' Policy on Academic Approval for Off-Campus Instructional Sites. ~~USG institutions may offer instruction at locations away from their home campuses. Institutions must follow appropriate procedures for approval to offer such instruction as specified in Section 3.3.3. No institutions may propose the use of any shall not initiate requests for new off-campus instructional location facilities prior to the approval of the related academic proposals unless authorized by the Chief Academic Officer to proceed with a facility proposal concurrently with the academic review process~~ program(s) to be offered at that location.

~~Once approval to offer external instruction has been secured, any utilization of off-campus facilities must adhere to the following guidelines:~~

- ~~1. Every USG off-campus instructional location will conform to all appropriate standards of due diligence, structural integrity, adequacy of resources, and responsible use as designated by the USG chief facilities officer. Facilities will be appropriate to support the academic purpose of the off-campus location and will reflect quality standards comparable to home campus facilities.~~
- ~~2. Any off-campus instructional location that requires or anticipates no capital investment for facilities, either to acquire or to operate, within the next three (3) fiscal years is subject to administrative review and approval by the Chancellor.~~
- ~~3. Any off-campus instructional location that requires or anticipates a capital investment for facilities, either to acquire or to operate, within the next three (3) fiscal years must be reviewed and approved by the Board of Regents.~~

~~Off-campus instructional facilities that are proposed to be controlled and exclusively occupied by the institution must be approved in accordance with the Board of Regents' policies on Facilities. Where applicable, facility proposals must be submitted for Integrated Review in accordance with the requirements of Board Policy.~~

~~Space occupied non-exclusively (typically classrooms or meeting rooms for specific, limited periods at a nominal cost) may be used for scheduling approved instruction at other USG institutions and at sites controlled by outside entities (e.g., secondary schools, private universities, hospitals, local government facilities, corporate sites, military bases) without facilities approval.~~

~~In all cases, the proposal shall be reviewed in accordance with the External Instruction in the University System of Georgia: Policies and Procedures, as adopted by the Board of Regents on February 2, 2005, and as thereafter amended. Institutions must adhere to the guidelines, criteria, and nomenclature contained in that document. *The designation of an off-campus instructional location as a campus, center, or consortium requires approval by the Board of Regents through its Committee on Academic Affairs.* The University System Office's review shall be coordinated by the USG chief academic officer in consultation with the USG chief facilities officer, and if the proposal anticipates the creation of a new location or significant expansion of an existing location, it shall be presented to the Board of Regents for approval (BoR Minutes, February 2005).~~

PROPOSED NEW POLICY LANGUAGE:**9.3 Facilities Approval for Off-Campus Instructional Sites**

To provide instruction at an off-campus site, University System of Georgia (USG) institutions must first seek approval of the proposed academic instruction or program in accordance with the Board of Regents' Policy on Academic Approval for Off-Campus Instructional Sites. Institutions shall not initiate requests for new off-campus instructional facilities prior to the approval of related academic proposals unless authorized by the Chief Academic Officer to proceed with a facility proposal concurrently with the academic review process.

Off-campus instructional facilities that are proposed to be controlled and exclusively occupied by the institution must be approved in accordance with the Board of Regents' policies on Facilities. Where applicable, facility proposals must be submitted for Integrated Review in accordance with the requirements of Board Policy.

Space occupied non-exclusively (typically classrooms or meeting rooms for specific, limited periods at a nominal cost) may be used for scheduling approved instruction at other USG institutions and at sites controlled by outside entities (e.g., secondary schools, private universities, hospitals, local government facilities, corporate sites, military bases) without facilities approval.

CURRENT POLICY LANGUAGE:**9.4.1 Authorization by Board of Regents**

All new buildings, major renovation, rehabilitation, or other projects, except routine maintenance, involving the campus or buildings of a USG unit using funds from any source shall require authorization by the Board of Regents and shall be implemented in accord with established Board procedures under the direction of the USG chief facilities officer.

The USG chief facilities officer is authorized to act, without prior approval of the Board of Regents, in the authorization of projects on behalf of the Board of Regents, with authority to act for the Board in the authorization of projects that are in accordance with the accepted campus master plan, provided, however, that the authority so delegated shall be for projects that do not exceed the sum of \$1,000,000 in initial construction cost.

The USG chief facilities officer may delegate any or all of the above authority, to authorize projects, to individual USG institution presidents based upon an evaluation by the Chancellor or USG chief facilities officer of the ability of an institution to properly administer the delegated authority. Such delegation of authority shall be administered in accordance with Board of Regents policies, procedures and guidelines. Delegated authority may be withdrawn at the discretion of the Chancellor or the USG chief facilities officer (BoR Minutes, August, 2007).

EDITED POLICY LANGUAGE:

*NOTE: Highlighted language in italics moved from elsewhere in policy section. Struck-through language in italics moved elsewhere in policy section.

9.4.1 Authorization by Board of Regents

All new buildings, major renovation, rehabilitation, or other projects, except routine maintenance, involving the campus or buildings of a **University System of Georgia (USG)** unit using funds from any source shall require authorization by the Board of Regents and shall be implemented in accordance with *established Board* procedures *established* under the direction of the USG chief facilities officer.

The USG chief facilities officer is authorized to act, without prior approval of the Board of Regents, in the authorization of projects on behalf of the Board of Regents, ~~with authority to act for the Board in the authorization of projects~~ that are in accordance with the accepted campus master plan; provided, however, that the authority so delegated shall be for projects that do not exceed the sum of \$1,000,000 in initial construction costs.

The USG chief facilities officer may delegate any or all of the above authority, *in accordance with Board of Regents policies, procedures, and guidelines*, ~~to authorize projects~~, to individual USG institution presidents based upon an evaluation by the Chancellor or USG chief facilities officer of

the ability of an **the** institution to properly administer the delegated authority. ~~Such delegation of authority shall be administered in accordance with Board of Regents policies, procedures and guidelines.~~ Delegated authority may be withdrawn at the discretion of the Chancellor or the USG chief facilities officer ~~(BoR Minutes, August, 2007).~~

PROPOSED NEW POLICY LANGUAGE:

9.4.1 Authorization by Board of Regents

All new buildings, major renovation, rehabilitation, or other projects, except routine maintenance, involving the campus or buildings of a University System of Georgia (USG) unit using funds from any source shall require authorization by the Board of Regents and shall be implemented in accordance with procedures established under the direction of the USG chief facilities officer.

The USG chief facilities officer is authorized to act, without prior approval of the Board of Regents, in the authorization of projects on behalf of the Board of Regents that are in accordance with the accepted campus master plan; provided, however, that the authority so delegated shall be for projects that do not exceed the sum of \$1,000,000 in initial construction costs.

The USG chief facilities officer may delegate any or all of the above authority, in accordance with Board of Regents policies, procedures, and guidelines, to individual USG institution presidents based upon an evaluation by the Chancellor or USG chief facilities officer of the ability of the institution to properly administer the delegated authority. Delegated authority may be withdrawn at the discretion of the Chancellor or the USG chief facilities officer.

CURRENT POLICY LANGUAGE:**9.4.3 Emergency and Other Projects Outside the Annual Plan**

[Reserved]

9.6.1 Contracting Authority

When qualifications-based selection (QBS) is used, and unless otherwise provided by these policies, construction contracts over \$5,000,000 and related professional service contracts entered into by the Board of Regents shall require prior approval by the Board. The USG chief facilities officer is authorized to act, on behalf of the Board of Regents, without prior approval of the Board of Regents, in a bid award of previously authorized construction projects (BoR Minutes, August, 2007).

The Chancellor or the USG chief facilities officer is authorized to act, without prior approval of the Board of Regents, in the qualifications-based selection of professionals and as the contracting officer for and on behalf of the Board of Regents, with authority to act for the Board in the execution of construction contracts/contract change orders, professional service contracts/contract amendments, including but not limited to architectural/engineering contracts for the preparation of plans for new buildings or engineering projects, major remodeling, and other projects in the USG, provided, however, that the authority so delegated shall not exceed the sum of \$5,000,000 for any one (1) contractual obligation (BoR Minutes, August, 2007).

The Chancellor or the USG chief facilities officer is authorized to delegate any or all of the above authority, in qualifications-based selections and to act as contracting officer, to individual USG institutions based upon an evaluation by the Chancellor or USG chief facilities officer of the ability of an institution to properly administer the delegated authority. Such delegation of authority shall be administered in accordance with Board policies, and procedures and guidelines. Delegated authority may be withdrawn at the discretion of the Chancellor or the USG chief facilities officer (BoR Minutes, 1991-92, pp. 319-320).

The Chancellor and the USG chief facilities officer shall be authorized and empowered, in the name and on behalf of the Board of Regents of the University System of Georgia, to take or cause to be taken any and all such other and further action as, in the judgment of such officials, may be necessary, proper, convenient or required in connection with the execution and delivery of such instruments, documents, or writings in order to carry out the intent of authority delegated (BoR Minutes, March, 1981).

EDITED POLICY LANGUAGE:

*NOTE: Highlighted language in italics moved from elsewhere in policy section. Struck-through language in italics moved elsewhere in policy section.

9.4.3 Emergency and Other Projects Outside the Annual Plan

{ Reserved }

9.6.1 Contracting Authority

When qualifications-based selection (QBS) is used, and unless otherwise provided by these policies, construction contracts over \$5,000,000 and related professional service contracts entered into by the Board of Regents shall require prior approval by the Board. The Chancellor and the USG chief facilities officer has authorized to act, as the contracting officer on behalf of the Board of Regents *without prior approval of the Board of Regents, in a bid award of previously authorized construction projects* (BoR Minutes, August, 2007). for construction and professional service contracts, including but not limited to architectural and engineering contracts, amendments, and change orders that do not exceed the sum of \$5,000,000 for any one contractual obligation. When QBS is used for projects with an initial construction cost that exceeds \$5,000,000, Board approval of the firm rankings is required prior to appointment of the professionals and execution of the construction contracts and related professional service contracts.

The Chancellor or the USG chief facilities officer is authorized to act, without prior approval of the Board of Regents, in the qualifications based selection QBS of professionals and as the contracting officer for and on behalf of the Board of Regents, with authority to act for the Board in the execution of construction contracts, contract change orders, professional service contracts, and contract amendments, including but not limited to architectural and engineering contracts for the preparation of plans for new buildings or engineering projects, major remodeling, and other projects in the USG; provided, however, that the authority so delegated shall not exceed the sum of \$5,000,000 for any one (1) contractual obligation (BoR Minutes, August, 2007). The Chancellor and the USG chief facilities officer is further authorized to act, on behalf of the Board of Regents and without prior approval of the Board of Regents, in a bid award of previously authorized construction projects.

The Chancellor or the USG chief facilities officer is authorized to may delegate any or all of the above authority, in accordance with Board policies, and procedures and guidelines, in qualifications based selections and to act as contracting officer, to individual USG institutions based upon an evaluation by the Chancellor or the USG chief facilities officer of the ability of an institution to properly administer the delegated authority. Such delegation of authority shall be administered in accordance with Board policies, and procedures and guidelines. Delegated authority may be withdrawn at the discretion of the Chancellor or the USG chief facilities officer (BoR Minutes, 1991-92, pp. 319-320).

The Chancellor and the USG chief facilities officer may shall be authorized and empowered, in the name and on behalf of the Board of Regents of the University System of Georgia, to execute documents and take or cause to be taken any and all such other and further actions as that, in the judgment and reasonable discretion of such officials, may be necessary, proper, convenient or required in connection with the execution and delivery of such instruments, documents, or writings in order to carry out the intent of authority delegated (BoR Minutes, March, 1981).

PROPOSED NEW POLICY LANGUAGE:**9.4.3 Contracting Authority**

When qualifications-based selection (QBS) is used, and unless otherwise provided by these policies, the Chancellor and the USG chief facilities officer has authority to act as the contracting officer on behalf of the Board of Regents for construction and professional service contracts, including but not limited to architectural and engineering contracts, amendments, and change orders that do not exceed the sum of \$5,000,000 for any one contractual obligation. When QBS is used for projects with an initial construction cost that exceeds \$5,000,000, Board approval of the firm rankings is required prior to appointment of the professionals and execution of the construction contracts and related professional service contracts.

The Chancellor and the USG chief facilities officer is further authorized to act, on behalf of the Board of Regents and without prior approval of the Board of Regents, in a bid award of previously authorized construction projects.

The Chancellor or the USG chief facilities officer may delegate any or all of the above authority, in accordance with Board policies, and procedures and guidelines, to individual USG institutions based upon an evaluation by the Chancellor or the USG chief facilities officer of the ability of an institution to properly administer the delegated authority. Delegated authority may be withdrawn at the discretion of the Chancellor or the USG chief facilities officer.

The Chancellor and the USG chief facilities officer may execute documents and take or cause to be taken other actions that, in the judgment and reasonable discretion of such officials, may be necessary, proper, convenient or required in connection with the execution and delivery of such instruments, documents, or writings in order to carry out the intent of authority delegated.

CURRENT POLICY LANGUAGE:**9.5 Capital Program Procurement**

Purchasing regulations will be published and distributed periodically to the various operating units in [Section 3.0, Purchasing and Contracts, of the Business Procedures Manual](#).

9.7 Facilities and Campus Grounds Development**9.7.1 Sustainable Design and Life Cycle Costing**

USG buildings and grounds shall be planned and developed to provide long-term life cycle benefits, and each institution's individual architectural character and landscape shall be maintained in a coordinated and consistent manner.

In order to ensure that this intent is achieved, each institution shall employ design and construction concepts to allow for adaptive reuse, appropriate infrastructure, and flexibility to accommodate evolving technology. State-funded educational buildings shall be designed and constructed to provide quality service for fifty (50) or more years, ultimately serving the citizens of Georgia by achieving long-term life cycle benefits, a positive cost-to-benefit return on the initial investment. (BoR Minutes, September 2002).

9.7.2 Building Design Standards

Each institution shall develop standards that establish basic aesthetic expectations for construction. These standards shall be founded on and complementary to the USG's preplanning guidelines. Institution standards shall establish the campus's architectural theme and provide specificity sufficient to guide future construction activities to achieve harmony with the existing facilities while providing modern teaching and learning spaces. These standards shall ensure that the exterior architectural character of each building conveys the institution character in a cohesive, attractive, and timeless manner.

Each institution shall develop an "architectural palette" (list of materials) to guide the selection of exterior materials for construction projects. Enduring and easily maintained materials shall form the basis of these design standards. Although various products may be used as incidental or accent points, typically more traditional and durable materials, such as masonry, shall form the basis of each institution's selection of materials (BoR Minutes, September 2002).

9.7.3 Modular/Temporary Buildings

The rental, lease or purchase of modular or other temporary buildings and trailers is prohibited, with the exception of trailers supporting an active construction project. Any other exception to this prohibition must be submitted to the USG chief facilities officer for review and approval in

advance of the installation. (BoR Minutes, 1993-94, p. 153; January 2016)

9.7.4 Campus Grounds and Landscape Standards

Each institution shall develop standards that establish basic expectations for landscaping and grounds. These standards shall be founded on and complementary to the USG's preplanning guidelines. Institution standards shall establish the institution's landscape plan and provide specificity sufficient to guide the planning and development of outdoor common space, including hardscape and signage, to achieve a cohesive and sustainable campus. These standards shall ensure that the campus grounds convey an attractive and inviting institution character. Each institution shall establish material and plant lists to guide the development of public green spaces, and plantings shall be predominantly indigenous, maintainable, and diverse (BoR Minutes, September 2002).

Each institution shall have installed on its campus, and on each existing off-campus facility, if any, an appropriate number of properly designed and constructed exterior signs containing the name of the institution and identification of the institution as a part of the USG. Such signs shall be architecturally proper and structurally sound, and they shall be kept in good repair. Each of these signs shall be made and situated so that it can be readily seen and quickly read from nearby public street(s) and/or public highway(s) (BoR Minutes, May, 1981).

Each institution shall fly the flag of the United States and the flag of Georgia from a building or flag pole on the campus of the institution (BoR Minutes, 1956-57, p. 98).

9.7.5 Plaques

A plaque of bronze cast metal or other appropriate material will be installed in all major construction projects including new buildings, additions, and renovations, noting the year completed, the Governor and members of the Board at the time of completion and other Regents serving since the project was first approved, the architect, and the contractor.

If deemed appropriate by the president of the institution, major contributor(s) may be recognized by inclusion on the plaque or a separate plaque (BoR Minutes, February, 1995, p. 18).

EDITED POLICY LANGUAGE:

*NOTE: Highlighted language in italics moved from elsewhere in policy section. Struck-through language in italics moved elsewhere in policy section.

9.5 ~~Capital Program Procurement~~

~~Purchasing regulations will be published and distributed periodically to the various operating units in Section 3.0, Purchasing and Contracts, of the Business Procedures Manual.~~

9.7 Facilities and Campus Grounds Development

9.75.1 Sustainable Design and Life Cycle Costing

University System of Georgia (USG) buildings and grounds shall be planned and developed to provide long-term life cycle benefits, and each institution's individual architectural character and landscape shall be maintained in a coordinated and consistent manner. ~~In order to ensure that this intent is achieved,~~ Each institution shall employ design and construction concepts to allow for adaptive reuse, appropriate infrastructure, and flexibility to accommodate evolving technology.

State-funded educational buildings shall be designed and constructed to provide quality service for fifty (50) or more years, ultimately serving the citizens of Georgia by achieving long-term life cycle benefits, a positive cost-to-benefit return on the initial investment. ~~(BoR Minutes, September 2002).~~

9.75.2 Building Design Standards

Each USG institution shall develop standards that establish basic aesthetic expectations for construction. ~~These standards shall be, which are~~ founded on and complementary to the USG's preplanning guidelines. Institution standards shall establish the campus's architectural theme and provide specificity sufficient to guide future construction activities to achieve harmony with the existing facilities while providing modern teaching and learning spaces. These standards shall ensure that the exterior architectural character of each building conveys the institution character in a cohesive, attractive, and timeless manner. Each institution shall develop an "architectural palette" (list of materials) to guide the selection of exterior materials for construction projects. ~~Enduring and easily maintained materials shall form the basis of these design standards. Although various products may be used as incidental or accent points, typically more traditional and durable materials, such as masonry, shall form the basis of each institution's selection of materials (BoR Minutes, September 2002).~~

9.75.3 Modular/ and Temporary Buildings

The rental, lease, or purchase of modular or other temporary buildings and trailers is prohibited; with the exception of trailers supporting an active construction project. Any other exception to this prohibition must be submitted to the USG chief facilities officer for review and approval in advance of the installation. ~~(BoR Minutes, 1993-94, p. 153; January 2016)~~

9.75.4 Campus Grounds and Landscape Standards

Each USG institution shall develop standards that establish basic expectations for landscaping and grounds. ~~These standards shall be~~, which are founded on and complementary to the USG's preplanning guidelines. ~~Institution standards shall~~, establish the institution's landscape plan, and provide specificity sufficient to guide the planning and development of outdoor common space, including hardscape and signage, to achieve a cohesive and sustainable campus. These standards shall ensure that the campus grounds convey an attractive and inviting institution character. Each institution shall establish material and plant lists to guide the development of public green spaces, and plantings shall be predominantly indigenous, maintainable, and diverse ~~(BoR Minutes, September 2002)~~.

Each institution shall have installed on its campus, and on each existing off-campus facility, ~~if any~~, an appropriate number of properly designed and constructed, *architecturally proper, and structurally sound* exterior signs containing the name of the institution and identification of the institution as a part of the USG. Such signs shall be ~~architecturally proper and structurally sound~~, and they shall be kept in good repair. Each exterior of these signs shall be ~~made and situated so that it can~~ able to be readily seen and quickly read from nearby public street(s) and/or public highway(s) ~~(BoR Minutes, May, 1981)~~.

Each institution shall fly the flag of the United States and the flag of Georgia from a building or flag pole on the campus of the institution ~~(BoR Minutes, 1956-57, p. 98)~~.

9.75.5 Plaques

A plaque of bronze cast metal or other appropriate material will be installed in all major construction projects including new buildings, additions, and renovations, noting the year completed, the Governor and members of the Board of Regents at the time of completion, and other members of the Board of Regents serving since the project was first approved, the architect, and the contractor.

If deemed appropriate by the President of the institution, major contributor(s) may be recognized by inclusion on the plaque or a separate plaque ~~(BoR Minutes, February, 1995, p. 18)~~.

EDITED POLICY LANGUAGE:**9.5 Facilities and Campus Grounds Development****9.5.1 Sustainable Design and Life Cycle Costing**

University System of Georgia (USG) buildings and grounds shall be planned and developed to provide long-term life cycle benefits. Each institution's individual architectural character and landscape shall be maintained in a coordinated and consistent manner. Each institution shall employ design and construction concepts to allow for adaptive reuse, appropriate infrastructure, and flexibility to accommodate evolving technology.

State-funded educational buildings shall be designed and constructed to provide quality service for 50 or more years, ultimately serving the citizens of Georgia by achieving long-term life cycle benefits, a positive cost-to-benefit return on the initial investment.

9.5.2 Building Design Standards

Each USG institution shall develop standards that establish basic aesthetic expectations for construction, which are founded on and complementary to the USG's preplanning guidelines. Institution standards shall establish the campus's architectural theme and provide specificity sufficient to guide future construction activities to achieve harmony with the existing facilities while providing modern teaching and learning spaces. These standards shall ensure that the exterior architectural character of each building conveys the institution character in a cohesive, attractive, and timeless manner. Each institution shall develop an "architectural palette" (list of materials) to guide the selection of exterior materials for construction projects.

9.5.3 Modular and Temporary Buildings

The rental, lease, or purchase of modular or other temporary buildings and trailers is prohibited with the exception of trailers supporting an active construction project. Any other exception must be submitted to the USG chief facilities officer for review and approval in advance of the installation.

9.5.4 Campus Grounds and Landscape Standards

Each USG institution shall develop standards that establish basic expectations for landscaping and grounds, which are founded on and complementary to the USG's preplanning guidelines, establish the institution's landscape plan, and provide specificity sufficient to guide the planning and development of outdoor common space, including hardscape and signage, to achieve a cohesive

and sustainable campus. These standards shall ensure that the campus grounds convey an attractive and inviting institution character. Each institution shall establish material and plant lists to guide the development of public green spaces, and plantings shall be predominantly indigenous, maintainable, and diverse.

Each institution shall have installed on its campus, and on each existing off-campus facility an appropriate number of properly designed and constructed, architecturally proper, and structurally sound exterior signs containing the name of the institution and identification of the institution as a part of the USG. Such signs shall be kept in good repair. Each exterior sign shall be able to be readily seen and quickly read from nearby public streets or highways.

Each institution shall fly the flag of the United States and the flag of Georgia from a building or flag pole on the campus of the institution.

9.5.5 Plaques

A plaque of bronze cast metal or other appropriate material will be installed in all major construction projects including new buildings, additions, and renovations noting the year completed, the Governor and members of the Board of Regents at the time of completion, other members of the Board of Regents serving since the project was first approved, the architect, and the contractor.

If deemed appropriate by the President of the institution, major contributors may be recognized by inclusion on the plaque or a separate plaque.

CURRENT POLICY LANGUAGE:**9.8.1 Housing Facilities**

Refer to [Section 7.11.7 of this Policy Manual](#) for policy concerning student housing comprehensive plans and financial statements.

9.8.2 Private Housing

The following policies shall govern off-campus private housing:

1. No private housing and/or attendant facilities shall be constructed on USG properties without the expressed written consent of the Board of Regents (BoR Minutes, 1984-85, pp. 119-20).
 2. The Board of Regents reserves the right to construct housing and other student service facilities in any or all of USG institutions at anytime.
 3. For sound educational reasons, a president may require students to live on campus with prior notification to the Chancellor and subject to the Chancellor's review (BoR Minutes, 1984-85, pp. 119-20; Nov. 2012).
 4. Agreements may be entered into, with the approval of the Regents, between institutions and private housing operators to establish and make clear the terms and conditions upon which students are housed in the off-campus facilities, provided no financial or other restricting obligations, expressed or implied, are made on the part of the institutions or the Regents (BoR Minutes, Nov. 2012).
 5. All institutions will cooperate with owners of private housing by providing complete information concerning facilities available to all students (BoR Minutes, 1968-69, pp. 182-183).
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EDITED POLICY LANGUAGE:

*NOTE: Highlighted language in italics moved from elsewhere in policy section, Section 7.11.6, and Section 9.10.5.

9.6 Housing Operations**9.86.1 Housing Facilities Maintenance and Custodial Standards**

Refer to [Section 7.11.7 of this Policy Manual](#) for policy concerning student housing comprehensive plans and financial statements.

9.86.2 Private Housing Live-On Requirements

For sound educational reasons, a President may require students to live on campus upon review and approval by the Chancellor.

9.6.3 Presidents' Homes

Presidents of research universities will be required to live, without charge, in university housing unless an exception is granted by the Chancellor. There shall be no presidential housing at other institutions.

USG institutions shall be responsible for the repair, upkeep, and routine cleaning of the buildings and grounds of the homes furnished for presidents and for furnishing electricity, gas, water, sewer, disposal, telephone, and internet services. No food, food service, or other personal services shall be provided for the presidents and their families.

Any proposed project for improvement of the buildings and grounds of a President's home, such that it achieves greater future benefit (as opposed to routine and necessary maintenance that maintains the buildings or grounds at their previous level of service), shall be submitted for review to the University System Office chief facilities officer, who will provide a recommendation to the Chancellor and the Board of Regents. No improvements may be made without approval from the Chancellor and the Board of Regents. Any subsequent changes in the scope of the project or budget shall be similarly submitted for review and approval by the Chancellor and the Board.

9.6.4 Employee Housing

*Employees provided with housing by a USG institution shall be charged at a rate that is no less than the approved and published rate charged to students. If the facility is designated for employee housing only, then the rate for the facility shall be *competitive with the rates charged for privately owned comparable quarters in the immediate area* and shall be charged equally to all employees.*

If lodging is provided at no charge or at a discount from the published rate, then the value of the full rent amount or discount shall be treated as additional taxable compensation to the employee. Housing provided to employees who are required to live in campus housing as a condition of employment and in the interest of the institution shall not be deemed a taxable benefit.

9.6.5 Private Housing

~~The following policies shall govern off-campus private housing:~~

- ~~1. No private housing and/or attendant facilities shall be constructed on USG properties without the expressed written consent of the Board of Regents. (BoR Minutes, 1984-85, pp. 119-20).~~
- ~~2. The Board of Regents reserves the right to construct housing and other student service facilities in any or all of USG institutions at anytime.~~
- ~~3. For sound educational reasons, a president may require students to live on campus with prior notification to the Chancellor and subject to the Chancellor's review (BoR Minutes, 1984-85, pp. 119-20; Nov. 2012).~~
4. Agreements may be entered into, ~~with the approval of the Regents,~~ between USG institutions and private housing operators to establish and make clear the terms and conditions upon which students are housed in the off-campus facilities; **only with the approval of the Board of Regents** and provided **that** no financial or other restricting obligations, expressed or implied, are made on the part of the institutions or the **Board of Regents.** (BoR Minutes, Nov. 2012).
- ~~5. All institutions will cooperate with owners of private housing by providing complete information concerning facilities available to all students (BoR Minutes, 1968-69, pp. 182-183).~~

PROPOSED NEW POLICY LANGUAGE:

9.6 Housing Operations

9.6.1 Maintenance and Custodial Standards

9.6.2 Live-On Requirements

For sound educational reasons, a President may require students to live on campus upon review and approval by the Chancellor.

9.6.3 Presidents' Homes

Presidents of research universities will be required to live, without charge, in university housing unless an exception is granted by the Chancellor. There shall be no presidential housing at other institutions.

USG institutions shall be responsible for the repair, upkeep, and routine cleaning of the buildings and grounds of the homes furnished for presidents and for furnishing electricity, gas, water, sewer, disposal, telephone, and internet services. No food, food service, or other personal services shall be provided for the presidents and their families.

Any proposed project for improvement of the buildings and grounds of a President's home, such

that it achieves greater future benefit (as opposed to routine and necessary maintenance that maintains the buildings or grounds at their previous level of service), shall be submitted for review to the University System Office chief facilities officer, who will provide a recommendation to the Chancellor and the Board of Regents. No improvements may be made without approval from the Chancellor and the Board of Regents. Any subsequent changes in the scope of the project or budget shall be similarly submitted for review and approval by the Chancellor and the Board.

9.6.4 Employee Housing

Employees provided with housing by a USG institution shall be charged at a rate that is no less than the approved and published rate charged to students. If the facility is designated for employee housing only, then the rate for the facility shall be competitive with the rates charged for privately owned comparable quarters in the immediate area and shall be charged equally to all employees.

If lodging is provided at no charge or at a discount from the published rate, then the value of the full rent amount or discount shall be treated as additional taxable compensation to the employee. Housing provided to employees who are required to live in campus housing as a condition of employment and in the interest of the institution shall not be deemed a taxable benefit.

9.6.5 Private Housing

No private housing or attendant facilities shall be constructed on USG properties without the expressed written consent of the Board of Regents.

Agreements may be entered into between USG institutions and private housing operators to establish the terms and conditions upon which students are housed in off-campus facilities only with the approval of the Board of Regents and provided that no financial or other restricting obligations, expressed or implied, are made on the part of the institutions or the Board of Regents.

CURRENT POLICY LANGUAGE:**9.8 Public Private Ventures**

The Board of Regents considers Public Private Ventures to be essential to implementation of Strategic Capital Planning. Institutions shall conduct Property Activities for Facilities that are supported by revenue based funding through Public Private Ventures. All Public Private Ventures require approval of the Board of Regents. Planning for Public Private Ventures shall be in accordance with [Section 9.2, Strategic Capital Planning, of this Policy Manual](#).

The Board of Regents will work with cooperative organizations to provide facilities that will be self-supporting from revenue generated. If appropriate, the Board of Regents will ground lease real property to a cooperative organization for the purpose of providing facilities for use by an institution. The Board of Regents will rent facilities from cooperative organizations. The cooperative organization will offer the facilities as a gift to the Board of Regents within thirty-five (35) years of occupancy or sooner. The Board of Regents cannot incur debt and will have no legal or moral obligation for any debt incurred by cooperative organizations for these facilities. Refer to [Section 17.0, Affiliated Organizations, of the Business Procedures Manual](#), for more information on cooperative organizations.

The Board of Regents shall assess administrative fees for all Public Private Ventures as approved by the Board of Regents and updated from time to time.

The USG chief facilities officer and the USG chief fiscal officer will establish guidelines for USG institutions and cooperative organizations in the conduct of Public Private Ventures (BoR Minutes, June 2009).

9.8.3 Capital Liability Capacity and Affordability

Capital liability capacity is limited and directly impacts the affordability of education and services provided to University System of Georgia (USG) students. Therefore, resources used to fund capital liability lease payments must be managed strategically from an overall system perspective and from an institutional perspective. Capacity is an institution's ability to service capital liabilities through operations and is driven by strength in income, cash flows, and overall financial leverage.

It is the policy of the Board of Regents of the University System of Georgia (USG) to maintain its capacity to enter into capital lease agreements consistent with the underlying objectives of the Public Private Venture (PPV) program. To this end, the Board of Regents designates the capital liability burden ratio as a means to assess and to limit the USG's and a USG institution's authority to initiate new PPV projects. This limit is designed to serve as an additional control over the PPV program and adherence to these limits for proposed projects in no way guarantees approval of a PPV project.

The capital liability burden ratio shall consist of the percentage of total revenues in any given fiscal

year that are used to pay an institution's capital lease payments associated with the PPV program. The method for calculating the capital liability burden ratio shall formally be defined by the USG Chief Fiscal Officer. The capital liability burden ratio reflects what percentage of an institution's income is used to make PPV payments and is a generally accepted method of measuring an institution's capacity to enter into additional PPV capital lease arrangements. The capital liability burden ratio shall not exceed five (5) percent for the USG taken as a whole. To this end, institutions shall strive to ensure that new PPV projects submitted for approval do not exceed five (5) percent. Institutions may, consistent with approved strategic objectives and sound fiscal management, submit proposed PPV projects that result in a capital liability burden ratio that exceeds five (5) percent but the proposed PPV project should not exceed seven (7) percent. Finally, institutions may, under extraordinary circumstances, submit projects that exceed the seven (7) percent capital liability burden ratio but under no circumstances shall an institution submit a project for approval that exceeds a ten (10) percent capital liability burden ratio.

9.8.4 Capital Liability Reserve Fund

It is the policy of the Board of Regents of the University System of Georgia to protect the fiscal integrity of the University System of Georgia (USG), to maintain the strongest possible credit ratings associated with Public Private Venture (PPV) projects, and to ensure that the Board of Regents can effectively support its long-term capital lease obligations. To this end, the Board of Regents shall establish a Capital Liability Reserve Fund (hereafter "Fund").

The Fund shall be funded by all USG institutions participating in the PPV program. The USG Chief Fiscal Officer shall determine from time to time the amount to be deposited by each participating institution into the Fund. The Fund shall serve as a pooled reserve controlled and administered by the Board of Regents. The Fund shall only be used to address significant shortfalls and only insofar as a requesting USG institution is unable to make the required PPV capital lease payment to the designated cooperative organization. The Fund will continue as long as the Board of Regents has rental obligations under the PPV program.

Fund distributions shall be made only with approval of the Chancellor and with prior notification to the Board of Regents. Requests for Fund distributions shall be made by the requesting institution's president. Fund distributions shall only be used to make the required rental payment and only in those circumstances in which the institution has exhausted its capacity to fund the rental payment using allowable funding sources. Institutional requests shall detail the justification for the distribution, a plan to reimburse the Fund, and a plan to make the project self-liquidating on a going-forward basis. Nothing in this Policy Manual relieves institutions of the expectation to maintain adequate institutional reserves consistent with prudent fiscal management as needed to mitigate the risk of non-payment of PPV capital lease payments.

The University System of Georgia Chief Fiscal Officer shall establish procedures governing the Fund to include the form and manner of payments to the fund, payment schedules, methods of distribution, required payments to the Fund, payment plan, penalties, and redistribution of fund assets associated either with an institution's cessation of participation in the PPV program or

cessation of the PPV program for the University System of Georgia. It is the intent of this Policy to ensure equitable treatment of each institution consistent with their level of PPV capital lease payments, levels of risk, and prudent fiscal management.

9.8.5 PPV Rental Agreements

9.8.5.1 Lease Rental Agreement Revisions: Refinancing

Capital lease payments associated with the University System of Georgia (USG) Public Private Venture (PPV) program made to cooperative organizations are designed, at a minimum, to support the required cooperative organization bond payment for principal and interest in addition to other costs as determined between the parties to the agreement. The portion of the PPV capital lease payment associated with the principal and interest is established consistent with the original terms of the revenue bond payment schedule required of the cooperative organization. A cooperative organization may, from time to time and at its own discretion, decide to refinance the original bond, revise the bond terms, or otherwise take action to manage risk and reduce costs associated with the bond debt.

It is the policy of the Board of Regents of the University System of Georgia that institutions shall monitor actions taken by cooperative organizations to refinance or otherwise alter the terms of the underlying bond debt. Insofar as the cooperative organization experiences a reduction in principal and interest payments, USG institutions shall ensure that they achieve a corresponding reduction in the associated capital lease payments equal to at least fifty (50) percent of the cooperative organization's savings. This reduction shall be achieved through renegotiating the rental agreement to which the USG institution and the cooperative organization are parties. USG institutions shall not renew rental agreements that have not been amended to reflect these savings. USG institutions should strive to ensure that the length of the original bond is not extended prior to agreeing to renew the underlying rental agreement; however, circumstances may arise when prudence would dictate otherwise.

USG institutions shall use any savings recognized through the renegotiated rental agreement to benefit students and to strengthen the PPV program at that institution. An institution may benefit students through reducing the current mandatory and/or special fees used to support the particular PPV facility, through eliminating a planned future fee increase, through improving services offered associated with the PPV facility, or through fully funding institutional PPV reserves. This list is not intended to be all-inclusive.

Institutions shall notify the USG Chief Fiscal Officer of the planned use for realized savings. (BoR Minutes Sept. 2014)

9.8.5.2 Repair and Replacement Reserves

It is the policy of the Board of Regents of the University System of Georgia that rental agreements associated with the PPV program between the Board of Regents and a cooperative organization or

its affiliated limited liability company contain provisions related to routine assessments of facility conditions, funding, disbursement, and disposition of repair and replacement reserves, to enhance the long-term sustainability of PPV projects through ensuring that such reserves are used for capital repairs and replacements.

PPV rental agreements shall contain requirements that the landlord:

1. Fund and establish a repair and replacement reserve for capital repairs and replacements;
2. Provide funds from the repair and replacement reserve for a Facilities Condition Assessment Report (FCAR) performed in accordance with USG procedures and guidelines;
3. Exhaust any PPV project-based reserves or surplus accounts held by the trustee or the foundation prior to exhausting the repair and replacement reserve; and,
4. Utilize any balances remaining in the repair and replacement reserve on necessary capital repairs and replacements prior to the termination of the rental agreement.

It is the intent of the Board of Regents that the cooperative organization, or its affiliated limited liability company, gift any remaining balances in the repair and replacement reserve to the institution upon termination of the rental agreement.

This policy is effective immediately upon approval for new PPV rental agreements and for all PPV renewals to the extent permitted by the existing loan agreements.

The USG Chief Facilities Officer, with the approval of the Chancellor, shall be authorized and empowered, in the name and on behalf of the Board of Regents of the University System of Georgia, to take or cause to be taken any and all such further action as, in the judgment of such official, may be necessary, proper, convenient or required in connection with the execution and delivery of instruments, documents, or writings in order to carry out the intent of this policy for all PPV rental agreements. (BoR Minutes, Sept. 2014)

EDITED POLICY LANGUAGE:

*NOTE: Highlighted language in italics moved from elsewhere in policy section and struck-through language in italics moved to elsewhere in policy section.

9.87 Public Private Ventures

~~The Board of Regents considers Public Private Ventures (PPV) to be~~ **are essential to the implementation of Strategic Capital Planning. Institutions shall manage assets financed with lease revenue bonds or loans in accordance with the requirements of the Business Procedures Manual conduct Property Activities for Facilities that are supported by revenue based funding through Public Private Ventures. All Public Private Ventures PPVs require approval of the Board of Regents. Planning and requests for additional capital liability obligations for Public Private Ventures PPVs shall be conducted in accordance with Board policies on [Section 9.2](#), Strategic**

Capital Planning and Capital Project Authorization, Procurement, and Contracting ~~of this Policy Manual.~~

The Board of Regents will work with cooperative organizations to provide facilities that will be self-supporting from revenue generated. ~~If appropriate, t~~The Board of Regents will ~~may~~ ground lease real property to a cooperative organization for the purpose of providing facilities for use by an institution. The Board of Regents will ~~may~~ rent facilities from cooperative organizations. The cooperative organization will ~~shall~~ offer the facilities as a gift to the Board of Regents ~~upon termination of financing obligations or~~ within ~~thirty five (35) years of occupancy, whichever occurs~~ ~~or~~ sooner. The Board of Regents cannot incur debt and will have no legal or moral obligation for any debt incurred by cooperative organizations for these facilities.

~~Refer to Section 17.0, Affiliated Organizations, of t~~The Business Procedures Manual, ~~contains additional for more information on cooperative organizations. The USG chief facilities officer and the University System of Georgia (USG) chief fiscal officer will establish guidelines for USG institutions and cooperative organizations in relation to PPVs.~~

The Board of Regents shall assess administrative fees for all ~~PPVs~~ ~~Public Private Ventures~~ as approved by the Board of Regents and updated from time to time.

~~The USG chief facilities officer and the USG chief fiscal officer will establish guidelines for USG institutions and cooperative organizations in the conduct of Public Private Ventures (BoR Minutes, June 2009).~~

9.8.37.1 Capital Liability Capacity and Affordability

~~Capital liability capacity is an institution's ability to service capital liabilities through operations and is driven by strength in income, cash flows, and overall financial leverage.~~ Capital liability capacity is limited and directly impacts the affordability of education and services provided to University System of Georgia (USG) students. Therefore, resources used to fund capital liability lease payments must be managed strategically from an overall system perspective and ~~from~~ an institutional perspective. ~~Capacity is an institution's ability to service capital liabilities through operations and is driven by strength in income, cash flows, and overall financial leverage.~~

~~It is the policy of t~~The Board of Regents, ~~of the University System~~ Office, and all USG institutions ~~shall~~ of Georgia (USG) ~~to maintain its their~~ capacity to enter into capital lease agreements consistent with the underlying objectives of the ~~Public Private Venture (PPV) program. To this end, t~~The Board of Regents designates the capital liability burden ratio as a ~~generally accepted method of means to~~ ~~measuring, assessing, and to limiting~~ the USG's and a USG institution's authority to initiate ~~and enter into~~ new PPV projects ~~and additional PPV capital lease arrangements.~~ This limit is designed to serve as an additional control over the PPV program and ~~adherence to these limits for proposed projects in no way guarantees approval of a PPV project.~~

The capital liability burden ratio ~~reflects what percentage of an institution's income is used to~~

make capital lease payments, including PPV payments. The capital liability burden ratio shall consist of the percentage of total revenues in any given fiscal year that are used to pay an institution's capital lease payments, including payments associated with the PPV program. The method for calculating the capital liability burden ratio shall formally be defined by the USG Chief Fiscal Officer. The capital liability burden ratio reflects what percentage of an institution's income is used to make PPV payments and is a generally accepted method of measuring an institution's capacity to enter into additional PPV capital lease arrangements. The capital liability burden ratio shall not exceed five (5) percent for the USG taken as a whole.

To this end, USG institutions shall strive to ensure that any new PPV projects submitted for approval do not cause the institution to exceed the institution's five (5) percent threshold. Institutions may, consistent with approved strategic objectives and sound fiscal management, submit proposed PPV projects that would result in a capital liability burden ratio that exceeds between five (5) percent and but the proposed PPV project should not exceed seven (7) percent. Finally, institutions may, under extraordinary circumstances, submit a PPV projects that would cause the institution to exceed the seven (7) percent capital liability burden ratio but only under extraordinary circumstances. but a Under no circumstances shall an institution submit a project for approval that would result in the institution exceeding a ten (10) percent capital liability burden ratio.

Adherence to these limits for proposed projects in no way guarantees approval of a PPV project.

9.8.47.2 Capital Liability Reserve Fund

It is the policy of the Board of Regents of the University System of Georgia. The Board of Regents has established a Capital Liability Reserve Fund (the Fund) to protect the fiscal integrity of the University System of Georgia (USG), to maintain the strongest possible credit ratings associated with Public Private Venture (PPV) projects, and to ensure that the Board of Regents can effectively support its long-term capital lease obligations. To this end, the Board of Regents shall has establish a Capital Liability Reserve Fund (hereafter "Fund).

The Fund shall be funded by all USG institutions participating in the PPV program and serve as a pooled reserve controlled and administered by the Board of Regents. The USG Chief Fiscal Officer shall determine from time to time the amount to be deposited by each participating institution into the Fund. The Fund shall serve as a pooled reserve controlled and administered by the Board of Regents. The Fund shall only be used to address significant shortfalls and only insofar as a requesting USG institution is unable to make the required PPV capital lease payment to the designated cooperative organization. The Fund will continue as long as the Board of Regents has rental obligations under the PPV program.

Fund distributions shall be made only with approval of the Chancellor and with prior notification to the Board of Regents. Requests for Fund distributions shall be made by the requesting institution's pPresident. Fund distributions shall only be used to make the required rental payment and only in those circumstances in which the institution has exhausted its capacity to fund the

rental payment using allowable funding sources. Institutional requests shall detail the justification for the distribution, a plan to reimburse the Fund, and a plan to make the project self-liquidating on a going-forward basis. Nothing in this Policy Manual relieves institutions of the expectation ~~to~~ **that they** maintain adequate institutional reserves consistent with prudent fiscal management as needed to mitigate the risk of non-payment of PPV capital lease payments.

~~The University System of Georgia~~ **USG** Chief Fiscal Officer shall establish procedures governing the Fund to include the form and manner of payments to the fund, payment schedules, methods of distribution, required payments to the Fund, payment plan, penalties, and redistribution of fund assets associated either with an institution's cessation of participation in the PPV program or cessation of the PPV program for the ~~University System of Georgia~~ **USG**. ~~It is the intent of this Policy to ensure equitable treatment of each~~ institution shall be **treated equitably** consistent with their level of PPV capital lease payments, levels of risk, and prudent fiscal management.

9.8.57.3 PPV Rental Agreements

9.8.57.3.1 Lease Rental Agreement Revisions: Refinancing

Capital lease payments associated with the ~~University System of Georgia (USG) Public Private Venture (PPV)~~ program made to cooperative organizations are designed, at a minimum, to support the required cooperative organization bond payment for principal and interest in addition to other costs as determined between the parties to the agreement. The portion of the PPV capital lease payment associated with the principal and interest is established consistent with the original terms of the revenue bond payment schedule required of the cooperative organization. A cooperative organization may, from time to time and at its own discretion, decide to refinance the original bond, revise the bond terms, or otherwise take action to manage risk and reduce costs associated with the bond debt.

~~It is the policy of the Board of Regents of the University System of Georgia that if~~ institutions shall monitor actions taken by cooperative organizations to refinance or otherwise alter the terms of the underlying bond debt. Insofar as the cooperative organization experiences a reduction in principal and interest payments, USG institutions shall ensure that they achieve a corresponding reduction in the associated capital lease payments equal to at least ~~fifty (50)~~ percent of the cooperative organization's savings. This reduction shall be achieved through renegotiating the rental agreement to which the USG institution and the cooperative organization are parties. USG institutions shall not renew rental agreements that have not been amended to reflect these savings. USG institutions should strive to ensure that the length of the original bond is not extended prior to agreeing to renew the underlying rental agreement; however, circumstances may arise when prudence would dictate otherwise.

USG institutions shall use any savings recognized through the renegotiated rental agreement to benefit students and to strengthen the PPV program at that institution. An institution may benefit students through reducing the current mandatory ~~and/or~~ special fees used to support the particular PPV facility, through eliminating a planned future fee increase, through improving services offered

associated with the PPV facility, or through fully funding institutional PPV reserves. This list is not intended to be all-inclusive.

Institutions shall notify the USG Chief Fiscal Officer of the planned use for realized savings. (~~BoR Minutes Sept. 2014~~)

9.8.57.3.2 Repair and Replacement Reserves

~~It is the policy of the Board of Regents of the University System of Georgia that r~~Rental agreements associated with the PPV program between the Board of Regents and a cooperative organization or its affiliated limited liability company shall contain provisions related to routine assessments of facility conditions, funding, disbursement, and disposition of repair and replacement reserves; to enhance the long-term sustainability of PPV projects ~~through~~ by ensuring that such reserves are used for capital repairs and replacements.

PPV rental agreements shall contain requirements that the landlord:

1. Fund and establish a repair and replacement reserve for capital repairs and replacements;
2. Provide funds from the repair and replacement reserve for a Facilities Condition Assessment Report (FCAR) performed in accordance with USG procedures and guidelines;
3. Exhaust any ~~PPV project-based reserves or~~ trustee surplus accounts held by the trustee or the foundation prior to exhausting the repair and replacement reserve; and,
4. Utilize any balances remaining in the repair and replacement reserve on necessary capital repairs and replacements prior to the termination of the rental agreement.

~~It is the intent of the Board of Regents that t~~The cooperative organization, or its affiliated limited liability company, shall gift any remaining balances in the repair and replacement reserve to the institution upon termination of the rental agreement.

This policy is effective immediately upon approval for new PPV rental agreements and for all PPV renewals to the extent permitted by the existing loan agreements.

The USG Chief Fiscal Officer, with the approval of the Chancellor, ~~shall be authorized and empowered~~ may, in the name and on behalf of the Board of Regents ~~of the University System of Georgia, to~~ take or cause to be taken any and all such further action as, in the judgment of such official, may be necessary, proper, convenient or required in connection with the execution and delivery of instruments, documents, or writings in order to carry out the intent of this policy for all PPV rental agreements. (~~BoR Minutes, Sept. 2014~~)

PROPOSED NEW POLICY LANGUAGE:**9.7 Public Private Ventures**

Public Private Ventures (PPV) are essential to the implementation of strategic capital planning. Institutions shall manage assets financed with lease revenue bonds or loans in accordance with the requirements of the Business Procedures Manual. All PPVs require approval of the Board of Regents. Planning and requests for additional capital liability obligations for PPVs shall be conducted in accordance with Board policies on Strategic Capital Planning and Capital Project Authorization, Procurement, and Contracting.

The Board of Regents will work with cooperative organizations to provide facilities that will be self-supporting from revenue generated. The Board of Regents may ground lease real property to a cooperative organization for the purpose of providing facilities for use by an institution. The Board of Regents may rent facilities from cooperative organizations. The cooperative organization shall offer the facilities as a gift to the Board of Regents upon termination of financing obligations or within 35 years of occupancy, whichever occurs sooner. The Board of Regents cannot incur debt and will have no legal or moral obligation for any debt incurred by cooperative organizations for these facilities.

The Business Procedures Manual contains additional information on cooperative organizations. The USG chief facilities officer and the University System of Georgia (USG) chief fiscal officer will establish guidelines for USG institutions and cooperative organizations in relation to PPVs.

The Board of Regents shall assess administrative fees for all PPVs.

9.7.1 Capital Liability Capacity and Affordability

Capital liability capacity is an institution's ability to service capital liabilities through operations and is driven by strength in income, cash flows, and overall financial leverage. Capital liability capacity is limited and directly impacts the affordability of education and services provided to USG students. Therefore, resources used to fund capital liability lease payments must be managed strategically from an overall system perspective and an institutional perspective.

The Board of Regents, the University System Office, and all USG institutions shall maintain their capacity to enter into capital lease agreements consistent with the underlying objectives of the PPV program. The Board of Regents designates the capital liability burden ratio as a generally accepted method of measuring, assessing, and limiting the USG's and a USG institution's authority to initiate and enter into new PPV projects and additional PPV capital lease arrangements.

The capital liability burden ratio reflects what percentage of an institution's income is used to make capital lease payments, including PPV payments. The capital liability burden ratio shall consist of the percentage of total revenues in any given fiscal year that are used to pay an institution's capital lease payments, including payments associated with the PPV program. The

method for calculating the capital liability burden ratio shall formally be defined by the USG chief fiscal officer. The capital liability burden ratio shall not exceed five percent for the USG taken as a whole.

USG institutions shall strive to ensure that any new PPV projects submitted for approval do not cause the institution to exceed the institution's five-percent threshold. Institutions may, consistent with approved strategic objectives and sound fiscal management, submit proposed PPV projects that would result in a capital liability burden ratio between five percent and seven percent. Institutions may submit a PPV project that would cause the institution to exceed the seven percent capital liability burden ratio but only under extraordinary circumstances. Under no circumstances shall an institution submit a project for approval that would result in the institution exceeding a ten percent capital liability burden ratio.

Adherence to these limits for proposed projects in no way guarantees approval of a PPV project.

9.7.2 Capital Liability Reserve Fund

The Board of Regents has established a Capital Liability Reserve Fund (the Fund) to protect the fiscal integrity of the USG, maintain the strongest possible credit ratings associated with PPV projects, and ensure that the Board of Regents can effectively support its long-term capital lease obligations.

The Fund shall be funded by all USG institutions participating in the PPV program and serve as a pooled reserve controlled and administered by the Board of Regents. The USG chief fiscal officer shall determine the amount to be deposited by each participating institution into the Fund. The Fund shall only be used to address significant shortfalls and only insofar as a requesting USG institution is unable to make the required PPV capital lease payment to the designated cooperative organization. The Fund will continue as long as the Board of Regents has rental obligations under the PPV program.

Fund distributions shall be made only with approval of the Chancellor and with prior notification to the Board of Regents. Requests for Fund distributions shall be made by the requesting institution's President. Fund distributions shall only be used to make the required rental payment and only in those circumstances in which the institution has exhausted its capacity to fund the rental payment using allowable funding sources. Institutional requests shall detail the justification for the distribution, a plan to reimburse the Fund, and a plan to make the project self-liquidating on a going-forward basis. Nothing in this Policy Manual relieves institutions of the expectation that they maintain adequate institutional reserves consistent with prudent fiscal management as needed to mitigate the risk of non-payment of PPV capital lease payments.

The USG chief fiscal officer shall establish procedures governing the Fund to include the form and manner of payments to the fund, payment schedules, methods of distribution, required payments to the Fund, payment plan, penalties, and redistribution of fund assets associated either with an institution's cessation of participation in the PPV program or cessation of the PPV program for the

USG. Each institution shall be treated equitably consistent with their level of PPV capital lease payments, levels of risk, and prudent fiscal management.

9.7.3 PPV Rental Agreements

9.7.3.1 Lease Rental Agreement Revisions: Refinancing

Capital lease payments associated with the USG PPV program made to cooperative organizations are designed, at a minimum, to support the required cooperative organization bond payment for principal and interest in addition to other costs as determined between the parties to the agreement. The portion of the PPV capital lease payment associated with the principal and interest is established consistent with the original terms of the revenue bond payment schedule required of the cooperative organization. A cooperative organization may, from time to time and at its own discretion, decide to refinance the original bond, revise the bond terms, or otherwise take action to manage risk and reduce costs associated with the bond debt.

Institutions shall monitor actions taken by cooperative organizations to refinance or otherwise alter the terms of the underlying bond debt. Insofar as the cooperative organization experiences a reduction in principal and interest payments, USG institutions shall ensure that they achieve a corresponding reduction in the associated capital lease payments equal to at least 50 percent of the cooperative organization's savings. This reduction shall be achieved through renegotiating the rental agreement to which the USG institution and the cooperative organization are parties. USG institutions shall not renew rental agreements that have not been amended to reflect these savings. USG institutions should strive to ensure that the length of the original bond is not extended prior to agreeing to renew the underlying rental agreement; however, circumstances may arise when prudence would dictate otherwise.

USG institutions shall use any savings recognized through the renegotiated rental agreement to benefit students and to strengthen the PPV program at that institution. An institution may benefit students through reducing the current mandatory or special fees used to support the particular PPV facility, through eliminating a planned future fee increase, through improving services offered associated with the PPV facility, or through fully funding institutional PPV reserves. This list is not intended to be all-inclusive.

Institutions shall notify the USG chief fiscal officer of the planned use for realized savings.

9.7.3.2 Repair and Replacement Reserves

Rental agreements associated with the PPV program between the Board of Regents and a cooperative organization or its affiliated limited liability company shall contain provisions related to routine assessments of facility conditions, funding, disbursement, and disposition of repair and replacement reserves to enhance the long-term sustainability of PPV projects by ensuring that such reserves are used for capital repairs and replacements.

PPV rental agreements shall contain requirements that the landlord:

1. Fund and establish a repair and replacement reserve for capital repairs and replacements;
2. Provide funds from the repair and replacement reserve for a Facilities Condition Assessment Report (FCAR) performed in accordance with USG procedures and guidelines;
3. Exhaust any trustee surplus accounts held by the trustee or the foundation prior to exhausting the repair and replacement reserve; and,
4. Utilize any balances remaining in the repair and replacement reserve on necessary capital repairs and replacements prior to the termination of the rental agreement.

The cooperative organization, or its affiliated limited liability company, shall gift any remaining balances in the repair and replacement reserve to the institution upon termination of the rental agreement.

This policy is effective immediately upon approval for new PPV rental agreements and for all PPV renewals to the extent permitted by the existing loan agreements.

The USG chief fiscal officer, with the approval of the Chancellor, may, in the name and on behalf of the Board of Regents, take or cause to be taken any and all such further action as, in the judgment of such official, may be necessary, proper, convenient or required in connection with the execution and delivery of instruments, documents, or writings in order to carry out the intent of this policy for all PPV rental agreements.

CURRENT POLICY LANGUAGE:**9.9 Real Property Ownership and Asset Management**

Property and asset management regulations will be published and distributed periodically to the various operating units in [Section 7.0, Capitalization, of the Business Procedures Manual](#).

9.9.1 Procurement of Professional Expertise

[Reserved]

9.9.2 Acquisition

The Chancellor or the USG chief facilities officer is authorized and empowered to execute, accept, and deliver for, on behalf of, and in the name of the Board of Regents of the University System of Georgia and under its SEAL, and without prior approval by the Board, any and all contracts, agreements, deeds, licenses, or other instruments related to the purchase or gift of real property where the purchase price (or gift value) of the real property does not exceed \$1,000,000 and is at or below fair market value as determined by independent and licensed real estate appraiser(s), and where the property is not be subject to any adverse reversions, restrictions, covenants, or easements.

For gifts of property, a written opinion of value by a licensed real estate professional may be used in lieu of appraisal.

For acquisitions exceeding \$1,000,000, at least two appraisals from independent and licensed real estate appraisers are required to validate the purchase price.

Board approval is required for any property acquired by condemnation, regardless of value. (BoR Minutes, August, 2007; January 2016)

9.9.3 Disposition**9.9.3.1 Sale of Property**

The Chancellor or the USG chief facilities officer is authorized and empowered to execute, accept, and deliver for, on behalf of, and in the name of the Board of Regents of the University System of Georgia and under its SEAL, and without prior approval by the Board, any and all contracts, agreements, deeds, licenses, or other instruments related to the disposition of real property where the sale, transfer, or exchange price of the real property does not exceed \$1,000,000 and is at or above fair market value as determined by independent and licensed real estate professional(s).

For dispositions where the sale, transfer, or exchange price exceeds \$1,000,000, at least two appraisals from independent and licensed real estate appraisers are required to validate the purchase price. (BoR Minutes, January 2016)

9.9.3.2 Conveyances for Transportation Improvements

The Chancellor or the USG chief facilities officer is authorized to declare, without further approval of the Board, that real property is no longer advantageously useful to any USG institution but only for the purpose of conveying title for public road improvements provided that no more than five (5) acres of real property is to be conveyed.

The Chancellor or the USG chief facilities officer is authorized to request, without further authorization of the Board, that the Governor execute a deed without warranty, quitclaim deed, or other deed of conveyance for real property for the purpose of conveying title for public transportation improvements provided that less than five (5) acres of real property is conveyed. (BoR Minutes, January 2016)

9.9.3.3 Demolition

The Chancellor or the USG chief facilities officer is authorized to declare, without further approval of the Board, that a building or structure owned by the Board of Regents is no longer advantageously useful to any USG unit, for the sole purpose of authorizing demolition, and to request that the Governor issue an executive order authorizing demolition, provided that such building or structure is not eligible for a national or state historic register, and is either:

1. Vacant, and has been vacant, for an extended period of time;
2. Not a cost-effective candidate for repair based on a cursory examination;
3. Obsolete and no longer necessary to provide support for which it was constructed and no longer needed to support academic programs; or,
4. Consistent with the institution physical master plan and a Regents-approved capital improvement project.

In the event that a building or structure is declared eligible for a national or state historic register, Board action is required to declare the building or structure no longer advantageously useful to any USG unit for the sole purpose of authorizing demolition and to request that the Governor issue an executive order authorizing demolition. (BoR Minutes, January 2016)

9.9.4 Easements

The Chancellor or the USG chief facilities officer is authorized to declare, without further approval of the Board, that real property is no longer advantageously useful to any USG institution but only to the extent and for the purpose of granting a non-exclusive easement and may approve, without further approval of the Board, the execution and delivery of non-exclusive easements or revocable license agreements or permits for improvements, utilities and appurtenances to the utilities, above,

across, and/or under Regents' property to the extent necessary to serve or for the benefit of the USG institutions, by any entity. (BoR minutes, March 2011; January 2016)

9.9.5 Timber Sales

The Georgia Forestry Commission has consented to assist the USG and its institutions in the efficient and timely disposal of timber and timber products growing or produced on USG lands. The Commission will designate and prepare for sale those timber products that should be harvested on USG property. The timber products so designated are hereby declared to be surplus property that can no longer be advantageously used in the USG and the sale of all such timber products is declared to be in the USG's best interest.

The USG chief facilities officer shall act as the liaison between the Board of Regents and the Georgia Forestry Commission in the management, sale and disposition of timber and its by-products for land not under the management of the School of Forestry and Natural Resources at the University of Georgia.

The proceeds from such timber sales, after deducting the cost and expenses thereof, shall be paid to the Board for distribution to the institution having jurisdiction of the lands from which the timber was cut.

On those lands owned by the Board of Regents and under the management of the School of Forestry and Natural Resources at the University of Georgia, the foresters of said school will designate and approve all sales of timber products and prepare the same for sale in keeping with sound and efficient forest management practices. All such sales shall be reported to the USG chief facilities officer. (Georgia Laws, 1974, Section 43-206.1, p. 458; BoR Minutes, 1972-73, pp. 145-47; January 2016)

9.9.6 Reporting

The USG chief facilities officer will periodically update the Board of Regents on real estate acquisitions, dispositions, easements, and timber sales.

EDITED POLICY LANGUAGE:

*NOTE: Highlighted language in italics moved from elsewhere in policy section. Struck-through language in italics moved elsewhere in policy section.

9.98 Real Property Ownership and Asset Management

~~Property and asset management regulations will be published and distributed periodically to the various operating units in [Section 7.0, Capitalization, of the Business Procedures Manual](#).~~

9.9.1 Procurement of Professional Expertise

~~{ Reserved }~~

9.9.28.1 Acquisition

The Chancellor ~~or~~ and the University System of Georgia (USG) chief facilities officer is authorized and empowered to may execute documents and take other actions, ~~accept, and deliver for, on behalf of, and~~ in the name of, *under* the Seal of, *and on behalf of* the Board of Regents of the University System of Georgia ~~and under its SEAL, and~~ without prior approval by the Board, any and all contracts, agreements, deeds, licenses, or other instruments related to the purchase or gift of real property where the purchase price (or gift value) of the real property does not exceed \$1,000,000 and is at or below fair market value as determined by an independent and licensed real estate appraiser(s), and where the property is not be subject to any adverse reversions, restrictions, covenants, or easements.

For gifts of property, a written opinion of value by a licensed real estate professional may be used in lieu of appraisal.

For acquisitions exceeding \$1,000,000, at least two appraisals from independent and licensed real estate appraisers are required to validate the purchase price.

Board approval is required for any property acquired by condemnation, regardless of value. (~~BoR Minutes, August, 2007; January 2016~~)

9.9.38.2 Disposition

9.9.38.2.1 Sale of Property

The Chancellor ~~or~~ and the University System of Georgia (USG) chief facilities officer is authorized and empowered to may execute documents and take other actions, ~~accept, and deliver for, on behalf of, and~~ in the name of, *under* the Seal of, *and on behalf of* the Board of Regents of the University System of Georgia ~~and under its SEAL, and~~ without prior approval by the Board; any and all contracts, agreements, deeds, licenses, or other instruments related to the disposition of real property where the sale, transfer, or exchange price of the real property does not exceed \$1,000,000 and is at or above fair market value as determined by an independent and licensed real estate professional(s).

For dispositions where the sale, transfer, or exchange price exceeds \$1,000,000, at least two

appraisals from independent and licensed real estate appraisers are required to validate the purchase price. (~~BoR Minutes, January 2016~~)

9.9.38.2.2 Conveyances for Transportation Improvements

The Chancellor ~~or~~ and the USG chief facilities officer is ~~authorized to~~ may declare, without further prior approval of the Board, that real property is no longer advantageously useful to any USG institution but only for the purpose of conveying title for public road improvements provided that no more than five (~~5~~) acres of real property is to be conveyed.

The Chancellor ~~or~~ and the USG chief facilities officer is ~~authorized to~~ may request, without further prior authorization of the Board, that the Governor execute a deed without warranty, quitclaim deed, or other deed of conveyance for real property for the purpose of conveying title for public transportation improvements provided that less than five (~~5~~) acres of real property is conveyed. (~~BoR Minutes, January 2016~~)

9.9.38.2.3 Demolition

The Chancellor ~~or~~ and the USG chief facilities officer is ~~authorized to~~ may declare, without further approval of the Board, that a building or structure owned by the Board of Regents is no longer advantageously useful to any USG unit, for the sole purpose of authorizing demolition, and to request that the Governor issue an executive order authorizing demolition, provided that such building or structure is not eligible for a national or state historic register, and is either:

1. Vacant, and has been vacant, for an extended period of time;
2. Not a cost-effective candidate for repair based on a cursory examination;
3. Obsolete and no longer necessary to provide support for which it was constructed and no longer needed to support academic programs; or,
4. Consistent with the institution physical master plan and a Regents-approved capital improvement project.

In the event that a building or structure is declared eligible for a national or state historic register, Board action is required to declare the building or structure no longer advantageously useful to any USG unit for the sole purpose of authorizing demolition and to request that the Governor issue an executive order authorizing demolition. (~~BoR Minutes, January 2016~~)

9.9.48.3 Easements

The Chancellor ~~or~~ and the USG chief facilities officer is ~~authorized to~~ may declare, without further prior approval of the Board, that real property is no longer advantageously useful to any USG institution but only to the extent and for the purpose of granting a non-exclusive easement, and The Chancellor and the USG chief facilities officer may approve, without further prior approval of the Board, the execution and delivery of non-exclusive easements or revocable license agreements or permits for improvements, utilities, and appurtenances to the utilities, above, across,

and/or under Regents' property *by any entity* to the extent necessary to serve or for the benefit of the USG institutions, *by any entity*. (BoR minutes, March 2011; January 2016)

9.9.58.4 Timber Sales

The Georgia Forestry Commission ~~has consented to~~ **provides** assistance to the USG and its institutions in the efficient and timely disposal **harvesting** of timber ~~and timber products~~ growing or produced on USG lands. The Commission will designate and prepare for sale those timber products that should be harvested on USG property, **which**. ~~The timber products so designated are hereby declared to be surplus property that can no longer be advantageously used in the USG, and~~ **and** ~~The sale of all such timber products is declared to be in the USG's best interest.~~

The USG chief facilities officer shall act as the liaison between the Board of Regents and the Georgia Forestry Commission in the management, sale, and disposition of timber and its by-products for land not under the management of the School of Forestry and Natural Resources at the University of Georgia.

The proceeds from such timber sales, after deducting the cost and expenses thereof, shall be paid to ~~the Board for distribution to~~ the institution having jurisdiction of the lands from which the timber was cut.

On those lands owned by the Board of Regents and under the management of the School of Forestry and Natural Resources at the University of Georgia, the foresters of said school will designate and approve all sales of timber products and prepare the same for sale in keeping with sound and efficient forest management practices. All such sales shall be reported to the USG chief facilities officer. (Georgia Laws, 1974, Section 43-206.1, p. 458; BoR Minutes, 1972-73, pp. 145-47; January 2016)

9.9.68.5 Reporting

The USG chief facilities officer ~~will~~ **shall** periodically update the Board of Regents on real estate acquisitions, dispositions, easements, and timber sales.

PROPOSED NEW POLICY LANGUAGE:

9.8 Real Property Ownership and Asset Management

9.8.1 Acquisition

The Chancellor and the University System of Georgia (USG) chief facilities officer may execute

documents and take other actions in the name of, under the Seal of, and on behalf of the Board of Regents of the University System of Georgia without prior approval by the Board, any and all contracts, agreements, deeds, licenses, or other instruments related to the purchase or gift of real property where the purchase price or gift value of the real property does not exceed \$1,000,000 and is at or below fair market value as determined by an independent and licensed real estate appraiser and where the property is not be subject to any adverse reversions, restrictions, covenants, or easements.

For gifts of property, a written opinion of value by a licensed real estate professional may be used in lieu of appraisal.

For acquisitions exceeding \$1,000,000, at least two appraisals from independent and licensed real estate appraisers are required to validate the purchase price.

Board approval is required for any property acquired by condemnation, regardless of value.

9.8.2 Disposition

9.8.2.1 Sale of Property

The Chancellor and the University System of Georgia (USG) chief facilities officer may execute documents and take other actions in the name of, under the Seal of, and on behalf of the Board of Regents of the University System of Georgia without prior approval by the Board any and all contracts, agreements, deeds, licenses, or other instruments related to the disposition of real property where the sale, transfer, or exchange price of the real property does not exceed \$1,000,000 and is at or above fair market value as determined by an independent and licensed real estate professional.

For dispositions where the sale, transfer, or exchange price exceeds \$1,000,000, at least two appraisals from independent and licensed real estate appraisers are required to validate the purchase price.

9.8.2.2 Conveyances for Transportation Improvements

The Chancellor and the USG chief facilities officer may declare, without prior approval of the Board, that real property is no longer advantageously useful to any USG institution but only for the purpose of conveying title for public road improvements provided that no more than five acres of real property is to be conveyed.

The Chancellor and the USG chief facilities officer may request, without prior authorization of the Board, that the Governor execute a deed without warranty, quitclaim deed, or other deed of conveyance for real property for the purpose of conveying title for public transportation improvements provided that less than five acres of real property is conveyed.

9.8.2.3 Demolition

The Chancellor and the USG chief facilities officer may declare, without further approval of the Board, that a building or structure owned by the Board of Regents is no longer advantageously useful to any USG unit, for the sole purpose of authorizing demolition, and to request that the Governor issue an executive order authorizing demolition, provided that such building or structure is not eligible for a national or state historic register, and is either:

1. Vacant, and has been vacant, for an extended period of time;
2. Not a cost-effective candidate for repair based on a cursory examination;
3. Obsolete and no longer necessary to provide support for which it was constructed and no longer needed to support academic programs; or,
4. Consistent with the institution physical master plan and a Regents-approved capital improvement project.

In the event that a building or structure is declared eligible for a national or state historic register, Board action is required to declare the building or structure no longer advantageously useful to any USG unit for the sole purpose of authorizing demolition and to request that the Governor issue an executive order authorizing demolition.

9.8.3 Easements

The Chancellor and the USG chief facilities officer may declare, without prior approval of the Board, that real property is no longer advantageously useful to any USG institution but only to the extent and for the purpose of granting a non-exclusive easement. The Chancellor and the USG chief facilities officer may approve, without prior approval of the Board, the execution and delivery of non-exclusive easements or revocable license agreements or permits for improvements, utilities, and appurtenances to the utilities, above, across, or under Regents' property by any entity to the extent necessary to serve or for the benefit of a USG institution.

9.8.4 Timber Sales

The Georgia Forestry Commission provides assistance to the USG and its institutions in the efficient and timely harvesting of timber growing or produced on USG lands. The Commission will designate and prepare for sale those timber products that should be harvested on USG property, which are declared to be surplus property that can no longer be advantageously used in the USG. The sale of all such timber products is declared to be in the USG's best interest.

The USG chief facilities officer shall act as the liaison between the Board of Regents and the Georgia Forestry Commission in the management, sale, and disposition of timber and its by-products for land not under the management of the School of Forestry and Natural Resources at the University of Georgia.

The proceeds from such timber sales, after deducting the cost and expenses thereof, shall be paid to the institution having jurisdiction of the lands from which the timber was cut.

On those lands owned by the Board of Regents and under the management of the School of Forestry and Natural Resources at the University of Georgia, the foresters of said school will designate and approve all sales of timber products and prepare the same for sale in keeping with sound and efficient forest management practices. All such sales shall be reported to the USG chief facilities officer.

9.8.5 Reporting

The USG chief facilities officer shall periodically update the Board of Regents on real estate acquisitions, dispositions, easements, and timber sales.

CURRENT POLICY LANGUAGE:**9.10 Use of Board of Regents Property****9.10.1 Leasing Authority as Landlord**

The Chancellor or the USG chief facilities officer is authorized and empowered to execute, accept, and deliver for, on behalf of, and in the name of the Board of Regents of the University System of Georgia and under its SEAL, and without prior approval by the Board, any and all rental agreements, supplemental agreements, and subrental agreements in which the Board of Regents is named as the landlord of the property rented and where the total rent to be paid to the Board does not exceed \$25,000 per month during the initial term and \$35,000 per month during any subsequent renewal term(s).

The USG chief facilities officer will periodically report to the Board of Regents on lease transactions where the Board of Regents is named as the landlord.

(BoR Minutes, January 2016)

9.10.2 When to Lease as Landlord

It is the intention of the Board of Regents to ensure that owned space within the USG is utilized with the greatest efficiency.

Institutions should lease facilities to others only when:

1. There is sufficient excess capacity available on campus; and
2. The rental rates are fair and equitable; and
3. The use of the leased space is compatible with the institution mission and/or of benefit to the institution; or
4. There are other extraordinary circumstances that require leasing.

Institutions are charged with periodically reviewing all space leased to others against the above criteria to ensure it is still appropriate, and with providing an annual report on leased space to the USG chief facilities officer, who will exercise oversight on leasing activity.

(BoR Minutes, January 2016)

9.10.3 Lease of Residential Facilities

The Chancellor is authorized to lease housing to groups external to the USG for a maximum term of one (1) year under the following conditions:

Any option periods or extensions beyond one (1) year will require specific approval by the Board. Housing facilities will only be leased to outside parties when it has been determined that there is sufficient excess capacity and when such lease will not impact the ability to house all institutional students desiring housing during the term of the lease. Any lease to outside parties should be contemplated only after a good faith effort has been made to fill housing with USG students.

Any lease of housing must be compatible with the mission of the institution and must not be disruptive to the institution's students occupying housing. Leases for other than an institution's own students will only be considered in priority order for cooperative interns, college students, education institutions, or not-for-profit education institutions. Leases to individuals or groups not in these categories will not be considered. The lease rate will be at market rates for comparable housing in the vicinity and in no case will be less than the rate being charged to the institutional students for similar accommodations. Payment for the lease will be made in full prior to the commencement of the term of the lease.

The president of each institution may recommend to the Chancellor or the USG chief facilities officer the leasing of residential facilities up to 2,000 square feet owned by the USG for fair market value rent and for a period of time up to two (2) years at such times when such facilities are not in use by the institution. The president shall certify that such proposed lease of residential facilities does not adversely affect or impact the institution. Any revenues generated by such proposed lease of residential facilities will be used only for maintenance of the residential facility. Such leases shall be in writing and shall be consistent with guidelines promulgated by the Chancellor or the USG chief facilities officer.

(BoR Minutes, 1996-97; January 2016)

9.10.4 Lease of Research Facilities

The following policies shall govern the leasing of laboratory and research facilities:

1. The president of each institution may recommend to the Chancellor the leasing of laboratory and research facilities owned by the USG to private businesses, companies, and corporations for the purpose of small business and economic development during times when such laboratory and research facilities are not in use by the institution.
2. The president shall certify that the proposed lease of such laboratories and/or facilities does not adversely affect or impact on the institutional or research programs at the institution, or conflict with the academic and service mission of the institution.
3. Such leases shall be in writing and shall be consistent with guidelines promulgated by the Chancellor or the USG chief facilities officer.

(BoR Minutes, 1987-88, p. 139; January 2016)

EDITED POLICY LANGUAGE:**9.109 Use of Board of Regents Property****9.109.1 Leasing Authority as Landlord**

The Chancellor ~~or~~ and the University System of Georgia (USG) chief facilities officer is authorized and empowered to ~~may~~ execute documents and take other actions, ~~accept, and deliver for, on behalf of, and~~ in the name of, ~~under the Seal of, and on behalf of~~ the Board of Regents of the University System of Georgia ~~and under its SEAL, and~~ without prior approval by the Board; any and all rental agreements, supplemental agreements, and subrental agreements in which the Board of Regents is named as the landlord of the property rented and where the total rent to be paid to the Board does not exceed \$25,000 per month during the initial term and \$35,000 per month during any subsequent renewal term(s).

The USG chief facilities officer ~~will~~ shall periodically report to the Board of Regents on lease transactions where the Board of Regents is named as the landlord.

(BoR Minutes, January 2016)

9.109.2 When to Lease as Landlord

~~It is the intention of the Board of Regents' to ensure that~~ owned space within the USG is ~~should~~ be utilized with the greatest efficiency.

USG Institutions should lease facilities to others only when:

1. There is sufficient excess capacity available on campus; and
2. The rental rates are fair and equitable; and
3. The use of the leased space is compatible with the institution mission ~~and/or~~ of benefit to the institution; or
4. There are other extraordinary circumstances that require leasing.

Institutions ~~are charged with~~ shall periodically reviewing all space leased to others against the above criteria to ensure it is still appropriate; and ~~with providing~~ an annual report on leased space to the USG chief facilities officer; who will exercise oversight on leasing activity.

(BoR Minutes, January 2016)

9.109.3 Lease of Residential Facilities

The Chancellor is authorized to lease housing to groups external to the USG for a maximum term

of one (1) year under the following conditions:

1. Any option periods or extensions beyond one (1) year ~~will require specific~~ **must be** approved ~~by~~ by the Board.
2. Housing facilities will only be leased to outside parties when ~~it has been determined that~~ there is sufficient excess capacity and ~~when~~ such lease will not impact the ability to house all institutional students desiring housing during the term of the lease.
3. Any lease to outside parties should be contemplated only after a good faith effort has been made to fill housing with USG students.
4. Any lease of housing must be compatible with the mission of the institution and must not be disruptive to the institution's students occupying housing.
5. Leases for other than an institution's own students will only be considered in priority order for cooperative interns, college students, education institutions, or not-for-profit education institutions. Leases to individuals or groups not in these categories will not be considered.
6. The lease rate will be at market rates for comparable housing in the vicinity and in no case will be less than the rate being charged to the institutional students for similar accommodations.
7. Payment for the lease will be made in full prior to the commencement of the term of the lease.

The ~~p~~**P**resident of each institution may recommend to the Chancellor or the USG chief facilities officer the leasing of residential facilities up to 2,000 square feet owned by the USG for fair market value rent and for a period of time up to two (2) years at such times when such facilities are not in use by the institution. The ~~p~~**P**resident shall certify that such proposed lease of residential facilities does not adversely affect or impact the institution. Any revenues generated by such proposed lease of residential facilities will be used only for maintenance of the residential facility. Such leases shall be in writing and shall be consistent with guidelines promulgated by the Chancellor or the USG chief facilities officer.

~~(BoR Minutes, 1996-97; January 2016)~~

9.109.4 Lease of Research Facilities

The following policies shall govern the leasing of laboratory and research facilities:

1. The ~~p~~**P**resident of each institution may recommend to the Chancellor the leasing of laboratory and research facilities owned by the USG to private businesses, companies, and corporations for the purpose of small business and economic development during times when such laboratory and research facilities are not in use by the institution.
2. The ~~p~~**P**resident shall certify that the proposed lease of such laboratories ~~and/or~~ facilities does not adversely affect or impact on the institutional or research programs at the institution, or conflict with the academic and service mission of the institution.
3. Such leases shall be in writing and shall be consistent with guidelines promulgated by the Chancellor or the USG chief facilities officer.

(BoR Minutes, 1987-88, p. 139; January 2016)

PROPOSED NEW POLICY LANGUAGE:

9.9 Use of Board of Regents Property

9.9.1 Leasing Authority as Landlord

The Chancellor and the University System of Georgia (USG) chief facilities officer may execute documents and take other actions in the name of, under the Seal of, and on behalf of the Board of Regents of the University System of Georgia without prior approval by the Board any and all rental agreements, supplemental agreements, and subrental agreements in which the Board of Regents is named as the landlord of the property rented and where the total rent to be paid to the Board does not exceed \$25,000 per month during the initial term and \$35,000 per month during any subsequent renewal term.

The USG chief facilities officer ~~will~~ shall periodically report to the Board of Regents on lease transactions where the Board of Regents is named as the landlord.

9.9.2 When to Lease as Landlord

Board of Regents' owned space within the USG ~~is~~ should be utilized with the greatest efficiency. USG institutions should lease facilities to others only when:

1. There is sufficient excess capacity available on campus; and
2. The rental rates are fair and equitable; and
3. The use of the leased space is compatible with the institution mission or of benefit to the institution; or
4. There are other extraordinary circumstances that require leasing.

Institutions shall periodically review all space leased to others against the above criteria to ensure it is still appropriate and provide an annual report on leased space to the USG chief facilities officer who will exercise oversight on leasing activity.

9.9.3 Lease of Residential Facilities

The Chancellor is authorized to lease housing to groups external to the USG for a maximum term of one year under the following conditions:

1. Any option periods or extensions beyond one year must be approved by the Board.

2. Housing facilities will only be leased to outside parties when there is sufficient excess capacity and such lease will not impact the ability to house all institutional students desiring housing during the term of the lease.
3. Any lease to outside parties should be contemplated only after a good faith effort has been made to fill housing with USG students.
4. Any lease of housing must be compatible with the mission of the institution and must not be disruptive to the institution's students occupying housing.
5. Leases for other than an institution's own students will only be considered in priority order for cooperative interns, college students, education institutions, or not-for-profit education institutions. Leases to individuals or groups not in these categories will not be considered.
6. The lease rate will be at market rates for comparable housing in the vicinity and in no case will be less than the rate being charged to the institutional students for similar accommodations.
7. Payment for the lease will be made in full prior to the commencement of the term of the lease.

The President of each institution may recommend to the Chancellor or the USG chief facilities officer the leasing of residential facilities up to 2,000 square feet owned by the USG for fair market value rent and for a period of time up to two years at such times when such facilities are not in use by the institution. The President shall certify that such proposed lease of residential facilities does not adversely affect or impact the institution. Any revenues generated by such proposed lease of residential facilities will be used only for maintenance of the residential facility. Such leases shall be in writing and shall be consistent with guidelines promulgated by the Chancellor or the USG chief facilities officer.

9.9.4 Lease of Research Facilities

The following policies shall govern the leasing of laboratory and research facilities:

1. The President of each institution may recommend to the Chancellor the leasing of laboratory and research facilities owned by the USG to private businesses, companies, and corporations for the purpose of small business and economic development during times when such laboratory and research facilities are not in use by the institution.
2. The President shall certify that the proposed lease of such laboratories or facilities does not adversely affect or impact on the institutional or research programs at the institution or conflict with the academic and service mission of the institution.
3. Such leases shall be in writing and shall be consistent with guidelines promulgated by the Chancellor or the USG chief facilities officer.

CURRENT POLICY LANGUAGE:**9.10.5 Presidents' Homes**

The policy of the Board regarding presidents' homes shall be as follows:

1. Presidents of research universities will be required to live, without charge, in university housing unless an exception is granted by the Chancellor. There shall be no presidential housing at other institutions (BoR Minutes, 1984-85, p. 114; 1985-86, p. 53-54; October 2013).
2. The institutions shall be responsible for the repair, upkeep, and routine cleaning of the buildings and grounds of the homes furnished for presidents.
3. The institutions shall be responsible for furnishing electricity, gas, water/sewer, disposal, telephone, and internet services.
4. No food, food service, or other personal services shall be provided for the presidents and their families (BoR Minutes, 1967-68, pp. 416, 645).
5. Any proposed project for improvement of the buildings and grounds of a president's home, other than routine and necessary maintenance, shall be submitted for review to the Vice Chancellor for Facilities, who will provide a recommendation to the Chancellor and the Board of Regents as part of the regularly scheduled business of the Committee on Real Estate and Facilities. Improvement shall mean any change to the buildings or grounds such that it achieves greater future benefit, rather than maintains the buildings or grounds at its previous level of service. Any subsequent changes in the scope of the project or budget shall be similarly submitted for review and approval (BoR Minutes, 1990-91, p. 385; October 2013).

EDITED POLICY LANGUAGE:

*NOTE: Struck-through language in italics moved to Section 9.6.3.

9.10.5 Presidents' Homes

The policy of the Board regarding presidents' homes shall be as follows:

1. *Presidents of research universities will be required to live, without charge, in university housing unless an exception is granted by the Chancellor. There shall be no presidential housing at other institutions (BoR Minutes, 1984-85, p. 114; 1985-86, p. 53-54; October 2013).*
2. *The institutions shall be responsible for the repair, upkeep, and routine cleaning of the buildings and grounds of the homes furnished for presidents.*
3. *The institutions shall be responsible for furnishing electricity, gas, water/sewer, disposal, telephone, and internet services.*
4. *No food, food service, or other personal services shall be provided for the presidents and their families (BoR Minutes, 1967-68, pp. 416, 645).*

5. ~~Any proposed project for improvement of the buildings and grounds of a president's home, other than routine and necessary maintenance, shall be submitted for review to the Vice Chancellor for Facilities, who will provide a recommendation to the Chancellor and the Board of Regents as part of the regularly scheduled business of the Committee on Real Estate and Facilities. Improvement shall mean any change to the buildings or grounds such that it achieves greater future benefit, rather than maintains the buildings or grounds at its previous level of service. Any subsequent changes in the scope of the project or budget shall be similarly submitted for review and approval (BoR Minutes, 1990-91, p. 385; October 2013).~~

CURRENT POLICY LANGUAGE:**9.11 Use of Property not Owned by the Board of Regents****9.11.1 Leasing Authority as Tenant**

The Chancellor or the USG chief facilities officer is authorized and empowered to execute, accept, and deliver for, on behalf of and in the name of, the Board of Regents of the University System of Georgia and under its SEAL, and without prior approval by the Board, any and all rental agreements, supplemental agreements, and subrental agreements in which the Board of Regents is named as the landlord of the property rented and where the total rent to be paid to the Board does not exceed the sum of \$25,000 per month during the initial term and \$35,000 per month during any subsequent renewal term(s).

The USG chief facilities officer will periodically report to the Board of Regents on lease transactions conducted within his or her delegated authority.

(BoR Minutes, August 2007; January 2016)

9.11.2 Leasing as Tenant

It is the intention of the Board of Regents to ensure that currently-owned USG space is utilized with the greatest efficiency and that institutions lease space only when it is appropriate to do so given the nature of the space needed, location of programs, and the space demands on the campus.

Institutions must adequately review each leasing decision to ensure that leased space is sought only when it is more economical to lease than build additional space, and:

1. There is no appropriate space available on campus;
2. The program requires an off-campus site;
3. No other campus has appropriate space that may be used; or,
4. There are other extraordinary circumstances that require leasing.

Institutions are charged with ensuring that they obtain the best rental rates in the area where leasing is to occur, negotiate the highest level of savings over the initial and subsequent lease term(s), and periodically review all leased space against the above criteria to ensure it is still needed.

Property to which title is held by the Georgia Building Authority and that is leased to the USG cannot be subleased or rented. It is permissible to license an outside party to use it for a purpose consistent with the mission of the institution in return for out-of-pocket costs for utilities and custodial services.

(BoR Minutes, August 2007; January 2016)

9.11.3 Reporting of Leases as Tenant

Institutions are to report annually on all leased space to the USG chief facilities officer, who will exercise oversight on leasing activity.

(BoR Minutes, January 2016)

EDITED POLICY LANGUAGE:

*NOTE: Highlighted language in italics moved from elsewhere in policy section. Struck-through language in italics moved elsewhere in policy section.

9.1011 Use of Property ~~n~~Not Owned by the Board of Regents

9.1011.1 Leasing Authority as Tenant

The Chancellor ~~or~~ and the University System of Georgia (USG) chief facilities officer is authorized and empowered to ~~may~~ execute documents and take other actions, ~~accept, and deliver for, on behalf of, and~~ in the name of, *under the Seal of, and on behalf of* the Board of Regents of the University System of Georgia ~~and under its SEAL, and~~ without prior approval by the Board; any and all rental agreements, supplemental agreements, and subrental agreements in which the Board of Regents is named as the landlord of the property rented and where the total rent to be paid ~~to~~ **by** the Board does not exceed the sum of \$25,000 per month during the initial term and \$35,000 per month during any subsequent renewal term(s).

The USG chief facilities officer will periodically report to the Board of Regents on lease transactions conducted within his or her delegated authority.

~~(BoR Minutes, August 2007; January 2016)~~

9.1011.2 Leasing as Tenant

~~It is the intention of the Board of Regents to ensure that e~~ Currently-owned USG space is **should be** utilized with the greatest efficiency and ~~that~~ USG institutions **may** lease space only when it is appropriate to do so given the nature of the space needed, location of programs, and the space demands on the campus.

Institutions must adequately review each leasing decision to ensure that leased space is sought

only when it is more economical to lease than build additional space; and:

1. There is no appropriate space available on campus;
2. The program requires an off-campus site;
3. No other campus has appropriate space that may be used; or,
4. There are other extraordinary circumstances that require leasing.

Institutions are charged with ensuring that they obtain the best rental rates in the area where leasing is to occur, negotiate the highest level of savings over the initial and subsequent lease term(s), and periodically review all leased space against the above criteria to ensure ~~it~~ **that the leased space** is still needed.

Property to which title is held by the Georgia Building Authority and that is leased to the USG cannot be subleased or rented. ~~It is permissible to~~, **but may be licensed to** an outside party ~~to~~ **for** use ~~it~~ for a purpose consistent with the mission of the institution in return for out-of-pocket costs for utilities and custodial services.

~~(BoR Minutes, August 2007; January 2016)~~

9.1011.3 Reporting of Leases as Tenant

USG Institutions are to report ~~annually on~~ all leased space to the USG chief facilities officer **upon request and as needed to allow him or her to**, ~~who will~~ exercise oversight on leasing activity.

~~(BoR Minutes, January 2016)~~

PROPOSED NEW POLICY LANGUAGE:

9.10 Use of Property Not Owned by the Board of Regents

9.10.1 Leasing Authority as Tenant

The Chancellor and the University System of Georgia (USG) chief facilities officer may execute documents and take other actions in the name of, under the Seal of, and on behalf of the Board of Regents of the University System of Georgia without prior approval by the Board any and all rental agreements, supplemental agreements, and subrental agreements in which the Board of Regents is named as the landlord of the property rented and where the total rent to be paid by the Board does not exceed the sum of \$25,000 per month during the initial term and \$35,000 per month during any subsequent renewal term.

The USG chief facilities officer will periodically report to the Board of Regents on lease

transactions conducted within his or her delegated authority.

9.10.2 Leasing as Tenant

Currently-owned USG space should be utilized with the greatest efficiency and USG institutions may lease space only when it is appropriate to do so given the nature of the space needed, location of programs, and the space demands on the campus.

Institutions must adequately review each leasing decision to ensure that leased space is sought only when it is more economical to lease than build additional space and:

1. There is no appropriate space available on campus;
2. The program requires an off-campus site;
3. No other campus has appropriate space that may be used; or,
4. There are other extraordinary circumstances that require leasing.

Institutions are charged with ensuring that they obtain the best rental rates in the area where leasing is to occur, negotiate the highest level of savings over the initial and subsequent lease terms, and periodically review all leased space against the above criteria to ensure that the leased space is still needed.

Property to which title is held by the Georgia Building Authority and that is leased to the USG cannot be subleased or rented, but may be licensed to an outside party for use for a purpose consistent with the mission of the institution in return for out-of-pocket costs for utilities and custodial services.

9.10.3 Reporting of Leases as Tenant

USG institutions are to report all leased space to the USG chief facilities officer upon request and as needed to allow him or her to exercise oversight on leasing activity.

CURRENT POLICY LANGUAGE:**9.12 Management and Operations****9.12.1 Sustainability, Efficiency, and Effectiveness**

The Board of Regents is committed to providing sustainability leadership through responsible stewardship of the state's natural and physical resources. The goal of this policy is to advance economic vitality, ecological integrity and social well-being through continuous improvement in campus operations thereby enhancing each institution's education, research and service missions.

Each USG institution will:

1. Manage natural and fiscal resources in a responsible and balanced way that intentionally reduces negative environmental impacts, restores natural systems, and promotes longterm prosperity;
2. Design, construct, operate, and maintain facilities in consideration of the environmental, social and economic systems on which our campuses depend;
3. Remain committed to the implementation of best practices related to buildings, climate, energy, food systems, grounds, purchasing, renewable resources, transportation, waste streams, and water;
4. Create a culture of sustainability in thought and action by promoting awareness, encouraging participation, and leading by example; and
5. Engage in measures to maximize and improve the quality of life within the communities we serve. Responsibility for overall implementation lies with the institution president, however, all students, faculty, and staff share in the responsibility to promote these principles. Campuses, as living, learning laboratories, will therefore bring about transformative change for the future generations of the State of Georgia. The USG chief facilities officer shall periodically highlight sustainability achievements and best practices to the Board.

(BoR Minutes, January 2016)

9.12.3 Major Repairs and Rehabilitation

The Chancellor is authorized to allocate to USG institutions, without prior approval of the Board, capital outlay appropriations - rehabilitation funds (cash or bonds), in amounts not to exceed \$500,000 for any one project. The USG chief facilities officer is authorized to allocate to USG institutions, without prior approval of the Board, capital outlay appropriations - rehabilitation funds (cash or bonds), in amounts not to exceed \$250,000 for any one project. The actions taken under the authority of this paragraph shall be reported annually to the Committee on Real Estate and Facilities (BoR Minutes, August, 2007).

Refer to [Section 18.0, Major Repair and Rehabilitation Funds, of the Business Procedures](#)

[Manual](#) for more information on major repair and rehabilitation funds.

9.12.4 Environmental and Occupational Safety

The Board of Regents is committed to achieving excellence in providing a safe working and learning environment, and supporting environmentally sound practices in the conduct of institutional activities. Each institution shall, at a minimum, comply with applicable environmental and occupational safety laws and regulations, and shall designate a key member of its administrative leadership team to oversee compliance. In the absence of specific laws or regulations, each institution will follow industry standards and good management practices.

Each institution shall maintain policies and procedures to govern activities to meet the goal of comprehensively integrating occupational safety and environmental considerations, and will periodically review and update such policies and procedures.

The USG chief facilities officer is responsible for developing standards, guidelines, and processes to promote, support, and access the implementation of environmental and occupational safety management programs and initiatives.

The USG chief facilities officer shall require institutions to provide reports related to environmental and occupational safety performance and shall report such data to the Board on an annual basis (BoR Minutes, June 2009).

EDITED POLICY LANGUAGE:

9.12.11 Management and Operations

9.12.11.1 Sustainability, Efficiency, and Effectiveness

The Board of Regents is committed to providing sustainability leadership through responsible stewardship of the state's natural and physical resources. ~~The goal of this policy is~~ in order to advance economic vitality, ecological integrity, and social well-being through continuous improvement in campus operations thereby enhancing each institution's education, research, and service missions.

Each University System of Georgia (USG) institution will shall:

1. Manage natural and fiscal resources in a responsible and balanced way that intentionally reduces negative environmental impacts, restores natural systems, and promotes long-term prosperity;
2. Design, construct, operate, and maintain facilities in consideration of the environmental, social and economic systems on which our campuses depend;

3. Remain committed to the implementation of best practices related to buildings, climate, energy, food systems, grounds, purchasing, renewable resources, transportation, waste streams, and water;
4. Create a culture of sustainability in thought and action by promoting awareness, encouraging participation, and leading by example; and,
5. Engage in measures to maximize and improve the quality of life within the communities we serve.

Responsibility for overall implementation lies with the institution pPresident, however, all but students, faculty, and staff share in the responsibility to promote these principles. Campuses, as living, learning laboratories, will therefore bring about transformative change for the future generations of the State of Georgia. The USG chief facilities officer shall periodically highlight sustainability achievements and best practices to the Board.

(BoR Minutes, January 2016)

9.1211.3 Major Repairs and Rehabilitation

The Major Repairs and Rehabilitation Program (MRR) is a state-funded capital renewal program for state-owned USG facilities. USG institution participation in the MRR program shall be in accordance with the requirements of the USG MRR Procedures and Guidelines.

The Chancellor is authorized to may allocate to USG institutions, without prior approval of the Board, capital-outlay appropriations—rehabilitation emergency or contingency MRR funds (cash or bonds); in amounts not to exceed \$500,000 for any one project. The USG chief facilities officer is authorized to allocate to USG institutions, without prior approval of the Board, capital-outlay appropriations—rehabilitation emergency or contingency MRR funds (cash or bonds); in amounts not to exceed \$250,000 for any one project. The actions taken under the authority of this paragraph shall be reported annually to the Committee on Real Estate and Facilities (BoR Minutes, August, 2007).

Refer to [Section 18.0, Major Repair and Rehabilitation Funds, of the Business Procedures Manual](#) for more information on major repair and rehabilitation funds.

9.1211.4 Environmental and Occupational Safety

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Each institution shall maintain policies and procedures to ~~govern activities to meet the goal of~~ comprehensively integrating occupational safety and environmental considerations, ~~and will periodically review and update such policies and procedures.~~ Institutions shall ensure that environmental and occupational safety program activities are performed by appropriated qualified practitioners.

The USG chief facilities officer ~~is responsible for~~ shall developing standards, guidelines, and processes to promote, support, and assess the implementation of environmental and occupational safety management programs and initiatives.

The USG chief facilities officer shall require institutions to provide reports related to environmental and occupational safety performance data and shall periodically report such data to the Board ~~on an annual basis (BoR Minutes, June 2009).~~

PROPOSED NEW POLICY LANGUAGE:

9.11 Management and Operations

9.11.1 Sustainability, Efficiency, and Effectiveness

The Board of Regents is committed to providing sustainability leadership through responsible stewardship of the state's natural and physical resources in order to advance economic vitality, ecological integrity, and social well-being through continuous improvement in campus operations thereby enhancing each institution's education, research, and service missions.

Each University System of Georgia (USG) institution shall:

1. Manage natural and fiscal resources in a responsible and balanced way that intentionally reduces negative environmental impacts, restores natural systems, and promotes long-term prosperity;
2. Design, construct, operate, and maintain facilities in consideration of the environmental, social and economic systems on which our campuses depend;
3. Remain committed to the implementation of best practices related to buildings, climate, energy, food systems, grounds, purchasing, renewable resources, transportation, waste streams, and water;
4. Create a culture of sustainability in thought and action by promoting awareness, encouraging participation, and leading by example; and,
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Responsibility for overall implementation lies with the institution President, but students, faculty, and staff share in the responsibility to promote these principles. Campuses, as living, learning laboratories, will bring about transformative change for the future generations of the State of Georgia. The USG chief facilities officer shall periodically highlight sustainability achievements

and best practices to the Board.

9.11.3 Major Repairs and Rehabilitation

The Major Repairs and Rehabilitation Program (MRR) is a state-funded capital renewal program for state-owned USG facilities. USG institution participation in the MRR program shall be in accordance with the requirements of the USG MRR Procedures and Guidelines.

The Chancellor may allocate to USG institutions, without prior approval of the Board, emergency or contingency MRR funds in amounts not to exceed \$500,000 for any one project. The USG chief facilities officer is authorized to allocate to USG institutions, without prior approval of the Board, emergency or contingency MRR funds in amounts not to exceed \$250,000 for any one project.

9.11.4 Environmental and Occupational Safety

The Board of Regents is committed to providing a safe working and learning environment and supporting environmentally sound practices. Each institution shall, at a minimum, comply with applicable environmental and occupational safety laws and regulations. In the absence of specific laws or regulations, each institution should follow industry standards and good management practices.

Each institution shall maintain policies and procedures to comprehensively integrate occupational safety and environmental considerations. Institutions shall ensure that environmental and occupational safety program activities are performed by appropriated qualified practitioners.

The USG chief facilities officer shall develop standards, guidelines, and processes to promote, support, and assess the implementation of environmental and occupational safety management programs and initiatives.

The USG chief facilities officer shall require institutions to provide environmental and occupational safety performance data and shall periodically report such data to the Board.

12. Authorization of Project No. PPV-30-1801 and Appointment of Design-Build Firm, Campus Center (Student Center Expansion/Renovation), Georgia Institute of Technology

Recommended: That the Board authorize Project No. PPV-30-1801, Campus Center (Student Center Expansion/Renovation), Georgia Institute of Technology (“GIT”) with a total project budget of \$110,000,000 to be funded by private financing.

Recommended further: That the Board approve the ranking of the design-build firms named below for the identified project and authorize contract negotiations to proceed with the top-ranked firm. Should it not be possible to execute a contract with the top-ranked firm, staff would then attempt to negotiate and execute a contract with the other listed firms in rank order.

A qualifications-based selection process was held in accordance with Board of Regents procedures to identify and rank firms. The following recommendation is made:

Total Project Cost:	\$110,000,000
Construction Cost:	\$81,410,000

Number of firms that applied for this commission: 9

Recommended firms in rank order:

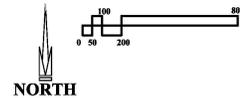
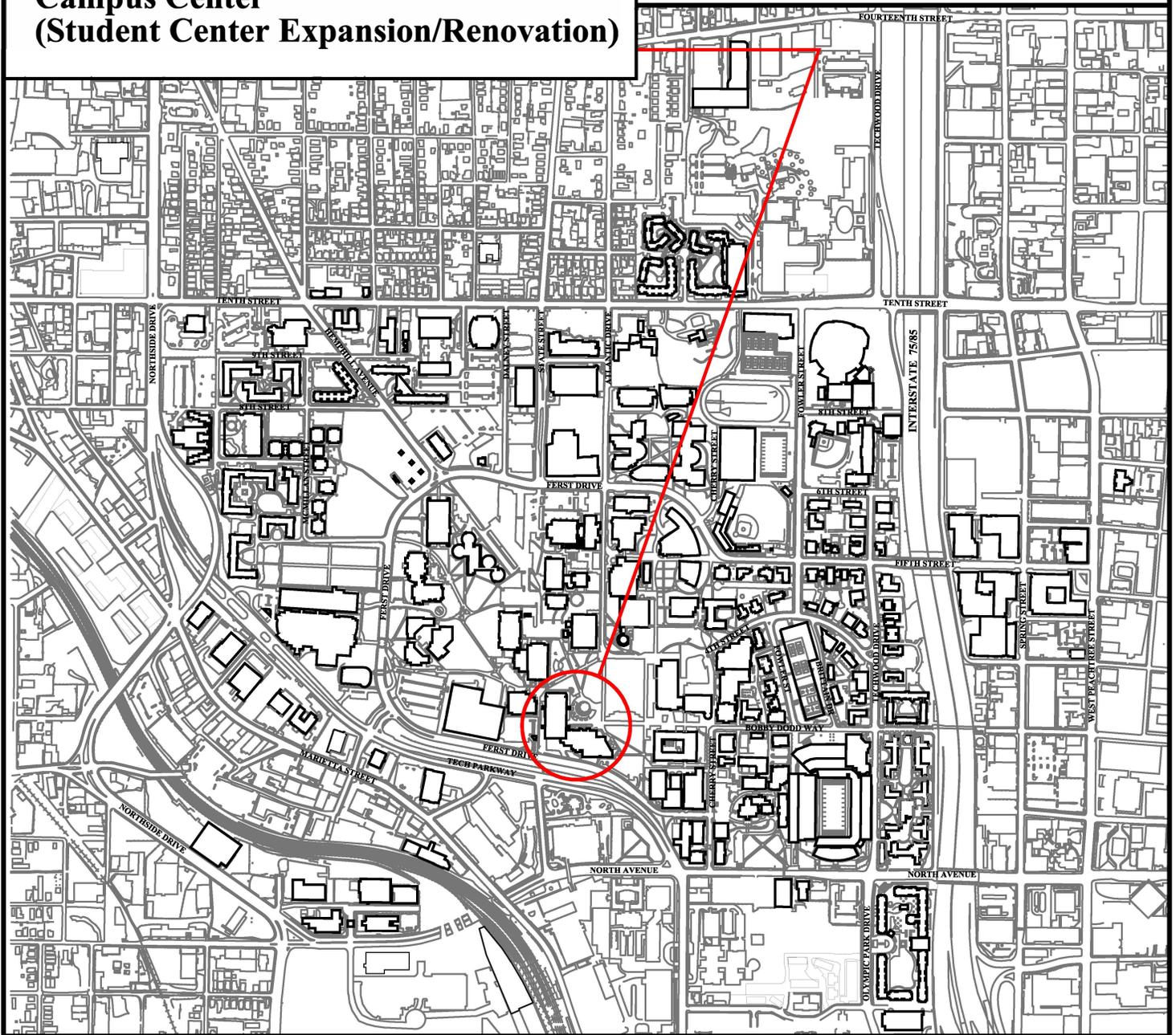
- 1)
- 2)
- 3)

Understandings: Presented to the Board as an information item in April 2017, this project would enhance services and amenities utilized by students, faculty, staff, alumni, and campus visitors through a renewal of reusable spaces and a strategic addition. To meet the needs of GIT’s growing campus community, the Campus Center would be expanded by 130,000 square feet to a total area of approximately 300,000 square feet. The project scope includes refreshment of the Wenn Student Center and a new building to be constructed on the current site of the Post Office, Penny & Roe Stamps Student Center Commons, and Stamps Addition. Other new structures would include a meeting building and an exhibition hall located just west of the current Student Center complex.

This conceptual approach is consistent with GIT’s Campus Master Plan. It is anticipated that the Board will be requested to take further action concerning this project, including the approval of a ground lease and rental agreement. The lease payment would be sourced from a combination of Mandatory Student Fee Revenue, Institute Funds, and Auxiliary Funds.

Campus Center (Student Center Expansion/Renovation)

Georgia Institute of Technology Campus Map, May 2018



13. Acquisition of Real Property, 227 Mountain Drive, Dahlonega, University of North Georgia

Recommended: That the Board authorize the purchase of approximately 8.9 acres of improved real property located at 227 Mountain Drive in Dahlonega (the “Property”) from Northeast Georgia Health System or an affiliated special purpose entity created for the purpose of this transaction (“NGHS”) for no more than \$4,700,000, for the use and benefit of the University of North Georgia (“UNG”).

Recommended further: That the Board delegate to the Chancellor the authority to establish the final purchase price of the Property, provided such price does not exceed \$4,700,000 and is appropriately validated by appraisals from independent and licensed real estate appraisers in accordance with Board policy and established guidelines for real property acquisition.

Recommended further: That the Board delegate to the Chancellor the authority to negotiate and enter into a lease agreement with NGHS as tenant, enabling NGHS to use the Property to provide healthcare services for the Dahlonega community for up to three (3) years from the date of acquisition.

Recommended further: That acquisition of this Property be subject to completion of an environmental site assessment indicating no significant problems or, if environmental problems are indicated, completion of an action plan for mitigation of such problems.

Recommended further: That acquisition of the Property be subject to completion of a facility condition analysis indicating no significant maintenance, repair or replacement issues, or if significant issues are indicated, completion of an action plan to address such issues.

Recommended further: That acquisition of the Property be subject to completion of a recordable survey indicating no easements or restrictions that would adversely affect the use of the Property.

Recommended further: That the legal details involved with this purchase of the Property be handled by the Georgia Department of Law.

Understandings: The Property is improved with an approximately 57,600-square foot building constructed in 1976 and currently operating as the Chestatee Regional Hospital. Situated approximately 0.6 miles from UNG’s Dahlonega campus, this acquisition would allow for the future relocation of academic programs and may also house health education programs and clinics for UNG.

Funding for the purchase would be from Fiscal Year 2019 General Obligation bonds.

227 Mountain Drive, Dahlonega



Chestatee
Regional
Hospital

UNG Dahlonega Campus and Chestatee Regional Hospital

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OneUSG Update

May 15, 2018

1. OneUSG Update

Executive Vice Chancellor for Strategy and Fiscal Affairs, Shelley C. Nickel, and Vice Chancellor and Chief Information Officer, Dr. Bobby Laurine, will provide an update on the OneUSG project.

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PERSONNEL AND BENEFITS

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INFORMATION ITEM

1. USG Healthcare Plan Update

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PERSONNEL AND BENEFITS

May 15, 2018

1. Information Item: USG Healthcare Plan Update

Interim Vice Chancellor for Human Resources, Karin Elliott, will provide an update on the USG Healthcare plan.