Foreword

University of West Georgia is a unit of the University System of Georgia and is governed by the Board of Regents through the Chancellor and Staff of the Central Office of the University System. Details concerning the general policies of the Board of Regents are published periodically in the Board of Regents Policy Manual, University System of Georgia. Information regarding policies adopted for particular institutions or the exact wording of a specific policy is contained in the official minutes of the Board. These documents are available to the faculty and staff upon request.

The University is also governed by statutes which have been approved by the Board of Regents. These statutes contain official statements of general policy, rules, regulations, procedures, organizations, and governance at the University of West Georgia. The Board of Regents retains the power to modify, amend, or repeal the statutes of the University.

A copy of the organizational chart of the University of West Georgia has been inserted into this Handbook.

This handbook is a compilation of general policies and procedures which affect the professional activities of the faculty and staff at the University of West Georgia.

This handbook and its provisions do not constitute an employment contract or agreement, nor any part thereof, between the University and any employee.

The rules and regulations within this handbook are subject to change by appropriate action of the faculty and/or administration. Such changes become effective on the date they are approved by the President of the University.
FOREWORD

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101 Appointment

101.01 General Provisions

101.0101 Recommendations for Appointment.

All appointments and reappointments of members of the Faculty shall be made by the President of the University of West Georgia with the approval of the Board of Regents. Recommendations for positions on the General Faculty will, except in the case of Department Chairs, Deans, and Vice Presidents, originate at the level of the Department Chair following a review of applicants by a Search Committee selected by the faculty of the department by whatever means the faculty of the department shall determine. Any committee thus formed and the process by which it is formed must meet the requirements of Board of Regents' policies and any other constraints with which the institution must comply (e.g. Affirmative Action). Recommendations for positions on the General Faculty shall be presented to the Department Chair by the department Faculty Search Committee. The Department Chair shall then present a recommendation through the appropriate deans or directors of activities and then through the Provost and Vice President for Academic Affairs to the President for his or her consideration. When a search is being conducted to fill the position of a department chair, the Search Committee will channel its recommendations through the Dean. Recommendations for appointments to positions as Dean or Vice President will be made by Search Committees appointed by the President.

101.0102 Employment of Relatives

No individual shall be employed in a department or unit which will result in the existence of a subordinate superior relationship between such individual and any relative of such individual through any line of authority. As used herein, "line of authority" shall mean authority extending vertically through one or more organizational levels of supervision or management. (BR Minutes, 1989-90, p. 250).

For the purpose of this policy, relatives are defined as husbands and wives, parents and children, brothers, sisters, and any in-laws of any of the foregoing. (BR Minutes, February 14, 1973. p. 312). (Section 802.03, Board of Regents Policy Manual, University System of Georgia).

101.0103 Nondiscrimination Policy

(see Article V Section 2, Policies and Procedures)

101.0104 Appointment Considerations

Every appointment shall be made solely on the basis of merit and the special qualifications of the individual for the work demanded by the position. For teaching faculty, special considerations shall be given to the candidate's teaching ability; his or her research ability; his or her
achievements; his or her successful experience (this must necessarily be waived in the case of beginners otherwise qualified); his or her desirable personal qualities, judged on the basis of personal interview; his or her complete biographical data; his or her recommendations; and his or her general usefulness or promise to the University. (Section 803.01, Board of Regents Policy Manual, University System of Georgia)

101.0105 Determination of Appropriate Rank

The appointee shall be given the appropriate rank according to the criteria outlined in Section 803.01, Board of Regents Policy Manual, University System of Georgia and in Section 101.02 Faculty Handbook, University of West Georgia. A Faculty Committee at the departmental level, selected by whatever means the faculty of the department shall determine, will review the professional records of any candidate seeking a position with professorial rank within that department and will make a recommendation to the department chair with respect to the professorial rank to be assigned each candidate. Any committee formed for this purpose and the process by which it is formed must meet the requirements of Board of Regents’ policies and any other constraints with which the institution must comply (e.g., Affirmative Action). Department chairs, deans of colleges, directors of activities, and other personnel authorized to recommend initial appointment of faculty members shall be responsible for maintaining equity in rank between faculty being employed and those already serving.

101.0106 Statement of Terms and Conditions of Appointment

The precise terms and conditions of every appointment, including the amount of credit the faculty member will receive toward tenure for prior service at other institutions, shall be stated in writing and be in the possession of both institution and appointee before the appointment is consummated.

101.0107 Verification of Degrees Claimed

It shall be a condition of the initial offer of employment that such employment is contingent upon receipt of official verification of all degrees claimed.

101.0108 Georgia Security Questionnaire/Loyalty Oath

Completion and signing of a State of Georgia Security Questionnaire-Loyalty Oath by each employee of the University System of Georgia shall be a condition of employment. All copies of Security Questionnaires-Loyalty Oaths shall be filed in the office of the President of the University of West Georgia. (Section 802.04, Board of Regents Policy Manual, University System of Georgia)

101.02 Minimum Criteria for Appointment

101.0201 To the Rank of Instructor

1. **Teaching.** If no teaching experiences, potential for effective teaching as revealed by transcripts, recommendations, and personal interview. If experienced, evidence of effective teaching as revealed by recommendations.
2. **Service to Institution.** Potential for student advising/counseling, community service, committee work, skill in handling teaching routines or other professional duties, and for proper ethical relationship. (See Section 109 and Article V, Section 1, UWG Statutes)

3. **Academic Achievement.** Master's degree with plans for further academic advancement. Exception may be made in fields where recognition and achievement are of more significance than receipt of degree.

4. **Professional Growth and Development.** Definite plans for continued professional study and potential for involvement in professional activities.

**101.0202 To the Rank of Assistant Professor**

1. **Teaching.** Demonstration of potential for effectiveness in teaching.
2. **Service to Institution.** Demonstration of potential for effectiveness, where possible, by successful, collegial service on departmental, school-wide, institutional or system-wide committees.
3. **Academic Achievement.** Terminal degree in discipline or significant recognition and achievement in specialization.
4. **Professional Growth and Development.** Demonstration of potential for effectiveness in the candidate's discipline.

**101.0203 To the Rank of Associate Professor**

1. **Teaching.** Demonstration of significant contributions as a teacher and a strong likelihood of continuing effectiveness in teaching.
2. **Service to Institution.** Demonstration of significant contributions in such service and a strong likelihood of continuing effectiveness as shown by successful, collegial service on departmental, school-wide, institutional or system-wide committees.
3. **Academic Achievement.** Terminal degree in discipline or extraordinary recognition and achievement in specialization.
4. **Professional Growth and Development.** Demonstration of significant contributions to the candidate's discipline and a strong likelihood of continuing effectiveness.

**101.0204 To the Rank of Professor**

1. **Teaching.** Demonstration of a clear and convincing record of a high level of sustained effectiveness.
2. **Service to Institution.** Demonstration of a clear and convincing record of a high level of sustained effectiveness as shown by successful, collegial service on departmental, school-wide, institutional or system-wide committees.
3. **Academic Achievement.** Terminal degree in discipline or extraordinary recognition and achievement in specialization.
4. **Professional Growth and Development.** Demonstration of a clear and convincing record of emerging stature as regional, national or international authority within the candidate's discipline, and/or a clear and convincing record of a high level of sustained effectiveness in the candidate's discipline.

**101.0205 To the Rank of Lecturer**
To carry out special instructional functions such as basic skills instruction, an individual may be hired at the rank of lecturer. Not more than 10% of the FTE corps of primarily undergraduate instruction may be lecturers and/or senior lecturers. (BOR 803.03)

1. Teaching. If no teaching experiences, potential for effective teaching as revealed by transcripts, recommendations, and personal interview. If experienced, evidence of effective teaching as revealed by recommendations.

2. Service to Institution. Potential for student advising/counseling, community service, committee work, skill in handling teaching routines or other professional duties, and for proper ethical relationship. (See Section 109 and Article V, Section 1, UWG Statutes)

3. Academic Achievement. Master's degree with plans for further academic advancement. Exception may be made in fields where recognition and achievement are of more significance than receipt of degree.

4. Professional Growth and Development. Definite plans for continued professional study and potential for involvement in professional activities.

101.0206 To the Rank of Senior Lecturer
Initial hiring at the rank of senior lecturer is discouraged.

102 Reappointment

102.01 Tenured Faculty

All tenured faculty members employed under written contract for the fiscal or academic year of two semesters who do not wish employment with the University for a subsequent fiscal or academic year shall give written notice of their intention to resign to the President postmarked no later than February 1, immediately preceding the expiration of the contract period. (#803.06A, Board of Regents Policy Manual, University System of Georgia)

102.02 Non-Tenured Faculty

102.0201 The Probationary Period

A. The substantive and procedural standards generally employed in decisions affecting renewal of appointments, promotion and tenure are published in this Handbook. When a new faculty member is employed, the department chair will ensure that the new faculty member receives a copy of this Handbook or at least is referred to the web site https://www.westga.edu/administration/vpaa/assets/docs/faculty-handbook.pdf and the relevant written departmental promotion and tenure policies and procedures. These specific department policies may be more precise than the institution-wide criteria delineated herein, but they must generally conform to them. Department policies on promotion and tenure must be developed by the tenured department faculty members in consultation with the department chair and the appropriate college dean or Dean of Libraries. If there are fewer than three tenured faculty members in a department, the appropriate Dean, in consultation with the department chair and the faculty members in the department, shall appoint a sufficient number of tenured faculty members from similar disciplines outside that department to develop these departmental policies, so long as a majority of those who develop these
policies are not department chairs. These policies must have the approval of the Provost and Vice President for Academic Affairs. It is the responsibility of the individual faculty member to be aware of these policies and expectations.

B. Pre-Tenure Review. Assistant professors in their third year (or those serving a full probationary period regardless of professorial rank) are required to have a pre-tenure review completed by the end of the second semester of the third year. Effective Fall 2018, dossiers must be submitted electronically in a format approved by the Provost. This committee shall be composed of tenured faculty members of the department, selected by the faculty of the department by whatever means the faculty of the department shall determine. If there are fewer than three tenured faculty members in a department, the appropriate dean, in consultation with the department chair and the faculty members in the department, shall appoint a sufficient number of tenured faculty members from similar disciplines outside that department to constitute this committee. No department chair may serve on a Pre-Tenure Review Committee. This committee shall thoroughly and comprehensively review the individual's achievements and performance in light of the department’s promotion and tenure policies. The Pre-Tenure Review Committee will report its findings to the tenured faculty members of the department, to the department chair and to the college dean (or library dean). The report will state in writing whether progress toward promotion and/or tenure is sufficient at this time. At a minimum, the pre-tenure review report should include a substantive evaluation of the faculty member’s progress and/or qualifications in the following four areas: (a) teaching, (b) service, (c) professional growth and development, and (d) professional qualifications, including appropriate academic degrees. In addition, the department chair and the dean of the college (or library dean) will each provide a separate written report as to the progress of the faculty member toward promotion and/or tenure. The faculty member under review shall receive written copies of the reports prepared by the Pre-Tenure Review Committee, the department chair, and the college dean (or library dean). The faculty member is encouraged to reply to the reports. Progress judged toward promotion and/or tenure in this report does not guarantee or prejudice a favorable recommendation later on.

C. Any recommendation to the department chair regarding reappointment shall be reached by a departmental faculty group in accordance with procedures approved by the faculty in that department. Available evidence bearing on the relevant performance of the candidate should be sought out and considered in light of the relevant standards.

D. In any year a department may recommend whether or not to extend a contract to a non-tenured faculty member. This recommendation shall be made by the department chair in consultation with the tenured faculty members in the department. Recommendations for reappointment of faculty members shall be presented through the appropriate administrative channels to the President for his or her consideration, so long as administrators under consideration for reappointment do not have an opportunity to make recommendations with respect to their own status as faculty members.

102.0202 Notification

A. By or before the beginning of the contract year, the President shall, in writing, advise all non-tenured faculty members and other non-tenured personnel employed under written contract (except those who are in their first year of employment) whether an employment contract for the succeeding academic year will be offered to them. Such written notice shall be delivered by hand or by certified mail to the addressee only. Notice of the intention to renew or not to
renew a non-tenured faculty member shall be furnished in writing according to the following schedule:

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

B. Non-tenured faculty and other non-tenured personnel employed under written contract shall be employed only for the term specified in their contracts, 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. (Par. 803.06 Policies of The Board of Regents, University System of Georgia)

103 Procedures and Criteria for Promotion and Tenure

103.01 Foreword

These procedures are designed to select those persons in the University qualified for promotion and tenure.

The number of faculty members who advance in rank and/or achieve tenure is dependent on various factors, several of which are beyond the control of the University of West Georgia. The external factors include the following: the Board of Regents, which must maintain a sound and equitable structure within the University System; financial appropriations; appointments of new faculty members; and resignations or retirement of faculty members within departments.

Beyond these factors, advance in rank shall be controlled within the University by an annual promotion recommendation system, which shall promote qualified members to advanced professional positions. Promotions in rank are based on merit and are not automatic. The University approves faculty for promotion in accordance with Section 8.3.6, Board of Regents Policy Manual. The University approves faculty for tenure in accordance with Section 8.3.7, Board of Regents Policy Manual, which includes a comprehensive statement of tenure policies in the University System. The annual promotion recommendation system shall also apply to tenure recommendations. In recognition of professional achievement and service, tenure shall be extended to ensure academic freedom in teaching and research.

Tenure is the keystone for academic freedom; it is essential for safeguarding the right of free expression and for encouraging risk-taking inquiry at the frontiers of knowledge. Both tenure and academic freedom are part of an implicit social compact which recognizes that tenure serves important public purposes and benefits society. The people of Georgia are best served when faculty are free to teach, conduct research, and provide service without fear of reprisal and to pursue those activities with regard for long term benefits to society rather than short term rewards. In return, the faculty has the responsibility of furthering the institution’s programs of research.

The annual promotion recommendation system shall be administered according to the procedures herein established.
If there exists a significant conflict of interest, no person with such a conflict may participate in promotion and/or tenure recommendations; advisement of candidates; and/or preparation of materials. All personal and professional conflicts of interest must be revealed and reviewed. Such conflicts of interest include, but are not limited to, personal and professional interactions and relationships that would preclude dispassionate and disinterested recommendations and correct, complete, and unbiased participation in these matters. Spouses, immediate family members, and colleagues with an intimate personal relationship with a candidate are explicitly prohibited from participation. (This paragraph also applies to any and all recommendations made during the probationary period. See Section 102.0201)

103.02 Procedures

By the end of the first week of fall semester classes, the Provost and Vice President for Academic Affairs shall establish the date by which recommendations shall be submitted at each level of the promotion/tenure process. Any faculty member who meets the criteria for promotion and tenure established herein and who desires to be considered shall submit an electronic dossier to his or her department chair, library supervisor, or other designated supervisor (in the absence of a department chair). Effective Fall 2018, dossiers must be submitted electronically in a format approved by the Provost. Department chairs or supervisors shall see that dossiers are organized uniformly according to the appropriate criteria specified. Each dossier shall include, at a minimum, the following:

- a curriculum vitae appropriate to the candidate’s discipline;
- the two evaluations of teaching effectiveness and performance of allied duties specified in Section 103.05 and 103.06;
- any letters of recommendation which the department chair has received; and
- reprints of scholarly publications or other evidence of scholarly or creative work.

The promotion/tenure process shall include reviews at the levels of both the Department and the College or School, except in those units without academic departments, which may choose a single-level process. Given the diverse nature of academic disciplines and the rigorous professional standards associated with each, departments may formulate specific criteria appropriate to their discipline. If a department specifies unique criteria, such criteria must be in written form and approved by the governing body of the College, the Dean, and the Provost. Department criteria must be made immediately available to candidates after their approval. Such approved department criteria must be made available to candidates at their point of entry into UWG, and reinforced during periodic pre-tenure / promotion reviews; they must also be included as part of a candidate’s dossier at each subsequent level of review. Departmental criteria must not conflict with University criteria. Each subsequent level of review must consider the dossier in terms of these stated criteria, thus ensuring that candidates are considered in the professional contexts of both their discipline and of the University.

103.0201 Formation and Operation of Faculty Promotion and Tenure Evaluation Committees

A. Departmental Evaluation (for units with academic departments)
1. Faculty Committee

A faculty promotion and tenure evaluation committee, consisting exclusively of no fewer than three tenured faculty members selected by the voting members of the department, shall formally review dossiers submitted to the department chair. In the event that a department does not have a sufficient number of tenured faculty members, tenured faculty from other departments must be invited to serve. Department chairs, Assistant/Associate Deans and Deans are excluded from selection as committee members. No faculty member shall serve on the committee during a year in which he or she is being considered by the committee.

The departmental committee (or other review body of academic units that do not have departments) shall be guided by all of the specific university, college/school, and, for academic units that contain departments, departmental criteria for promotion or tenure in their formal review of dossiers submitted to the department chair and shall make a recommendation in writing (including a discussion of the candidate's strengths and identification of areas where the candidate failed to meet the criteria) regarding each case for promotion and/or tenure. A simple majority vote of the committee is required for a positive recommendation. If a candidate is not recommended for promotion and/or tenure, the chair of the department (or Dean in the case of a unit that does not have departments) shall give the candidate a copy of the committee's evaluation in accordance with the procedures and timelines specified in Section 103.0205.

2. Department Chair

The department chair shall include the faculty committee’s written evaluation along with his or her own written evaluation in the dossier of the candidate. Formal written evaluations shall include a discussion of the candidate's strengths and shall identify areas where the candidate failed to meet the criteria.

3. Evaluation of a Department Chair

When a department chair is under consideration for promotion and/or tenure, the faculty committee (see above) shall review the candidate's dossier submitted to the Dean. The committee shall make a recommendation in writing (including a discussion of the candidate's strengths and identification of areas where the candidate failed to meet the criteria) regarding the case for promotion and/or tenure. A simple majority vote of the committee is required for a positive recommendation. If a candidate is not recommended for promotion and/or tenure, the chair of the Committee shall give the candidate a copy of the committee's evaluation in accordance with the procedures and timelines specified in Section 103.0205.

4. Evaluations of other faculty holding administrative positions

Faculty above the level of department chair (e.g., deans, vice presidents) shall be evaluated in accordance with the same promotion and/or tenure criteria and procedures outlined in this Handbook including an independent evaluation by the candidate’s immediate supervisor.

5. Appeals
Candidates may appeal any evaluation that does not recommend promotion and/or tenure in accordance with the procedures and timelines specified in Section 103.0205.

B. College Evaluation

1. A Faculty Promotion and Tenure Evaluation Committee shall be established in each of the following: The College of Arts and Humanities, the College of Business, the College of Education, the College of Science and Mathematics, and the College of Social Sciences. Each committee shall be composed exclusively of tenured faculty members selected by the voting members of the academic unit and shall formally review dossiers submitted to the Dean. Department chairs, Assistant/Associate Deans and Deans are excluded from selection as committee members. No faculty member shall serve on the committee during a year in which he or she is being considered by the committee. Each department shall have representation on the committee, but no department shall have more than two members. Deans shall be responsible for calling the initial meeting of this committee. At the initial meeting, the members of each committee shall elect one of the members as chair, who will be a voting member of the committee.

2. Each committee shall meet at the call of its committee chair. At the initial meeting, the committee chair shall review the qualifications for each rank so that members will be guided by all of the specific university, college/school, and departmental criteria for promotion or tenure.

3. Dossiers submitted shall be reviewed by committee members prior to committee meetings.

4. The merits of each candidate for promotion or tenure shall be discussed to the extent desired by a simple majority of committee members. Department members serving on the Promotion and Tenure Evaluation Committee are to serve as resource persons to the committee rather than advocates for or adversaries against members of their department under consideration for promotion and/or tenure. Any supervisor may be called to discuss with the committee the qualifications of each person nominated from his or her department.

5. Voting on promotion and tenure shall be by separate secret ballots and according to the following procedures: all candidates for promotion to each academic rank shall be voted on at the same time, and all candidates for tenure shall be voted on at the same time. Each candidate shall receive a vote of approval or disapproval. The committee chair shall total the votes awarded each candidate. A simple majority vote of the committee is required for a positive recommendation. It will be the responsibility of the Dean to preserve the original ballots and to keep these on file for a period of ten years.
6. Each committee chair shall submit a list of the names of those recommended for promotion and/or tenure to the appropriate Dean. The committee chair shall report to the Dean the number of approval/disapproval votes that each candidate received in the voting. The dossiers of those considered by the committee will be submitted with the report.

The committee chair shall prepare a written evaluation for each candidate that includes a discussion of the candidate's strengths and areas where the candidate failed to meet the criteria. A copy of this written evaluation, including vote totals, shall be forwarded in the dossier of the candidate to the appropriate Dean. If a candidate is not recommended for promotion and/or tenure, the Dean shall give the candidate a copy of the committee's evaluation in accordance with the procedures and timelines specified in Section 103.0205.

7. Appeals

Candidates may appeal any evaluation that does not recommend promotion and/or tenure in accordance with the procedures and timelines specified in Section 103.0205.

C. Promotion and Tenure Committee Formation for Units without Departments (e.g. School of Nursing and Library)

Units without departments shall have the option of forming a single, unit-level promotion and tenure committee instead of two committees as described in 103.0201 A and B. Such a committee must be composed exclusively of tenured faculty and must include a minimum of three (3) members. In the event that the unit does not have a sufficient number of eligible tenured faculty, the committee must be populated by inviting tenured faculty from other units of the university, emeriti faculty, or tenured faculty from appropriate academic units at other universities. Any units that plan to populate promotion and tenure committees with emeriti or non-UWG faculty must establish a written policy for the selection of these committee members.

Units choosing the option of single-level review for promotion and tenure must develop their own written procedures for promotion and tenure committee formation and review and obtain approval from the governing body of the unit and the Provost/VPAA. These procedures must be otherwise consistent with the procedures outlined in section 103.0201.

103.0202 Dean’s Evaluation

Each Dean shall evaluate the qualifications of the people under consideration for promotion and/or tenure. The Dean’s review shall be guided by all of the specific university, college/school, and departmental criteria for promotion or tenure, taking into account all the material in their dossiers, vote totals, and recommendations provided in each previous evaluation. The names of those recommended for promotion shall be arranged by academic rank; an additional list shall consist of the names of those recommended for tenure. The names of those not recommended for promotion and/or tenure will be listed separately. The Dean shall prepare a written evaluation
that includes a discussion of the candidate's strengths and areas where the candidate failed to meet the criteria. A copy of this written evaluation shall be included in the dossier of the candidate and forwarded to the Provost. In the event the Dean recommends a candidate who, up to this point, has not been recommended for promotion and/or tenure, or chooses not to recommend a candidate who up to this point has been recommended for promotion and/or tenure, the Dean’s written report shall articulate the reasons for differing with prior evaluations. If a candidate is not recommended for promotion and/or tenure, the Dean shall give the candidate a copy of the committee’s evaluation in accordance with the procedures and timelines specified in Section 103.0205. Candidates may appeal any evaluation that does not recommend promotion and/or tenure in accordance with the procedures and timelines specified in Section 103.0205.

103.0203 The Provost and Vice President for Academic Affairs’ Evaluation

The Provost and Vice President for Academic Affairs shall evaluate the qualifications of the people under consideration for promotion and/or tenure. The Provost and Vice President for Academic Affairs’ review shall be guided by all of the specific university, college/school, and departmental criteria for promotion or tenure taking into account all the material in their dossiers, vote totals, and recommendations provided in each previous evaluation. The names of those recommended for promotion shall be arranged by academic rank; an additional list shall consist of the names of those recommended for tenure. The names of those not recommended for promotion and/or tenure will be listed separately. The Provost and Vice President for Academic Affairs shall prepare a written evaluation which includes a discussion of the candidate’s strengths and areas where the candidate failed to meet the criteria. A copy of this written evaluation shall be included in the dossier of the candidate and forwarded to the President. In the event the Provost and Vice President for Academic Affairs recommends a candidate who, up to this point, has not been recommended for promotion and/or tenure, or chooses not to recommend a candidate who up to this point has been recommended for promotion and/or tenure, the Provost and Vice President for Academic Affairs’ written report shall articulate the reasons for differing with prior evaluations. If a candidate is not recommended for promotion and/or tenure, the Provost and Vice President for Academic Affairs shall give the candidate a copy of the committee’s evaluation in accordance with the procedures and timelines specified in Section 103.0205.

The Provost and Vice President for Academic Affairs shall then notify the Dean of each college/school of his or her decisions in each case. The Dean of each College or School shall notify the department chair or area supervisor of the status of each candidate.

Candidates may appeal any evaluation that does not recommend promotion and/or tenure in accordance with the procedures and timelines specified in Section 103.0205.

103.0204 Final Approval

The President shall evaluate the qualifications of the people under consideration for promotion and/or tenure as revealed by the material in their dossiers and by the reports from the College, School, or Library Promotion and Tenure Evaluation Committees, the Deans, and the Provost and Vice President for Academic Affairs. The President shall approve or disapprove the candidate’s application for promotion and/or tenure.
103.0205 Appeal for Reconsideration

Notification of a negative evaluation shall be communicated in a verifiable method by the appropriate supervisory level no later than ten University Business Days prior to the required notification to the next level. Any candidate appealing for reconsideration at any level shall within five University Business Days of the receipt of the report state in writing the grounds for his or her request and shall include in this appeal such additional material as is pertinent.

Within five University Business Days of receipt of an appeal, the party to whom the appeal has been made shall carefully re-evaluate the candidate's dossier in light of the written appeal. This re-evaluation shall be made in accordance with the procedure established for initial consideration at this level and shall replace this party's previous evaluation in the candidate's dossier. The dossier will then proceed to the next level.

103.0206 Promotion in Professorial Rank of a Member of the Administrative Staff

Members of the administrative staff who hold faculty rank in a teaching area and who wish to be considered for promotion shall submit a dossier to the chair of the department in which they hold rank. Their applications shall be considered under the procedures herein prescribed.

103.03 Time Limits and Minimum Criteria for Promotion

103.0301 Time Limits—Promotion

The institutional timeline for the review of faculty for promotion must be considered by early February of a given academic year in order to meet the data entry deadline of the end of February for the annual report to the Board of Regents.

A Lecturer may serve in rank six years. Reappointment after six consecutive years of service will be permitted only if the lecturer has demonstrated exceptional teaching ability and extraordinary value to the institution. Lecturers who have served for a period of at least six years at the University of West Georgia may be considered for promotion to Senior Lecturer if they have met criteria for Senior Lecturer.

An Instructor may serve in rank a maximum of seven years. He or she should be considered for promotion as soon as he or she has met criteria for Assistant Professor. To be considered for tenure-track appointment at the assistant professor level, BOR policy 8.3.7.6 should be applied regarding years of service.

An Assistant Professor is eligible for and may be reviewed for promotion in rank during their fifth year of service in their current rank at the University of West Georgia. If recommended for promotion, the new rank will go into effect at the beginning of the next contract period. Recommendations for promotion are not normally considered for individuals who are currently on leaves of absence.

An Associate Professor is eligible for and may be reviewed for promotion in rank during their fifth year of service in their current rank. If recommended for promotion, the new rank will go
into effect at the beginning of the next contract period. Recommendations for promotion are not normally considered for individuals who are currently on leaves of absence

Under special circumstances, faculty who are performing significantly above the expectations for their current rank may be considered for “early” promotion. Early promotion may only be considered according to the following time table:

- For early promotion from Lecturer to Senior Lecturer, faculty must have served a minimum of three years as a Lecturer
- For early promotion from Instructor to Assistant Professor, faculty must have served a minimum of three years as an instructor
- For early promotion from Assistant Professor to Associate Professor, faculty must have served a minimum of four years as an Assistant Professor
- For early promotion from Associate Professor to Full Professor, faculty must have served a minimum of four years as an Associate Professor

The granting of promotion in rank by the university recognizes the significance of a faculty member’s contribution to the institution and his/her enhanced value as a scholar-teacher. Because of this, promotion must be accompanied by a salary increase. If in times of extreme financial crisis such salary increases are suspended, the institution must retroactively apply such promotion increases to individuals who did not receive them at the time of promotion.

**103.0302 Specific Minimum Criteria for Promotion**

Foreword. Four criteria are prescribed by Board of Regents Policies, 8.3.6: 1) superior teaching, 2) outstanding service to the institution, 3) academic achievement, and 4) professional growth and development. According to Regents' Policies, noteworthy achievement should be expected in at least two areas. At the University of West Georgia, one of those “noteworthy” areas must be teaching, except in the case of librarians and administrators whose primary tasks are not teaching. For employment or promotion to Associate Professor or Professor, one must have demonstrated at least some substantive and documentable achievement in all four areas. For those holding academic rank in the Library, outstanding fulfillment of duties rather than superior teaching shall be the criterion applied although teaching librarians and administrators must supply evidence of excellence in teaching as part of their case for promotion.

As the institution becomes more diverse in the types of programs offered and clienteles served, it might reasonably have different levels of expectation for faculty in different programs. All faculty members at the University of West Georgia, however, are expected to participate actively in the intellectual life of their discipline and their profession. This may take the form of professional development activities which involve the practical application of existing knowledge or the creation of new knowledge. All faculty members are expected to have a professional development agenda, to make progress annually in addressing it, and to maintain proper professional ethics. (see Section 109) Below are outlined specific MINIMUM UWG requirements by rank for meeting each criterion:

1. **To Be Promoted to Senior Lecturer**
1.1. Teaching. Demonstration of excellence in teaching with evidence from sources listed in section 103.0302.5.1.

1.2. Service to the Institution. Demonstration of effectiveness as shown by successful, collegial service on departmental, college/school-wide, institutional or system-wide committees and with evidence from additional sources listed in section 103.0302.5.2.

1.3. Academic Achievement. Graduate degree in discipline.

1.4. Professional Growth and Development. Demonstration of professional development in the candidate's discipline with evidence from the sources listed in section 103.0302.6.

2. To Be Promoted to Assistant Professor

2.1. Teaching. Demonstration of excellence in teaching with evidence from sources listed in section 103.0302.5.1.

2.2. Service to the Institution. Demonstration of effectiveness as shown by successful, collegial service on departmental, college/school-wide, institutional or system-wide committees and with evidence from additional sources listed in section 103.0302.5.2.

2.3. Academic Achievement. Terminal degree in discipline.

2.4. Professional Growth and Development. Demonstration of scholarly contributions, creative work, or successful professional practice in the candidate's discipline with evidence from the sources listed in section 103.0302.5.3.

3. To Be Promoted to Associate Professor

3.1. Teaching. Demonstration of significant contributions as a teacher and a high level of sustained excellence in teaching with evidence from sources listed in section 103.0302.5.1.

3.2. Service to Institution. Demonstration of significant contributions in such service and a strong likelihood of continuing effectiveness as shown by successful, collegial service on departmental, college/school-wide, institutional or system-wide committees and with evidence from additional sources listed in section 103.0302.5.2.

3.3. Academic Achievement. Terminal degree in discipline.

3.4. Professional Growth and Development. Demonstration of scholarly contributions, creative work, or successful professional practice in the candidate's discipline and a strong likelihood of continuing effectiveness with evidence from the sources listed in section 103.0302.5.3.

4. To Be Promoted to Professor

4.1. Teaching. Demonstration of a clear and convincing record of a high level of sustained excellence with evidence from sources listed in section 103.0302.5.1.

4.2. Service to Institution. Demonstration of a clear and convincing record of a high level of sustained effectiveness as shown by successful, collegial service on departmental, college/school-wide, institutional or system-wide committees and with evidence from additional sources listed in section 103.0302.5.2.

4.3. Academic Achievement. Terminal degree in discipline.
4.4. Professional Growth and Development. Demonstration of a clear and convincing record of emerging stature as regional, national, or international authority within the candidate's discipline, and/or a clear and convincing record of a high level of sustained effectiveness in the candidate's discipline with evidence from the sources listed in section 103.03025.3

5. **Acceptable Evidentiary Sources Relevant to Promotion:** Each department, school, college, or the Library must specify acceptable additional evidentiary sources for teaching, service, and professional growth and development. Additional evidentiary sources must be approved by the faculty and the Dean of the respective school or college, the Vice President for Academic Affairs/Provost, and must be published in the academic unit’s respective promotion and tenure documents.

5.1. **Teaching:**
5.1.1. Effectiveness as shown by peer or supervisor evaluation
5.1.2. Honors or special recognitions for teaching accomplishments
5.1.3. Letters from former students attesting to the candidate's instructional abilities
5.1.4. Successful direction of individual student work (e.g., independent projects, theses, exit papers, etc.)
5.1.5. Scholarly Teaching (e.g., reading pedagogical literature, attending professional development related to teaching, experimentation with new instructional methods and assessment of effectiveness. For a complete description see the USG Academic and Student Affairs Handbook, section 4.7.2).
5.1.6. Successful development of courses
5.1.7. Development of effective curricula and/or instructional methods
5.1.8. Faculty directed student research that complements classroom learning
5.1.9. Student evaluations
5.1.10. Evidence of student learning such as student self-assessments, pre- and post-test results, external test scores, rubric-based assessments, portfolios, examples of student work, and other relevant discipline-specific evidence.

5.2. **Service to Institution:**

5.2.1. Successful development of service programs or projects.
5.2.2. Effective service-related consultation work or technical assistance.
5.2.3. Effective advisement of student organizations.
5.2.4. Successful counseling/advising of students.
5.2.5. Successful service on local, statewide, regional, national, or international levels in community-service organizations (e.g., committees, boards, panels).
5.2.6. Honors, awards and special recognitions for service to the institution or the community.
5.2.7. Significant contributions to the improvement of student, faculty or community life.
5.2.8. Successful mentoring of colleagues.
5.2.9. Collaborating with PK-12 schools, university colleagues, or external agencies to strengthen teaching quality and to increase student learning (as stipulated in B.O.R. policy 8.3.15)

5.3. Professional Growth and Development:

5.3.1. Scholarly Publications (as determined by the disciplines):
   a. Books published by peer-reviewed presses
   b. Other published books related to the candidate’s professional field
   c. Articles published in refereed journals
   d. Papers and articles published elsewhere

5.3.2. Presentations before learned societies and professional organizations

5.3.3. Scholarship of Teaching and Learning (e.g., publications and/or presentations on research conducted in schools or the university classroom that are peer-reviewed. For a complete description see the USG Academic and Student Affairs Handbook, section 4.7.2).

5.3.4. Grants
   a. Grants received for research, scholarship, or creative activity
   b. Grants received for curricular development or other academic projects
   c. Submitted proposals for competitive external grants

5.3.5. Honors and awards for research, scholarship, or other creative activities

5.3.6. Recognition by professional peers
   a. Reviews of a candidate's publications or creative work by persons of recognized competence in the discipline.
   b. Election or appointment to offices in professional organizations, successful committee work and important service to state, regional, national or international professional associations and learned societies, including editorial work.
   c. Receipt of competitively awarded fellowships, or selective admission to seminars related to one's discipline, scholarship, and/or creative activities.
   d. Successful performances in significant recitals or productions in which such performances are invited or selected after competitive review.
   e. Other performances related to academic field.
   f. Exhibitions of creative works in which such works are invited or selected after competitive review.
   g. Non-refereed exhibitions.
   h. Membership on editorial boards, juries judging art works, or juries auditioning performing artists.
   i. Development of scholarly applications of technology, e.g., laboratory devices, computer software packages or programs, videotapes, etc.
j. Consultation which involves scholarly application of professional expertise

5.3.7. Scholarship that promotes and improves student learning and achievement in PK-12 schools and/or in the university (as stipulated in B.O.R policy 8.3.15)
5.3.8. Other as approved by departments and colleges

6. Professional Growth and Development for Promotion from Lecturer to Senior Lecturer:

6.1. Significant contributions to continuing education programs for the community or local educators.

6.2. Significant contributions to workshops on teaching, pedagogy, or educational technology.

6.3. Significant consulting work related to teaching, pedagogy, or educational technology.

6.4. Completion of coursework required to obtain or maintain teacher certification.

6.5. Completion of graduate coursework in one’s primary field beyond the Master’s level.

6.6. Supervision and training of instructors, teaching assistants, lab assistants, or tutors.

6.7. Significant contributions to curricular development.

6.8. Academic publications and/or presentations at academic conferences.

7. Format of Promotion and Tenure Submissions

The Provost determines the format of tenure/promotion dossiers and must publish relevant guidelines for the following academic year by no later than April 30th.

103.0303 Probationary Credit Towards Promotion

At the time of an individual’s initial appointment, a maximum of three years of probationary credit toward promotion may be awarded for service at other institutions or service in a faculty rank within the institution. In extraordinary cases, research and comprehensive universities may award more than three years probationary credit at initial faculty appointments. Such awards require approval by the President and written notice to the USG Chief Academic Officer. Individuals serving part-time, temporary, or limited term positions are not eligible for probationary credit towards promotion. Without the approval of the President, faculty given probationary credit towards promotion may not use their years of credit toward consideration for early promotion.

103.04 Minimum Tenure Criteria
103.0401 Foreword

The awarding of tenure is a serious and significant step for both the faculty member and the university. It is not awarded merely on the basis of time in service or minimal effectiveness. Retention throughout a probationary period of service, regardless of faculty academic rank held, is by itself insufficient to guarantee the success of a candidate for tenure. To be eligible for consideration for tenure, a candidate must not only meet the required period of service and the minimum criteria specified below but must also show a history of evaluations that merit the award of tenure. Tenure is awarded to individual faculty members upon evidence of the capacity and likelihood for continued intellectual, scholarly, and professional vitality and a sense of responsibility and dedication to make the continuing exemplary performance of duties a reasonable expectation; and upon evidence of maintenance of proper professional ethics. (See AAUP statement on professional ethics, academic freedom and responsibility in "Academic Freedom, Responsibility and Professional Ethics" in this Handbook.) Protected from arbitrary dismissal and from transient political and ideological currents, the individual faculty member assumes a responsibility to make a continuing effort to achieve the expectations upon which the award of tenure was based. Tenure at the University of West Georgia should be regarded as a most valuable possession, signifying a long-term commitment of resources by the University of West Georgia, matched by the sincere commitment by the faculty member to continued professional growth and achievement. Only assistant professors, associate professors, and professors who are normally employed full-time (as defined by Regents' Policies) by an institution are eligible for tenure. Faculty members with the rank of instructor, Lecturer or Senior Lecturer or with adjunct appointments shall not acquire tenure.

The term "full-time" is used in these tenure regulations to denote service on a one hundred percent workload basis for at least two of three semesters.

103.0402 Time Limitations

1. Tenure may be awarded upon recommendation by the President and approval by the Board of Regents upon completion of a probationary period of at least five years of full-time service at the rank of Assistant Professor or higher. The five-year period must be continuous except that a maximum of two years interruption because of a leave of absence or of part-time service may be permitted, provided, however, that no probationary credit for the period of an interruption shall be allowed. 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 University of West Georgia. Such credit for prior service shall be defined in writing by the President and approved by the Board of Regents at the time of the initial appointment at the rank of assistant professor or higher.

2. The maximum time that may be served at the rank of assistant professor or above without the award of tenure shall be seven years, provided, however, that a terminal contract for an eighth year may be proffered if an institutional recommendation for tenure is not approved by the President.
3. The maximum time that may be served in the combination of full-time instructional appointments as instructor or professorial ranks without the award of tenure shall be ten years, provided, however, that a terminal contract for an eleventh year may be proffered if an institutional recommendation for tenure is not approved by the President. The maximum period of time that may be served at the rank of full-time instructor shall be seven years.

4. Tenure or probationary credit towards tenure is lost upon resignation from the University of West Georgia or upon written resignation from a tenured position in order to take a non-tenured position at the University of West Georgia or upon 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 at the University of West Georgia. In the event such an individual is again employed as a candidate for tenure at the University of West Georgia, probationary credit for the prior service may be awarded in the same manner as for service at another institution.

103.0403 Specific Minimum Criteria for the Award of Tenure

1. **Teaching.** Same as criteria for promotion to Associate Professor
2. **Service to the Institution.** Same as criteria for promotion to Associate Professor
3. **Academic Achievement.** Same as criteria for promotion to Associate Professor
4. **Professional Growth and Development.** Same as criteria for promotion to Associate Professor
103.05 Curriculum Vitae

Candidates must submit a curriculum vitae appropriate to the candidate’s discipline.

103.06 Instruments for Evaluating Teaching

Evaluation of a faculty member's teaching should be continual because evaluation aids a faculty member in becoming more effective in the performance of his or her duties as well as offers evidence for promotion and/or tenure.

With the exception of USG ecore courses, the instrument of student evaluation is a standard form for all departments. For E-core courses, evaluations will be completed through the common instruments designed for that purpose, and made available by the University system for all such courses. All faculty teaching face-to-face and hybrid courses must use the Scantron form titled University of West Georgia / Student Evaluation of Instruction (SEI) for any class that has an enrollment of five or more students. Faculty teaching online courses must use either the Scantron form or online version of the University of West Georgia / Student Evaluation of Instruction for any class that has enrollment of 5 or more students. Courses that have fewer than five students must be evaluated but may use an alternative evaluation instrument, appropriate to the course upon approval of the department and dean of the college. All classes must be evaluated in the final 2 weeks of classes. Any college, department, or faculty member may add questions to the standard SEI form which makes the form apply to the unique qualifications of the specific area. In addition, a department or area may devise, administer, and tabulate the results of an evaluation form which is especially applicable to the specific area. The department chair shall use the results of the evaluation as a factor in determining annual merit raises and shall include the results of such an evaluation form in the dossier of each department member being considered for contract renewal, promotion, tenure, pre-tenure or post-tenure review. (In the case of a department chair being reviewed for promotion and/or tenure, the appropriate next highest supervisor shall assume responsibility for including the results of such evaluations in the dossier of the candidate.)

The faculty member should receive the forms from the department chair prior to the final two weeks of the course. They will be sorted by class and section number, with the correct number of forms per section, and placed in an envelope marked with an identifying label. The labels and proctor instructions are provided by the office of the Provost and Vice President for Academic Affairs. The evaluation instrument is to be delivered during the last two weeks of class, and it should be administered by a student or faculty proxy, not by the faculty member teaching the class, who should not be in the room while the evaluation is being administered. The instructions for the proctor are included in the envelope. Once the forms have been completed, the proctor shall turn them back in to the departmental office. The completed evaluation forms are not to be delivered to the instructor of the class. (If the office is closed during this time, the department chair and/or the instructor shall make arrangements for delivering the forms.)

At the end of the semester, these Scantron forms will be sent to Instructional Technology Services (ITS) for processing and returned to the department to file. Once the grades have been turned in by the instructor, he or she may review the data and open-ended comments of the
evaluations. The department chair will then file both parts of the evaluation in the departmental office and keep for complete records to support applications of tenure, promotion, and post-tenure review. Student evaluation forms shall be an official part of the administrative evaluation process. Other forms of evaluating teaching are supervisor evaluation and peer evaluation, which can be used as determined by the department.

103.0601 University of West Georgia/Student Evaluation of Instruction (SEI) - see next page
## Student-Centered Questions
1. I correctly utilized all required course texts and materials: 
   - Strongly Agree
   - Strongly Disagree
   - N/A
2. I regularly attended class: 
   - Strongly Agree
   - Strongly Disagree
   - N/A
3. I was punctual: 
   - Strongly Agree
   - Strongly Disagree
   - N/A
4. I was well-prepared for class: 
   - Strongly Agree
   - Strongly Disagree
   - N/A
5. I actively participated in all class activities: 
   - Strongly Agree
   - Strongly Disagree
   - N/A
6. If/When I struggled with course material, I sought help from the professor or from resources provided to me: 
   - Strongly Agree
   - Strongly Disagree
   - N/A
7. This course challenged my intellect: 
   - Strongly Agree
   - Strongly Disagree
   - N/A

## Discipline-Centered Questions
1. Class discussions and/or activities helped me to understand the subject matter: 
   - Strongly Agree
   - Strongly Disagree
   - N/A
2. Course assignments helped me to understand the subject matter: 
   - Strongly Agree
   - Strongly Disagree
   - N/A
3. Course content was presented effectively: 
   - Strongly Agree
   - Strongly Disagree
   - N/A
4. Required course texts and/or materials helped me to understand the subject matter: 
   - Strongly Agree
   - Strongly Disagree
   - N/A
5. Test content was representative of assigned material: 
   - Strongly Agree
   - Strongly Disagree
   - N/A
6. Tests and/or assignments required problem-solving, critical thinking, and/or creative thought: 
   - Strongly Agree
   - Strongly Disagree
   - N/A

## Instructor-Centered Questions
1. The instructor demonstrates knowledge of his/her discipline: 
   - Strongly Agree
   - Strongly Disagree
   - N/A
2. The instructor clearly explains course expectations: 
   - Strongly Agree
   - Strongly Disagree
   - N/A
3. The instructor clearly explains how students will be evaluated: 
   - Strongly Agree
   - Strongly Disagree
   - N/A
4. The instructor evaluates and returns tests and assignments in a reasonable period of time: 
   - Strongly Agree
   - Strongly Disagree
   - N/A
5. The instructor presents material in an organized manner: 
   - Strongly Agree
   - Strongly Disagree
   - N/A
6. The instructor communicates effectively: 
   - Strongly Agree
   - Strongly Disagree
   - N/A
7. The instructor demonstrates respect for students: 
   - Strongly Agree
   - Strongly Disagree
   - N/A
8. The instructor is receptive and responsive to the sharing of ideas during class discussions: 
   - Strongly Agree
   - Strongly Disagree
   - N/A
9. The instructor offers and is available for individual assistance: 
   - Strongly Agree
   - Strongly Disagree
   - N/A

## Additional Information Requested
1. **Student Classification**
   - Freshman-Sophomore
   - Junior-Senior
   - Graduate
2. **GPA**
   - Below 1.00
   - 1.00 to 1.99
   - 2.00 to 2.99
   - 3.00 to 3.99
   - 4.00
3. **Expected Grade**
   - A
   - B
   - C
   - D
   - F
4. **Taking course because it is required?**
   - Yes
   - No

Please complete the back also.
Instructor’s Name: ___________________________ Semester: ___________________________

Please comment on the course content, subject matter and the relevance of this course to your field of study.

1. What are the most important things you learned in this course?

2. How will you use the knowledge you gained in future classes and/or in your chosen profession?

3. Explain any positive changes you would like to see made to this course.

4. Comment specifically on the value of texts, class materials, assignments, and class activities.

5. Comment on the evaluation methods utilized—fairness, difficulty, ease, etc.

6. Comment on the instructor’s overall effectiveness as a teacher in his/her discipline.
University of West Georgia
EVALUATION BY DEPARTMENT CHAIR

(To be completed by the department chair for each member of the department at the close of the Spring Semester, or at the time he or she is being considered for promotion or tenure.

Name of faculty member________________________________________ Date ______________

Computer Code Symbol _________________________________________

SCALE:
A – To maximum degree practicable.
B – To a significant degree.
C – To some extent.
D – No.
E – Not applicable.

ACCEPTANCE OF COLLEGE ASSIGNMENTS (department and college)

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<td>1</td>
<td>He or she accepts departmental and college assignments willingly.</td>
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ATTITUDE

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<td>2</td>
<td>He or she acts in the best interests of the department and the college.</td>
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<td>3</td>
<td>He or she takes a professional attitude in human relations and personnel problems.</td>
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<td>4</td>
<td>His or her approach to problems is mature and reasonable.</td>
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COOPERATION

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<td>5</td>
<td>He or she assists colleagues and others with their problems.</td>
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<td>6</td>
<td>His or her suggestions and actions are constructive rather than destructive.</td>
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PERFORMANCE ON COLLEGE ASSIGNMENTS (department and college)

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<td>7</td>
<td>He or she performs his or her assigned departmental duties.</td>
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<td>8</td>
<td>He or she performs college-wide duties (committee assignments, etc.)</td>
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PROFESSIONAL BEHAVIOR AS IT RELATES TO HIS OR HER PROFESSIONAL ACTIVITIES AND THE GOALS AND NATURE OF THE INSTITUTION. (Department and campus)

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<td>9</td>
<td>He or she acts responsibly (see “Professional Ethics,” 109.03)</td>
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### FACTORS RELATING TO TEACHING EFFECTIVENESS

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<td>10</td>
<td>He or she displays enthusiasm which vitalizes his or her</td>
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<td>11</td>
<td>He or she displays skill and willingness to advise and consult</td>
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<td>with individual students.</td>
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<td>12</td>
<td>He or she follows the general policies of the</td>
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<td>department/objectives, etc.</td>
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Description of specific faculty assignments and services:

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

Other comments __________________________________________________________

________________________________________________________________________

Department Chair ______________________________________________________
104 Evaluation

104.01 Administrative Evaluation of Faculty

Board of Regents Policy Manual, Section 803.07 requires each institution to 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. (BR Minutes, 1979-80, p.50; 1983-84, p.36)

104.0101 Procedure

The following steps should be made a part of all faculty evaluation systems:
A. The immediate supervisor will discuss with the faculty member in a scheduled conference the content of that faculty member's annual written evaluation.
B. The faculty member will sign a statement to the effect that he or she has been apprised of the content of the annual written evaluation.
C. The faculty member will be given the opportunity to respond in writing to the annual written evaluation; this response will be attached to the evaluation.
D. The immediate supervisor will acknowledge in writing his or her receipt of this response, noting changes, if any, in the annual written evaluation made as a result of either the conference or the faculty member's written response. This acknowledgment will also become a part of the records.

104.0102 Merit Pay Criteria

A. The following shall be used as criteria for distribution of merit pay:
   1. Teaching
   2. Service to the Institution
   3. Academic Achievement and Professional Growth
   4. Other
B. Teaching should be given at least 40 percent weight. The other three criteria should be used with no less weight than 10 percent each. The department chair shall apply the weightings uniformly across the department. Members of the department and the dean of the college should be aware well in advance of pay time of the weightings which will be applied for purposes of merit.
C. The department chair should make a pay recommendation to the dean, both in the form of percentage and dollar increase proposed. The department chair may refer to promotion and tenure material in this Handbook for guidance or may use whatever other bases he or she deems appropriate. But these bases should be known to the faculty.
   1. After consultation with the dean, the department chair will notify faculty as to the salary increase being recommended from the dean's office to the Provost and Vice President for Academic Affairs. The department chair will justify the recommendation for each faculty member in writing.
104.02 Post-Tenure Review

104.0201

Beyond annual administrative review (see Section 104.01), Board of Regents Policy Manual 803.07 requires that each institution establish procedures to formally evaluate tenured faculty every five years, to provide recommendations recognizing and supporting effective performance, and to provide development strategies for areas of inadequate performance. The purpose of the post-tenure review "will be to examine, recognize and enhance the performance of tenured faculty members... focus on identifying opportunities for faculty that will enable them to reach their full potential in service to their institutions... and to ensure that their performance meets the expectations and needs of the institution..." (Board of Regents, April 10, 1996)

104.0202 General Policy Statement

The purpose of post-tenure review at the University of West Georgia is to review faculty every five years after the award of tenure and to yield accurate and useful information which will support high achievement among faculty and promote their continued professional development. Directed toward career development, this review is designed to provide a longer term perspective than is usually provided by the annual review. Post-tenure review provides both retrospective and prospective reviews of performance, taking into account that a faculty member probably will have different emphases at different points in his or her career. It is to be directed toward career development and to provide the perspective of multiple years of accomplishments and plans for development.

Each unit shall ensure that the criteria governing this review do not infringe on the academic freedom of faculty, including the freedom to pursue novel, unpopular, or unfashionable lines of inquiry. The review shall be carried out free of bias or prejudice by factors such as race, religion, sex, color, national origin, sexual orientation, ethnicity, age, disability, political affiliation, or veteran status.

Post-tenure review shall be faculty-driven and flexible enough to accommodate faculty with differing responsibilities and professional interests that reflect the mission of the University of West Georgia. The essential elements of such a peer-review process are that it shall take into account one's past progress and anticipated future as scholar, teacher, and colleague; provide a measure of accountability with regard to the performance of tenured faculty which goes beyond the annual review; be developmental in nature; assist faculty to continue to grow professionally; provide a structure by which this periodic evaluation it to take place; provide feedback and remediation recommendations for faculty found deficient in any area; allow faculty who were tenured prior to the institution of this review to select variable career paths or emphases under which they will be evaluated; provide faculty with timely and formal notification of any perceived deficiencies; and establish an appeal route for faculty who are aggrieved by either the substantive or procedural components of the review or the remediative process.

By thirty (30) days prior to the end of each Spring term, applicable departmental and/or college or library policies and procedures must be submitted to, reviewed and approved by the Provost and Vice President for Academic Affairs to assure compliance with university guidelines.
104.0203 General Implementation Procedures

All tenured faculty members for whom five or more years have passed since their last career review decision or personnel action took effect, must undergo post-tenure review. A faculty member on a leave of absence any time during the five year review period may delay the post-tenure review for up to one year.

A. Notification of faculty
   By 30 days prior to the end of each Spring term, the VPAA will provide to each college and the library a list of faculty scheduled for post-tenure review during the subsequent academic year. College deans and the Dean of Libraries, or their designees, will be responsible for notifying faculty of pending review, as well as a schedule for completion of such reviews.

B. Timetable for review.
   Each year the post-tenure reviews will be completed before the end of the Fall term.

104.0204 Criteria for Post-Tenure Review

Criteria to be utilized in conducting this review shall be fair and reasonable expectations consistent with the criteria and standards used in other reviews of faculty related to teaching, academic achievement, professional growth and development, and service to the institution. These will be considered in the context of stated expectations for performance developed by the department, college, and/or unit. These criteria shall also be consistent with the duties the faculty member was assigned through means customary for the unit for the period being reviewed and related to the mission of the institution. The weights or percentages given to different areas may differ according to the faculty member's professional role, rank and established goals, and any applicable college, library or university-wide policies. The criteria must be sufficiently flexible to accommodate faculty with differing responsibilities, to recognize that faculty members may contribute in different ways to the institution's mission over time, and to consider the cumulative impact of the faculty member's career as well as his or her performance during the previous five years.

Each unit shall ensure that the criteria governing post-tenure review do not infringe on the accepted standards of academic freedom of faculty.

In the case of tenured faculty serving in administrative capacities, allowances must be made for the responsibilities these individuals carry in the area of service to the institution.

104.0205 Documentation Required

Faculty undergoing post-tenure review must submit the following documentation to the Post-Tenure Advisory Committee:

1. Current curriculum vitae with accomplishments of the years under consideration highlighted.
2. Copies of annual performance reviews of the faculty member by his or her department chair or unit supervisor for the years under consideration.
3. Copies of the documentation prepared and submitted for consideration by the faculty member at the time of each of these annual reviews.
4. A statement prepared by the faculty member, not to exceed two pages in length, detailing
his or her accomplishments and goals for the period under review and projected goals for
the next five-year period.
5. Measures of teaching effectiveness including, but not limited, to a combination of written
student evaluations and peer evaluations.
6. Any additional documentation specified by unit, departmental or institutional policy.
7. Effective Fall 2018, dossiers must be submitted electronically in a format approved by
the Provost.

Consistent with library or college and university policies, review policies must specify the nature
of and the evaluative standards for evidence which will be used to support claims about faculty
activities.

Once submitted for consideration, the faculty member shall have supervised access at any time to
his or her review file. The faculty member shall also have the right to add material to this file,
including statements and additional documents, at any time during the review process.

104.0206 Formation and Operation of Post-Tenure Review Advisory Committee

A. This review shall be conducted by faculty peers with tenure who are able to render a fair and
objective assessment of the person being reviewed. If a significant conflict of interest exists,
no person with such a conflict may participate in post-tenure review recommendations,
advise of candidates, and/or preparation of materials. All personal and professional
conflicts of interest must be revealed and reviewed. Such conflicts of interest include, but are
not limited to, personal and professional interactions and relationships that would preclude
dispasionate and disinterested recommendations and correct, complete, and unbiased
participation in these matters. Spouses, immediate family members, and colleagues with an
intimate personal relationship with the candidate are explicitly prohibited from participation.
Each college and/or the library, as well as the University-wide Appeals Committee for Post-
Tenure Review, shall establish a process for removing a faculty member from the Post-
Tenure Review Advisory Committee(s) and shall establish criteria for assessing the
credibility of claims of bias if a person being reviewed has reason to believe that another
individual could not judge his or her case fairly.

B. When post-tenure review was first initiated in 1997, the College of Arts and Sciences elected
carry out this review at the department level, while the Colleges of Business and Education
and the Library elected for a college review. This determination may be amended by a secret
ballot vote of the respective faculties.

C. A Post-Tenure Review Advisory Committee or Post-Tenure Review Advisory Committees
consisting of at least three tenured faculty colleagues, selected by whatever means the faculty
members so determine, shall be established annually at the department, unit and/or college
level(s) in accordance with these votes.

D. Even if the faculty of a given unit (college or library) decides that department chairs or unit
supervisors can serve on Post-Tenure Review Advisory committees (for example, at the
University-wide Appeals Committee advisory level), under no circumstances shall anyone
who serves in a supervisory role to the individual being reviewed be permitted to serve on a
Post-Tenure Review Advisory committee reviewing that individual.

E. In each college and in the Library, the dean will be responsible for convening the initial
meeting of the elected committee or committees. At the initial meeting, the members of the
committee shall select one of its faculty members as chair. The chair will be a voting member of the committee.

F. Each committee shall meet at the call of its committee chair. At the initial meeting the committee chair shall review the applicable departmental, college, unit, and university policies and procedures governing post-tenure review so that committee members will be aware of these before any review process begins.

G. The documentation submitted by each faculty member shall be reviewed by committee members prior to committee meetings.

H. The merits of each faculty member undergoing post-tenure review will be discussed to the extent desired by a simple majority of committee members. In the event of disagreement about the value of scholarly performance, job performance, or service, the review may include the evaluations of external reviewers to provide a due process protection that ensures an unbiased appraisal. This panel of external reviewers will be generated by the faculty member under review and appropriate department chair or unit supervisor and include a minimum of three professors knowledgeable of the faculty member's field of expertise from both on and off campus. The panel will serve to ensure that scholarly written work or job performance is being fairly and accurately interpreted. Any department chair or unit supervisor may be called to discuss with the committee the qualifications of a person under review who holds rank in his or her department.

I. Voting on a colleague's status with regard to the post-tenure review shall be by secret ballot. Each faculty member being reviewed shall be evaluated as either satisfactory or unsatisfactory with regard to his or her overall accomplishments; to be adjudged as unsatisfactory faculty under review must receive votes of unsatisfactory from at least sixty percent (60%) of the voting members of the committee. Any person with an evaluation of unsatisfactory performance will be required to develop a three-year plan to address deficiencies (see section K.2 below).

J. The committee chair, in consultation with members of the Post-Tenure Review Advisory Committee, shall prepare a written evaluation for each candidate reviewed during post-tenure review. This evaluation must be signed by all members of the committee and must provide specific reasons for conclusions contained within it. It will report the consensus arrived at by the Post-Tenure Review Advisory Committee with regard to a faculty member's performance; address the faculty member's record of accomplishments and quality of contributions with regard to teaching, academic achievement, service, professional growth and development; clarify any areas needing improvement; and, where applicable, offer specific suggestions on what will be needed to improve performance. This evaluation must be written as clearly and collegially as possible. In the event that this evaluation differs from annual reviews, this evaluation shall state the exact reason(s) for this judgment. The chair of the Post-Tenure Review Advisory Committee shall give each faculty member being reviewed a copy of the committee's evaluation ten (10) working days prior to the deadline for submitting the committee recommendation to the appropriate department chair or unit supervisor; therefore, the person being reviewed has five (5) working days to prepare an appeal for reconsideration by the committee (see paragraph 104.0208, below).

K. Once any appeals to the Post-Tenure Review Advisory Committee(s) have been heard and acted upon, the committee chair will provide a copy of the committee's final evaluation to the faculty member being reviewed and to the appropriate department chair or unit supervisor. The faculty member, if he or she desires, will have an opportunity to prepare a written response to the Post-Tenure Review Advisory Committee's evaluation. Such a response shall be received by the chair of the Post-Tenure Review Advisory Committee within five (5)...
working days after the date the committee's final evaluation is received by the faculty member under review. It will be the responsibility of the appropriate dean to preserve the original ballots of rankings and to keep these on file for a period of six (6) years.

A copy of the post-tenure review advisory committee's evaluation and any written response to it by the evaluated faculty member shall then be sent to the administrative office at least one level above the faculty member's administrative unit. The same material shall also be placed in the faculty member's personnel file at the departmental level. The department shall also preserve in the faculty member's personnel file all documents, other than documents like publications that are readily available elsewhere, that played a substantive part in the review.

1. If the review reveals stellar performance, a faculty member shall receive recognition for his or her achievements through institutional policies and procedures already in place for acknowledging and rewarding meritorious achievement (e.g. merit pay, study and research leave opportunities, other opportunities consistent with his or her career goals and objectives and Board of Regents policy).

2. If areas needing improvement have been identified, the department chair and faculty member shall jointly develop a formal plan for faculty development that includes clearly-defined and specific goals or outcomes, an outline of activities to be undertaken, a timetable within which goals or outcomes should be accomplished, and an agreed-upon strategy and criteria for monitoring progress. The faculty member's department chair and the appropriate dean are jointly responsible for arranging for appropriate funding for the development plan, if required. The department chair or unit supervisor is responsible for forwarding a copy of the faculty development plan resulting from a post-tenure review to the appropriate dean by the end of the academic year in which the review was conducted.

a. The faculty member's department chair or unit supervisor is responsible for monitoring the progress of faculty members engaging in a faculty development plan to remedy deficiencies identified in a post-tenure review. A progress report, which will be included in the annual review, will be forwarded each year to the appropriate dean. When the objectives of the faculty development plan designed to deal with specified deficiencies have been met as determined by the department chair or unit supervisor, the department chair or unit supervisor shall make a final report to the appropriate dean.

b. It is the responsibility of the department chair or unit supervisor to determine, after a period of three years from the academic term in which the development plan is agreed upon, whether or not a faculty member whose performance was deemed unsatisfactory in the post-tenure review has been successful inremedying deficiencies identified in the review. He or she will report that finding to the appropriate dean. The university will then proceed in accordance with options available as specified by University and Board of Regents policy and procedures.

104.0207 Review of Chair or Supervisor

When a department chair or unit supervisor is under consideration for post-tenure review, the Post-Tenure Review Advisory Committee shall review the faculty member's file and make, in writing, a satisfactory or unsatisfactory evaluation to the appropriate dean. In the event deficiencies are noted which require the development of a three-year plan, the appropriate dean will be responsible for developing the plan for faculty development and monitoring the progress of the faculty member engaged in this plan with the assistance of the Provost and Vice President
for Academic Affairs. Administrators other than department chairs or unit supervisors who are tenured will not undergo post-tenure review unless or until they return to a faculty role with little or no administrative responsibilities. Any administrator returning to a faculty role with little or no administrative responsibilities is to be reviewed five years after returning and reviews shall continue at five-year intervals unless interrupted by a further review for promotion. In the post-tenure review of a department chair or other faculty member with an administrative assignment, provision must be made for his or her activities in that area. Those with administrative responsibilities will still be subject to policy and procedures regarding administrative evaluation (see, for example, Sections 104.03 and 104.04).

104.0208 Appeal for Reconsideration

The first appeal shall be directed to the committee(s), which originally conducted the faculty member's post-tenure review. Within fifteen (15) working days of receipt of an appeal, the committee(s) shall carefully re-evaluate the faculty member's file in light of the written appeal. This evaluation shall be made in accordance with the procedure established for initial consideration and shall replace this party's previous evaluation of the faculty member. If, upon re-examination of the case, the original review committee(s) see(s) no reason to alter its/their recommendation(s), the faculty member may appeal within thirty (30) working days to the University-wide Appeals Committee for Post-Tenure Review.

By March 1 of each year, the Provost and Vice President for Academic Affairs will notify in writing the deans of the College of Arts & Sciences, the College of Business, and the College of Education, and the Dean of Libraries that nominees must be solicited from among the tenured faculty in each of these units and that a university-wide election must take place by the end of the Spring term to select tenured faculty from each unit to constitute a University-wide Appeals Committee for Post-Tenure Review to hear any post-tenure review appeals. Seven duly elected tenured faculty members, apportioned as follows, will constitute the University-wide Appeals Committee for Post-Tenure Review:

- College of Science and Mathematics: 1
- College of Social Science: 1
- College of Arts and Humanities: 1
- Richards College of Business: 1
- College of Education: 1
- School of Nursing: 1
- The Ingram Library: 1

The Provost and Vice President for Academic Affairs shall be responsible for calling the initial meeting of this committee. At the initial meeting, the members of the committee shall elect one of its faculty members as chair, who will be a voting member of the committee.

The committee shall meet at the call of its committee chair. The committee chair shall review the applicable departmental, college, library and university policies and procedures governing post-tenure review so that committee members will be aware of these before any review process begins.
Any faculty member appealing for reconsideration shall state in writing the grounds for his or her request and shall include in this appeal such additional material as is pertinent.

The documentation submitted by each faculty member, including that regarding the grounds for his or her appeal, shall be reviewed by committee members prior to committee meetings.

Within fifteen (15) working days of receipt of an appeal, the University-wide Appeals Committee for Post-Tenure Review shall carefully evaluate the faculty member's file in light of the written appeal. This evaluation shall be made in accordance with the procedure established for initial consideration (e.g., voting on a colleague's status with regard to the post-tenure review shall be by secret ballot; each faculty member being reviewed shall be evaluated as either satisfactory or unsatisfactory with regard to his or her overall accomplishments; to be adjudged as unsatisfactory, faculty under review must receive votes of unsatisfactory from at least sixty percent (60%) of the voting members of the committee). The committee chair, in consultation with the other members of the University-wide Appeals Committee for Post-Tenure Review shall prepare a written evaluation for each faculty member reviewed on appeal during post-tenure review. This evaluation must be signed by all members of the committee and must provide specific reasons for conclusions contained within it. It should report the recommendation arrived at by the University-wide Appeals Committee for Post-Tenure Review with regard to a faculty member's performance; address the faculty member's record of accomplishments and quality of contributions with regard to teaching, academic achievement, service and professional growth and development; clarify any areas needing improvement; and, where applicable, offer specific suggestions on what will be needed to improve performance. This evaluation must be written as clearly and collegially as possible. This evaluation shall take precedence over the previous evaluation of the faculty member. The evaluation of this committee shall be forwarded to the faculty member under review, the appropriate department chair or unit supervisor, the appropriate dean, and the Provost and Vice President for Academic Affairs.

104.0209 Right to Redress

(See Policies and Procedures Manual, Article V, Section 3)

104.0210 Reconsideration Clause

At the end of the three-year phase-in period, this policy and these procedures must be reviewed and reconsidered by the Faculty and Administrative Staff Personnel Committee and the Faculty Senate to determine its effectiveness. Modifications will be considered prior to the implementation of post-tenure reviews in Academic Year 1998-1999.

104.03 Faculty Evaluation of Departmental Administrative Personnel

To provide the faculty and administration with information on the performance of departmental administrative personnel, a periodic evaluation is established.

104.0301 Procedure.

An evaluation of the department chair shall be conducted by the department at least once every three years (except that new department chairs shall not be evaluated their first year in office).
The form of evaluation (written, oral, group, etc.) and the procedure to be used shall be determined by the departmental members, reviewed by the department chair, and approved by the dean. The form and procedure shall meet the following guidelines:

1. All evaluators will feel free to be candid without fear of repercussion.
2. The faculty of that department, the department chair and the dean will be made privy to the information, and these parties will not divulge the contents except at the discretion of the dean.
3. The dean will keep the results of the last three evaluations of a particular department chair.
Personnel Evaluation Questionnaire
University of West Georgia

Individual Under Review _______________________________ Date ____________

Position ____________________________________________
On the average I have contact with this person: Daily □ Weekly □ Bimonthly □ Occasionally □

I am: A Student □ A Faculty Member □ An Administrator □ A Staff Member □ Other □

Return this completed form to:_________________________________________

Instructions:
Listed below are a number of statements which describe the behavior of administrators and professional personnel. Rate this person on each of these items by marking the appropriate response. In making your rating, compare the person with other administrators you have known. There is, of course, a great diversity among the types of professional positions, and some of the statements below may be more fitting for some positions than others. If you feel that an item is not applicable (N.A.) in describing the person’s behavior or position, place a mark in the blank to its left. If you do not have sufficient information to evaluate the person, please mark the ‘O’ response of ‘Do Not Know’. Please respond to all of the items.

CODE

0-Do Not Know  1-Low  2-Below Average  3-Average  4-Above Average  5-High

Evaluate the person named above in terms of the degree to which he or she:

SCALE I. COMMUNICATIONS AND INFORMATION

___ N.A.

___ 1. Communicates with you in a timely and responsive manner. 0 1 2 3 4 5
___ 2. Has sufficient contact with you. 0 1 2 3 4 5
___ 3. Is duly sensitive to your needs for information. 0 1 2 3 4 5
___ 4. Writes letters and makes statements that seldom need clarification. 0 1 2 3 4 5
___ 5. Conveys a sense of caring and concern for the needs and problems of students, faculty and associates. 0 1 2 3 4 5
___ 6. Displays a sensitivity to the feelings of students, faculty and associates. 0 1 2 3 4 5
___ 7. Conducts effective conferences and interviews. 0 1 2 3 4 5
___ 8. Displays the ability to give constructive criticism in a positive manner. 0 1 2 3 4 5
___ 9. Has good rapport with students, faculty and associates. 0 1 2 3 4 5
___ 10. Works well with students, faculty and associates to achieve common goals. 0 1 2 3 4 5
___ 11. Needs to improve communication skills. Yes ____  No ____

If yes, explain in what way(s) ________________________________________________

CODE
### SCALE II. PLANNING, OPERATIONS, AND ACTION

<table>
<thead>
<tr>
<th>No.</th>
<th>Description</th>
<th>Code</th>
</tr>
</thead>
<tbody>
<tr>
<td>12</td>
<td>Plans ahead for those activities under his or her jurisdiction.</td>
<td>0 1 2 3 4 5</td>
</tr>
<tr>
<td>13</td>
<td>Keeps goals up-to-date and clearly stated.</td>
<td>0 1 2 3 4 5</td>
</tr>
<tr>
<td>14</td>
<td>Makes time for planning by delegating routine work.</td>
<td>0 1 2 3 4 5</td>
</tr>
<tr>
<td>15</td>
<td>Initiates action towards defined goals</td>
<td>0 1 2 3 4 5</td>
</tr>
<tr>
<td>16</td>
<td>Perseveres in the face of frustrations and obstacles to accomplish difficult</td>
<td>0 1 2 3 4 5</td>
</tr>
<tr>
<td></td>
<td>goals</td>
<td></td>
</tr>
<tr>
<td>17</td>
<td>Completes detailed and routine tasks effectively</td>
<td>0 1 2 3 4 5</td>
</tr>
<tr>
<td>18</td>
<td>Establishes uniform procedures where appropriate</td>
<td>0 1 2 3 4 5</td>
</tr>
<tr>
<td>19</td>
<td>Encourages initiative and performance by delegating tasks effectively to</td>
<td>0 1 2 3 4 5</td>
</tr>
<tr>
<td></td>
<td>others</td>
<td></td>
</tr>
<tr>
<td>20</td>
<td>Can anticipate potential problems which may develop when plans do not</td>
<td>0 1 2 3 4 5</td>
</tr>
<tr>
<td></td>
<td>work out in practice</td>
<td></td>
</tr>
<tr>
<td>21</td>
<td>Shows resourcefulness and imagination in finding answers to problems</td>
<td>0 1 2 3 4 5</td>
</tr>
<tr>
<td></td>
<td>Other: __________________________________________________________________</td>
<td></td>
</tr>
<tr>
<td>22</td>
<td>Needs to improve in planning, operations and action</td>
<td>Yes No</td>
</tr>
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If yes, explain in what way(s) ____________________________

### SCALE III. DECISION MAKING AND PROBLEM SOLVING

<table>
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<th>Description</th>
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<tbody>
<tr>
<td>23</td>
<td>Makes sound and timely decisions</td>
<td>0 1 2 3 4 5</td>
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<tr>
<td>24</td>
<td>Gathers pertinent facts before acting</td>
<td>0 1 2 3 4 5</td>
</tr>
<tr>
<td>25</td>
<td>Applies policy consistently and fairly</td>
<td>0 1 2 3 4 5</td>
</tr>
<tr>
<td>26</td>
<td>Consults with others on important decisions</td>
<td>0 1 2 3 4 5</td>
</tr>
<tr>
<td>27</td>
<td>Is skilled in participatory decision making</td>
<td>0 1 2 3 4 5</td>
</tr>
<tr>
<td>28</td>
<td>Approaches problem solving on systematic basis</td>
<td>0 1 2 3 4 5</td>
</tr>
<tr>
<td>29</td>
<td>Is able to cope with unanticipated events</td>
<td>0 1 2 3 4 5</td>
</tr>
<tr>
<td>30</td>
<td>Recognizes and utilizes the special talents of others as an aid to solving</td>
<td>0 1 2 3 4 5</td>
</tr>
<tr>
<td></td>
<td>problems</td>
<td></td>
</tr>
<tr>
<td>31</td>
<td>Understands the college well enough to refer matters to the proper offices</td>
<td>0 1 2 3 4 5</td>
</tr>
<tr>
<td></td>
<td>for effective action</td>
<td></td>
</tr>
<tr>
<td>32</td>
<td>Acts with deliberateness and common sense under stress</td>
<td>0 1 2 3 4 5</td>
</tr>
<tr>
<td></td>
<td>Other: __________________________________________________________________</td>
<td></td>
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<tr>
<td>33</td>
<td>Needs to improve decision-making and problem-solving skills</td>
<td>Yes No</td>
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If yes, explain in what way(s) ____________________________

**CODE**

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<td>Below Average</td>
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<td>Average</td>
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### SCALE IV. PLANNING, OPERATIONS, AND ACTION

___ N.A.

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<th></th>
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<tr>
<td>34</td>
<td>Establishes rapport easily and is approachable for counsel</td>
<td>0 1 2 3 4 5</td>
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<td>35</td>
<td>Is receptive to constructive suggestions for changes</td>
<td>0 1 2 3 4 5</td>
</tr>
<tr>
<td>36</td>
<td>Gives credit to others for their contributions</td>
<td>0 1 2 3 4 5</td>
</tr>
<tr>
<td>37</td>
<td>Fosters morale and instills co-workers with a sense of enthusiasm, purpose and direction</td>
<td>0 1 2 3 4 5</td>
</tr>
<tr>
<td>38</td>
<td>Works well with committees</td>
<td>0 1 2 3 4 5</td>
</tr>
<tr>
<td>39</td>
<td>Inspires confidence in his or her personal integrity and professionalism</td>
<td>0 1 2 3 4 5</td>
</tr>
<tr>
<td>40</td>
<td>Is fair and impartial in rendering decisions affecting students, faculty and associates</td>
<td>0 1 2 3 4 5</td>
</tr>
<tr>
<td>41</td>
<td>Is skilled in those specialties demanded by his or her assignment</td>
<td>0 1 2 3 4 5</td>
</tr>
<tr>
<td>42</td>
<td>Demonstrates a clear understanding of the role and scope of his or her assignments and authority</td>
<td>0 1 2 3 4 5</td>
</tr>
<tr>
<td>43</td>
<td>Compared with other administrators and professional at UWG, is (1) one of the worst, (2) below average, (3) average, (4) above average, (5) one of the best Other: ____________________________________________</td>
<td>0 1 2 3 4 5</td>
</tr>
<tr>
<td>44</td>
<td>Needs to improve personal and human relations skills</td>
<td>Yes ____ No ____</td>
</tr>
</tbody>
</table>

If yes, explain in what way(s) ____________________________________________
104.04 Evaluation of Academic Deans

104.0401 General Policy Statements

The Provost shall conduct annual reviews and periodic evaluations of academic Deans.

A. Purpose

The purpose of this policy is to:

1. Guide the Provost in carrying out his or her responsibilities with regard to appointing, renewing, and/or terminating Deans of academic units, and to facilitate the professional development of those Deans.

2. Ensure that faculty and staff participate in the evaluation of their academic Deans.

3. Ensure Deans are afforded due process in the evaluation.

4. Afford all appropriate constituencies the opportunity to provide input.

5. Clarify the process of assembling the Review Committee, and the procedures for how it shall conduct the periodic evaluation.


B. Definitions

1. For the purposes of this policy, an Academic Dean is one who carries a title of Dean, bears responsibility for an academic unit containing faculty members, and reports to the Provost.

2. In Sections 104.04, 104.05, and 104.06, a unit refers to a college, school, or the library.

104.05 Annual Reviews of Deans

104.0501 General Policy Statement

The Provost shall review the performance of Deans reporting to him or her annually. The following characteristics of that process shall be common to all units.

104.0502 Procedures
A. Interval of Annual Review: before the conclusion of each fiscal year.

B. Purpose and Objectives: the purpose of annual reviews of Deans is to improve the effectiveness of the unit administered, including its contribution to the effectiveness of other units and the institution as a whole. The overall objectives are:

1. To review goals and accomplishments of the Dean and unit supervised, especially as these relate to the continuing mission and strategic goals of the institution.

2. To review the Dean’s job description and responsibilities, as well as the organization of the unit.

3. To review the level of resources and other support provided to the Dean and unit.

4. To discuss concerns and opportunities and to plan for changes that may be warranted or desirable.

C. Components of the Annual Review:

1. *Feedback.* The Provost shall direct the annual review process. Faculty members and staff, whenever possible, may be asked to provide input.

2. *Self report.* Each Dean under review shall provide the Provost a brief written report:
   a. Listing initiatives and professional activities undertaken during the review period.
   b. Listing achievements, areas in need of improvement, and efforts related to those areas, as well as future plans and goals for the unit.
   c. Indicating any changes that seem warranted in the Dean’s job description.
   d. Including a contextualization of the operation of the unit within the larger framework of the university.

3. *Conference with the Provost.* The conference will be an occasion to discuss the feedback received, the Dean’s and the Provost’s views, and future plans and goals for the unit.

4. *Dean’s Annual Review Letter.* The Annual Review Letter shall be shared with the Dean and placed in his or her personnel file. The Dean may issue a written response to this document, which shall also be retained in the file.

104.06 Periodic Evaluations of Deans

104.0601 General Policy Statement

Procedures for the periodic evaluation of Deans shall be guided by three essential principles: shared governance, impartiality, and transparency. The procedures enumerated below seek to realize these principles.
A. Interval of Periodic Evaluation:

The first periodic evaluation of an academic Dean shall cover a full three-year period occurring in the Dean’s fourth year of appointment. Thereafter, periodic evaluations shall cover a full four-year period and occur every five years. All periodic evaluations begin in the Fall semester and conclude in the Spring semester of one academic year. Credit for service as an Interim Dean shall be determined by the Provost in consultation with the Dean at the time of permanent appointment. After the first periodic evaluation the Provost may initiate an evaluation of a Dean at any time, but shall explain its necessity and appropriateness. Refer to Table 1 below for a sample periodic evaluation sequence.

Table 1. Sample Periodic Evaluation Sequence.

<table>
<thead>
<tr>
<th>Appointment Year</th>
<th>Academic Year</th>
<th>Evaluation Year</th>
<th>Evaluation Review Period</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2011-2012</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>2012-2013</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>2013-2014</td>
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<td>5</td>
<td>2015-2016</td>
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<td>6</td>
<td>2016-2017</td>
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</tr>
<tr>
<td>7</td>
<td>2017-2018</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

B. Purpose and Objectives:

1. To provide the faculty and administration with information on the performance of academic Deans who report to the Provost, both annual reviews and periodic evaluations shall be practiced.

2. The periodic evaluation will help guide the Provost in carrying out his or her responsibilities with regard to appointing, renewing, and/or terminating Deans of academic units and facilitate the professional development of those Deans.

3. To this end, a Review Committee shall be charged with collecting information about the performance of an academic Dean. Findings of the Review Committee shall supplement information from other sources (e.g., Annual Review Letters, unit financial documents) to provide the Provost with a comprehensive record of the Dean’s performance.

C. Timeline of Evaluation:
1. The Provost shall notify the Dean of the pending evaluation and appoint the Chair of the Review Committee in the Fall semester.

2. Within five working days of receiving the Provost’s notification, the Dean under evaluation notifies the faculty and staff of his or her unit of the pending evaluation.

3. Within five working days of receiving the Provost’s appointment, the Chair of the Review Committee shall call for the election of six faculty members from within the unit led by the Dean. Refer to section 104.0601(D)(3) for guidance on the manner in which the Review Committee members shall be elected.

4. The Review Committee will provide its Evaluation Report to the Dean no later than February 28th of the academic year during which the evaluation is conducted.

5. The Dean has the right to review and respond to the Review Committee’s Evaluation Report no later than March 28th.

6. The Review Committee’s Evaluation Report and the Dean’s response shall be forwarded to the Provost no later than March 30th.

7. The Chair of the Review Committee presents the results of the Dean’s Evaluation Report to the faculty of the Dean under evaluation no later than April 30th.

8. In the event that the dates in this timeline fall on a weekend or holiday, the documents are due the following business day.

D. Composition of Review Committee:

1. The Review Committee will be composed of seven members.

2. A Review Committee Chair, who is a senior faculty member from outside the unit led by the Dean being evaluated. The Provost shall appoint the Review Committee Chair. The Chair of the Review Committee shall receive one course reassigned time.

3. Six faculty members from within the unit led by the Dean, one of which must be a department chair. The faculty governance body from the unit led by the Dean under evaluation determines the manner in which the committee members shall be elected. In the case of a unit that does not have an elected faculty governance body, the faculty at large of the unit determine the manner in which the committee members shall be elected.

4. The Provost and the Dean under evaluation shall have the right to object to the inclusion of a member of the committee. Both parties shall each be allowed only one objection.

5. No person with a conflict of interest may serve as a member of the Review Committee. All personal and professional conflicts of interest must be revealed to and reviewed by the Review Committee Chair prior to the selection of faculty to serve on the Review Committee. Such conflicts of interest include, but are not limited to, personal and professional interactions and relationships that would preclude dispassionate, disinterested, correct, complete, and unbiased participation in these matters. Spouses,
immediate family members, and colleagues with an intimate personal relationship with the Dean are explicitly prohibited from participation.

E. Review Committee Procedures:

1. The Review Committee meets with the Provost and then with the Dean to be evaluated. At these meetings, the Review Committee:
   a. Outlines the timeline for review and the evaluation criteria.
   b. Requests relevant information to be considered during the evaluation. At this time, the Provost and the Dean may specify topics, questions, or concerns for the Review Committee to consider in making its evaluation, as well as particular individuals whose input would contribute to a complete review.
   c. Informs the Provost and the Dean of:
      1. Their right to object to one member of the Review Committee, which shall trigger the search for a new member.
      2. The right to communicate with the Review Committee throughout the evaluation process. That is, the Committee must guarantee the Provost and the Dean the right to provide input at any time during the evaluation.

2. The Review Committee shall notify the faculty of the Dean under review of the procedures guiding the evaluation process and how the principles of shared governance, impartiality, and transparency shall be realized.
   a. The notification shall include information about data collection, administration of the Dean Evaluation Questionnaire, how the identity of participants will be protected from unnecessary disclosure to the extent allowed by applicable law, and the Review Committee’s guarantee to grant full access to anyone wishing to provide input at any time during the evaluation, unless a significant conflict of interest can be demonstrated.
   b. Among its procedures, the Review Committee must administer the Dean Evaluation Questionnaire to the Dean’s constituency. The Dean’s constituency shall include, but not be limited to, Vice Presidents, Deans, Directors, the faculty and staff of the unit, the faculty governance body of the unit, and any other individuals who interact with the Dean on a regular basis.
   c. In addition to the Dean Evaluation Questionnaire, the Review Committee shall gather information related to the topics, questions, and concerns noted by the Provost and Dean in their initial meetings.

F. Components of the Evaluation:

1. Evaluation Criteria

The evaluation criteria should be based on the duties specified in Article III, Section 2 of the Policies and Procedures of the University of West Georgia and the By Laws of the unit of the Dean under evaluation.
2. Evaluation Report

The Review Committee shall produce an Evaluation Report of its findings, which shall be descriptive in nature. The Evaluation Report shall not include interpretations of the findings, nor recommendations regarding personnel actions; however, the Review Committee may synthesize the data they collect relative to the evaluation criteria, to include the authority to edit, shorten, paraphrase or select qualitative comments as exemplary for presentation in the report. All of the comments received shall remain anonymous and shall be presented to the Provost in an appendix, in order that the unbiased nature of the synthesis can be verified. The full Evaluation Report shall remain in the Office of the Provost for the length of time mandated by BOR Standards and may be obtained by individual request.

The Evaluation Report shall include, but not be limited to, the following sections:

Introduction
   a. Purpose of the evaluation.
   b. Description of how the principles of shared governance, impartiality, and transparency have been realized through the process.
   c. Description of the procedures that guided the composition of the Review Committee.
   d. Disclosure of conflicts of interest, if any, and how they were handled.
   e. Discussion of the timeline of the evaluation.

Methodology
   a. Data collection efforts (e.g. description of the Dean Evaluation Questionnaire, distribution methods, response rate).
   b. Procedures to protect the identity of participants from unnecessary disclosure to the extent allowed by applicable law.

Results
   a. Descriptive analysis of data from the Dean Evaluation Questionnaire.
   b. Descriptive summary of additional data collected to include interviews with dean’s peers, supervisors, and relevant external community when useful).

Conclusion
   a. Purpose of the evaluation (briefly revisited).
   b. Timeline for the next periodic evaluation, per guidelines in Table 1 in Section 104.0601.

G. Post-Evaluation Conference with the Faculty. The Chair of the Review Committee shall present the Evaluation Report (minus the appendix) to the faculty of the unit no later than April 30th.

104.0602 Dean Evaluation Questionnaire

The Review Committee shall use the following questionnaire to evaluate the Dean. However, each unit may include additional context-specific items to the instrument. Additional items must be placed at the end of the questionnaire in a new section labeled Unit Specific Items.
Please tell us, what is your role at UWG?

A. Faculty Member and/or Faculty Administrator  
B. Staff Member

Your responses may be quoted in the full report, but only anonymously and as part of aggregated data.  

In your role as administrator, faculty, or staff, please rate the Dean’s unit on the following questions related to leadership, faculty and program development, fairness and ethics, communication, and administration. Please use the following scale to help with your answer:

0 = Unable to Judge; 1 = Strongly Disagree; 2 = Disagree; 3 = Somewhat Disagree; 4 = Neither Disagree Nor Agree; 5 -Somewhat Agree; 6 = Agree; 7 = Strongly Agree

If you have insufficient experience to make an informed judgment, please choose “Unable to Judge.”

Leadership
The Dean…
1. articulates a clear vision for the future of the unit.
2. involves the faculty in developing plans for the unit.
3. demonstrates a commitment to intellectual integrity and the pursuit of knowledge.
4. demonstrates administrative leadership of the unit.
5. is a professional role model for the unit.
6. weighs the opinions of all segments of the unit.

Faculty and Program Development
The Dean…
7. promotes a favorable environment for individual faculty development.
8. emphasizes teaching in consideration of tenure, promotion, and merit raises.
9. emphasizes service in consideration of tenure, promotion, and merit raises.
10. emphasizes professional growth and development in consideration of tenure, promotion, and merit raises. (Note: each unit should adapt item #10 to reflect its P & T standards. For example, replace the term “professional growth and development” with “scholarship.”)
11. encourages creative approaches to teaching, research, and program development.
12. is responsive to the educational needs of the region when developing new programs.
13. supports student learning outcomes in work related to faculty and program development.

Fairness and Ethics
The Dean…
14. treats all members of the unit fairly irrespective of age, race, color, religion, sex, national origin, sexual orientation, disability, or veteran status.
15. respects views that are contrary to his or her own views.
16. exhibits high ethical standards in his or her official duties.
17. strongly encourages high ethical professional standards for all members of the unit.
18. exercises sound judgment in matters relating to faculty promotion and tenure.
19. exercises sound judgment in matters relating to staff hiring and promotion.
20. arbitrates disputes among faculty, staff, and department heads fairly.
21. affords departments opportunities to explain their resource needs.
22. affords all members of the unit opportunities to explain their individual needs and concerns.

Communication
The Dean…
23. welcomes constructive criticism from all members of the unit.
24. creates an environment where individuals are free to communicate without concern of rejection or reprisal.
25. provides feedback in a constructive manner.
26. is well-informed about my department’s accomplishments, challenges, and future plans.
27. communicates changes affecting all the members of the unit in a timely manner.
28. recognizes and expresses appreciation for the accomplishments of all members of the unit.
29. fosters and maintains positive external relationships.

Administration
The Dean…
30. uses administrative procedures that are clear and unambiguous for promotions, tenure, merit raises, leave, and other personnel actions.
31. exercises sound judgment in appointing associate and assistant Deans.
32. attends to administrative matters in a timely fashion.
33. conducts productive meetings.
34. handles concerns from all members of the unit well.
35. makes administrative decisions that facilitate improvement of the undergraduate programs.
36. makes administrative decisions that facilitate improvement of graduate programs.
37. integrates planning, assessment, and budgeting when making decisions.
38. is transparent about the unit’s budget.
39. makes evidence-based decisions.
40. is a team player.

Open Ended Items
41. In your opinion, what are the Dean’s strengths and/or contributions?
42. In your opinion, what are the Dean’s weaknesses?
43. Please present any further comments you think would be helpful to the Dean in carrying out the academic mission of the school.
44. Please present any further comments you think would be helpful to the Provost.

Unit Specific Items
Units may use Likert scale or open-ended items; regardless, the items should begin with number 45. Units that opt to use a Likert scale must employ the same response options used in items 1-40.

105 Procedures for Removal of Faculty Members
(see Article V. Section 3, UWG Statutes)

105.01 The President may at any time remove any faculty member for cause. Cause 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 by-laws 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.)

105.02 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:

105.0201 Discussion between the faculty member and appropriate administrative officers looking toward a mutual settlement.

105.0202 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, however, be binding upon the President.

105.0203 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.

105.0204 A statement of charges, if requested by the faculty member, framed with reasonable particularity by the President or his or her designated representative.

105.03 Provision for Hearing Committee

105.0301 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.

105.0302 The hearing committee shall consist of not less than three or more than five impartial faculty members appointed by the Faculty and Administrative Staff Personnel Committee (or its equivalent) from among the members of the entire faculty (as defined by the Board of Regents Policy Manual).

105.0303 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 which selected them either at his or her discretion or upon the request of the President or the faculty member who is subject to dismissal.

105.0304 When the Hearing Committee is called into session, it shall elect a chair from among its membership. A 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, 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 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 or 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.

105.04 Dismissal Procedures
In all instances where a hearing is requested, the following hearing procedures shall apply:

105.0401 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 or 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;

105.0402 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.

105.0403 During the proceedings, the faculty member and the administration shall be permitted to have an academic advisor and/or counsel of his or her choice. The Hearing Committee will be permitted to have advisory counsel.

105.0404 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.

105.0405 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.

105.0406 An oath or affirmation shall be administered to all witnesses by any person authorized by law to administer oaths in the State of Georgia.

105.0407 The Hearing Committee may grant adjournments to enable either party to investigate evidence as to which a valid claim of surprise is made.

105.0408 The faculty member and the administration shall be afforded a reasonable opportunity to obtain necessary witnesses and documentary or other evidence.
105.0409 The faculty member and the administration will have the right to confront and cross-
   examine all witnesses. When 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 his or her statement and, if possible, provide for interrogatories.

105.0410 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.

105.0411 The findings of fact and the decision of the Hearing Committee will be based solely on
   the hearing record.

105.0412 Except for such simple announcements as may be required over the time of the hearing
   and similar matters, public statement 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.

105.0413 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 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 the
   supporting reasons. The President may or may not follow the recommendations of the
   committee.

105.0414 After complying with the foregoing procedures, the President shall send an official
   letter to the faculty member notifying him or her of his or 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 or she may appeal to the Board
   of Regents for review. The appeal shall be submitted in writing to the Executive Secretary of the
   Board within twenty (20) days following the decision of the President. It shall state the decision
   complained of and the redress desired. The Board or a committee of the Board shall investigate
   the matter thoroughly and render its decision thereon within sixty (60) days from the date of the
   receipt of the appeal or from the date of any hearing which may be held thereon.

105.0415 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 by action of the Board of Regents, he or she shall be compensated from the
   date of suspension.

106 Right to Redress
107 Dispute Resolution and Grievance Procedures

The University of West Georgia recognizes the value of constructive dispute resolution. Faculty, staff, and students at the University of West Georgia are encouraged to seek resolution of any conflict through informal discussion with those persons involved. If such informal efforts do not resolve the dispute, the parties may choose to utilize the Office of the Ombuds (see section 107.01), the services of the Alternative Dispute Resolution (ADR) Program (see section 107.02) and/or may pursue resolution of disputes through established Grievance Procedures (see section 107.03).

107.01 Office of the University Ombuds

The Office of the Ombuds has been established to provide an accessible, informal channel of communication to facilitate non-adversarial means of dispute resolution and to promote conflict management and cooperation throughout the University community. The office will work to resolve concerns, complaints and questions about University policies, procedures and practices in a neutral, impartial and confidential manner.

In their dealings with visitors (i.e. faculty, staff and students), Ombuds staff will act with integrity and will advocate, not for any individual, but for fairness, equitable treatment, and respect throughout the University community. Ombuds staff shall be properly trained and will adhere to the Code of Ethics and Standard Operating Practices of the International Ombudsman Association.

107.0101 Purpose and Scope

The University Ombuds Office is an independent source of assistance to faculty, staff and students who seek guidance in dealing with problems, issues and conflicts. The office works outside the formal organizational structure of the University to resolve concerns and complaints. Ombuds personnel promote communication, fairness and civility in work relationships and in the resolution of conflicts. The office supplements, rather than replaces, other alternative dispute resolution (ADR) processes at the University. It strives to help parties reach mutually acceptable resolutions of disputes in non-adversarial fashion. Ombuds staff also design and conduct training programs in conflict resolution and related areas for the University community.

Without violating the confidential nature of the information, Ombuds staff may make recommendations for institutional change to the President when appropriate (e.g. policy change, needed training, or other procedures that may enhance the campus climate). They also may provide feedback regarding trends or issues.

107.0102 Organization and Procedures

Professional staff in the University Ombuds office are appointed by, and report to, the President of the University. The office shall operate independent of the ordinary line and staff structure of the University.
The office shall have access to any University office and will be provided information in an expeditious manner. It shall safeguard the confidentiality of that information. Ombuds serve neither as advocates nor as adjudicators and do not exercise decision-making authority. It shall not be involved in any compliance function of the institution. Contact with the Ombuds office is voluntary and shall not be required.

Ombuds provide informal, confidential guidance to visitors and assist the University community in the development of policies and procedures. They listen, offer information on University policies and procedures, discuss options, make inquiries and referrals, and facilitate communication. Ombuds will explain the limits of services to visitors and the policy of confidentiality. No member of the University community shall experience reprisal in seeking the services of the office.

Ombuds do not take sides in a conflict and strive to ensure fair and equitable treatment for all concerned. Ombuds must consider the interests of all individuals affected.

With the permission of the visitor, the Ombuds will meet with all parties involved in a conflict. If the Ombuds determines that formal mediation may be appropriate, the parties involved in the conflict will be referred to the ADR liaisons who will arrange the mediation. Ombuds will advise visitors of proper procedures to follow, including the lodging of a formal grievance, if necessary. At that point, the Ombuds will withdraw from the process.

The Ombuds office may initiate review without a specific complaint in the determination of procedural or systemic problems. An Ombuds may decline or withdraw from involvement in any matter which is inappropriate for the engagement of the office. An Ombuds shall avoid situations in which there is appearance of conflict of interest.

Contact with the Ombuds office is not regarded as official notice to the University on any matter nor is an Ombuds required to report any such communication to the University. If a visitor wishes to put the University on notice, the Ombuds will make a referral to the appropriate official.

107.0103 Code of Ethics and Standard Operating Procedures

The Ombuds office at the University of West Georgia will adhere to the Code of Ethics and Standards of Practice of the International Ombudsman Association.

A. Independence

The Ombuds office reports to the President of the University. It shall function free from interference and will not be constrained by the organizational structure of the institution. Ombuds staff will have no other affiliation or function at the University which might compromise their independence. To fulfill Ombuds functions, the Ombuds office shall have a specific, allocated budget, adequate space, and sufficient resources to meet operating needs and pursue continuing professional development. The Ombuds shall have the authority to manage the budget and operations of the Ombuds office.

B. Neutrality and Impartiality
An Ombuds shall not advocate for any individual but shall strive for fair and equitable treatment for all members of the University community. Ombuds must avoid participation in matters which would create a conflict of interest or otherwise compromise neutrality, including involvement in a compliance function.

C. Confidentiality

The Ombuds office shall not reveal the name of any party with whom it has communicated and shall maintain confidentiality in communications, disclosing confidential information only when given permission, when compelled by law, judicial subpoena or court order or when there is an imminent risk of possible violence or physical harm to self or others as determined by the Ombuds.

D. Informality

Ombuds will not participate in any internal formal grievance process or external formal process or action, even if given permission to do so. The Ombuds office does not keep records for the University and in carrying out its mission is not authorized to:

- Make, change, or set aside a law, policy, or administrative decision;
- Make binding decisions or determine rights;
- Compel anyone to implement recommendations;
- Conduct investigations that substitute for administrative or judicial proceedings;
- Give legal advice;
- Determine “guilt” or “innocence” of anyone accused of wrong-doing;
- Provide testimony in formal grievance or disciplinary procedures or litigation except to explain the role of the office and provide publicly available information (unless ordered to do so by a judge);
- Maintain formal written case records identifying users of the office; and
- Assist individuals with an issue that is currently pending in a formal forum (e.g.: a grievance) unless all parties and the presiding officer in that action explicitly consent to suspend the formal process.

107.0104 Evaluation

Evaluation of the Ombuds office and staff will be conducted periodically by the University President through external review and shall include an assessment of visitor satisfaction.

107.0105 Reporting

The Ombuds office shall at least annually make reports to the University President, the Committee on Alternative Dispute Resolution and the campus community on conflict trends and areas of general concern regarding policies and procedures.

107.0106 Adoption

These Terms of Reference and any subsequent amendments shall be approved by the Committee
on Alternative Dispute Resolution, the Faculty Senate and the President of the University. They shall be effective on the date approved by the President and shall be incorporated into the dispute resolution and grievance procedures in the faculty, employee and student handbooks.

107.02 Ombuds Office Initiation of Intake for Alternative Dispute Resolution

Ombuds Office functions the intake point for the UWG ADR Program, whose services an individual may use as s/he seeks to resolve a conflict.

107.0201

The ADR program is run by the Committee on Alternative Dispute Resolution, which will consist of persons recommended by the Ombuds Office [and appointed by the President]. Each college or school and the library will be represented on the committee. The committee will participate in a variety of tasks associated with mediation, including but not limited to: overseeing the general operations of the ADR program; distributing and updating information about the program’s policies and procedures; coordinating mediation training for faculty; screening requests for mediation to determine the appropriateness of mediation (including the willingness of parties to participate in mediation); securing the consent of all parties involved and arranging for an approved neutral or neutrals to mediate the dispute; and maintaining all necessary records, forms of consent, and evaluations required during the mediation process; and overseeing all ADR-related tasks requested by the Board of Regents.

107.0202.1 At its first meeting of the year, the committee will elect a chair from its membership to serve for a two year term. The chair may be re-elected for one subsequent term.

107.0203 The Committee on Alternative Dispute Resolution will recruit mediators from the faculty at the university. Each person wishing to mediate must have successfully completed an appropriate course designed to train mediators. In those cases where it may be deemed appropriate to obtain the services of a mediator from off-campus, the ADR committee will contact the office of the Consortium on Negotiation and Conflict Resolution (CNCR).

Every effort will be made to provide appropriate training to faculty who are interested in becoming mediators within the University System of Georgia.

107.0204 Requests for Mediation

Any member of the University Community may request a mediation to resolve disputes with any other member.

Seeking a solution through mediation does not take away an individual’s rights to pursue claims through the grievance process or litigation.

Under ordinary circumstances, parties involved in a dispute would ideally attempt mediation before pursuing claims through the grievance process or litigation. There may be cases, however, in which parties involved in a dispute may wish to request suspension or delay of a grievance process in order to pursue possibilities for a mediated resolution of their dispute. If a grievance process is interrupted in this way and a solution is not reached in mediation within twenty (20)
working days from the initial request for mediation, aggrieved parties may return to the grievance process.

107. 0205 The Mediation Process

If the Ombuds office has determined that mediation is appropriate, it will forward requests to the ADR committee to assist parties in resolution of their dispute(s). It will be the responsibility of the mediator(s) to arrange for an appropriate time and place to conduct the mediation, and to conduct the mediation according to all applicable policies and procedures.

Procedures that govern the mediation process include the following:

A. Mediation is a form of dispute resolution in which a neutral party, a trained mediator, attempts to assist parties in conflict to negotiate a mutually satisfactory resolution to their dispute. A mediator does not decide who wins or loses the dispute. A mediator does not act as judge or jury, does not take sides in disputes, and does not guarantee the results of mediation. Instead, a mediator is in the role of a neutral third-party who establishes a fair and structured process which facilitates communication and mutual decision-making between and among parties to a dispute.

B. At the beginning of the mediation session, the mediator(s) will inform the parties involved of the policies and procedures that will be followed and will ensure that participation in mediation is purely voluntary. No mediation will occur without the consent of all parties involved.

C. If the mediator(s) allow the parties to have an advisor present, the mediator(s) will decide to what degree the advisor may participate in the process.

D. All parties will be given the opportunity to present their side of the matters at issue in their own words. Because mediation is essentially a communication process and not a legal proceeding, the customary rules of evidence do not apply. Parties are free to discuss any matters related to the issue(s) they believe will support resolution of their dispute(s).

E. Confidentiality. The discussions held during mediation are strictly confidential with the following exceptions: confidentiality does not extend to a situation in which conduct by either party is criminal in nature or statements are made during the process of mediation that involve threats of imminent violence to self or others. Confidentiality does not include discrimination as defined by Title IX of the Education Amendments of 1972.

In light of this commitment to confidentiality, the mediator(s) will not retain any notes taken during the mediation, no recording will be permitted during the mediation process by any parties involved and it is understood that mediators cannot testify for or against any party should the dispute be subsequently pursued through grievance and/or legal proceedings.

F. A successful mediation is one in which the parties involved in the dispute reach an agreement described as “win/win.” In mediation, parties agree only to things that are acceptable to them, to resolutions which each believes will actually resolve the dispute(s) between/among them. Because parties jointly work to resolve the dispute, the resolutions are frequently more creative and have the potential to enhance, or at least preserve, relationships better than other forms of dispute resolution.
G. If an agreement is reached, the agreement will be written by the mediator(s), and signed by all parties. A copy of the agreement will be given to the parties but not retained by the mediator(s).

H. The mediator(s) will inform the Ombuds office only that an agreement was or was not reached.

I. Each participant in mediation will be given the opportunity to evaluate the mediation process at the conclusion of the mediation.

J. It is important to understand that: time spent in mediation will be considered part of the working day and will not require any person to take leave to participate. All supervisors will make reasonable efforts to enable employees to be available for participation in mediation.

K. The acceptance or refusal of either party to submit a dispute to a mediator will not influence the outcome of any subsequent grievance proceeding.

107.0206 Limitations to Mediation

It is important to understand that not all disputes are appropriate for mediation. Some examples of disputes that are not appropriate for mediation include those that have been the subject of a final ruling or decision in accordance with University policies and procedures; disputes involving purely academic decisions (i.e., faculty assessment of students’ work); disputes involving trivial matters; allegations of sexual harassment; complaints of discrimination based on protected class; and disputes that have no relation to the University. It is also important to understand that mediation will not result in resolution for every dispute.

107.03 Grievance Procedures

A. Initiating a Grievance. The Grievance Process will begin when a Complainant files a formal complaint with the respondent’s immediate supervisor. It will continue, if no satisfactory resolution is reached, with appeals up the administrative chain through the level of Provost. When all administrative appeals are exhausted, parties may request a formal grievance hearing by filing a formal petition with the Chair of the Faculty Development Committee. The parties should understand that a committee appointed to hear the grievance functions solely to study the case and to make recommendations to the President of the University; it is not empowered to make or reverse decisions.

B. Definitions

Complainant: A faculty member who has a complaint or grievance.

Due Process: A meaningful opportunity to be heard at each stage in the process. While it may or may not require trial-like processes, it does include the opportunity to know and counter opposing claims, characterizations and arguments and the expectation that any persons charged with hearing the dispute will be neutral.

Grievance: A formal complaint that has not been resolved through available dispute resolution processes or by administrative review.
Faculty Grievance Committee: A select faculty committee established through the Faculty Development Committee to hear a given grievance.

Parties: The complainant and the respondent.

Grievance Complaint Record: The exclusive record for decisions including all documents submitted as part of a Grievance.

Respondent: Individual against whom a complaint is brought.

Teaching Faculty: Full time faculty members whose duties are less than one-third administrative.

C. Grievable Actions

Grievable complaints may arise from any circumstance in which a faculty member alleges mistreatment, including arbitrary actions, decisions or evaluations to include allegations of:

a. Irregular, arbitrary or inappropriate procedural and/or policy decisions related to matters such as salary, promotion and/or tenure, performance requirements, performance assessment, and reassignment or suspension (with or without pay)

b. Denial of access to department, division, college or university resources; and/or

c. Persistent and recurrent patterns of actions that indicate arbitrary assignment of duties and scheduling.

Complaints alleging discrimination under federal or state civil rights law should not be pursued through Grievance Procedures, but should be directed to tribunals or procedures established by the Social Equity Officer of the Human Resources Department.

Non-grievable complaints include the following:

a. The legitimate non-arbitrary exercise of judgment by supervisors in keeping with University policies and procedures;

b. Non-renewal of a contract of a non-tenured faculty member provided that the institution has complied with procedural due process notification requirements;


d. Tenure and Promotion Decisions that have been upheld by appropriate and approved tenure and promotion policies and procedures;

e. Dismissal for cause of tenured faculty members in accordance with Board of Regents Policy 8.3.9.

107.0301 Timeframe for filing a Grievance Complaint.
A grievance complaint must be formally initiated within three (3) calendar months of the occurrence of a grievable action or last occurrence of a pattern of grievable actions and shall follow the stated procedures at each level. Time spent in consultation with the Ombudsmen or in ADR may be grounds for an extension of this timeframe.
107.0302 Role of Respondent’s Immediate Supervisor

A. The grievance process is initiated when a Complainant formally submits a complaint to the Respondent’s immediate supervisor. A formal complaint will include the following:
   a. Name and department or administrative unit of the Complainant,
   b. Name(s) and department or administrative unit of the Respondent(s),
   c. Description of the nature and effect of actions or decisions being complained of,
   d. Evidence supporting the complaint,
   e. Statement of desired outcome,
   f. Signature of Complainant and date.

The immediate supervisor will open a formal confidential Grievance Complaint Record file. This file may be housed in a digital format. The complaint and all documents submitted in regard to the complaint shall be included in this file.

B. Within five (5) working days of receiving a formal complaint, the immediate supervisor must notify the Respondent that a complaint has been received and provide the Respondent with a copy of the complaint. Within ten (10) working days of notification, the Respondent must provide a written response to the immediate supervisor. Upon receipt of the written response, the immediate supervisor will place it in the Grievance Complaint File and will send a copy of the response to the complainant.

C. Within ten (10) working days of receiving the Respondent’s written response the immediate supervisor will:
   a. Review the Grievance Complaint File,
   b. Meet with all parties to understand their views,
   c. Consult with any appropriate resource persons for clarification,
   d. Review appropriate written policies and procedures,
   e. Provide a written decision to the parties and place a copy in the Grievance Complaint File.

D. Upon receipt of the Immediate Supervisor’s decision the Complainant may, within ten (10) working days after notification, appeal the decision to the next higher administrator.

107.0303 Role of Dean of College

A. In the case that the Respondent’s Immediate Supervisor is a college Dean, the Dean will act as the Immediate Supervisor. If the Respondent’s Immediate Supervisor ranks below the level of college Dean, appeals from an Immediate Supervisor’s decision are filed with Dean of the Respondent’s College.

An appeal to the Dean is initiated when a Complainant formally submits an appeal to the appropriate Dean. The Dean or higher administrator must send a copy of the formal appeal to the Respondent. A formal appeal will include the following:
   a. Name and department or administrative unit of the Complainant
   b. Name(s) and department or administrative unit of the Respondent(s),
   c. Reasons for disagreement with the Immediate Supervisor’s decision,
   d. Evidence supporting the appeal,
Within three (3) working days after receiving a Grievance Complaint Appeal, the College Dean will request that the Immediate Supervisor forward the Grievance Complaint File. The Dean will add the appeal and all documents submitted regarding the appeal shall be added to the Grievance Complaint File.

B. Within five (5) working days of receiving the Grievance Complaint File, the Dean must notify the Respondent that an Appeal has been filed and provide the Respondent with a copy of the Appeal. Within five (5) working days of this notification, the Respondent must provide a written response to the Dean. Upon receipt of the written response from the Respondent, the Dean will place it in the Grievance Complaint File and forward a copy to the Complainant.

C. Within fifteen (15) working days of receiving the appeal response the Dean will:
   a. Review the entire Grievance Complaint File, including the Appeal and Response,
   b. Meet with all parties to understand their views,
   c. Consult with any appropriate resource persons for clarification,
   d. Review appropriate written policies and procedures,
   e. Provide a written decision to the parties and place a copy in the Grievance File.

D. Upon receipt of a Dean’s written decision, a Complainant may, within ten (10) working days after notification, appeal the decision to the Provost and Vice President for Academic Affairs.

107.0304 Role of Provost and Vice President for Academic Affairs

A. Appeals from a Dean’s decision must be formally filed with the Provost and Vice President for Academic Affairs. The Complainant must send a copy of the appeal to the Respondent and to the appropriate Dean. A formal appeal will include the following:

   a. Name and department or administrative unit of the Complainant,
   b. Name(s) and department or administrative unit of the Respondent(s),
   c. Reasons for disagreement with the Dean or supervisor’s decision,
   d. Evidence supporting the appeal,
   e. Statement of desired outcome,
   f. Signature of Complainant and date.

Within three (3) working days after receiving a Grievance Complaint Appeal, the Provost/Vice President will request that the Dean forward the Grievance Complaint File and place the new appeal and all documents that are part of it in the Grievance Complaint File.

B. Within three (3) working days of receiving the Grievance Complaint File, the Provost/Vice President must notify the Respondent(s) that an Appeal has been filed and provide the Respondent(s) with a copy of the Appeal. Within five (5) working days of this notification, the Respondent(s) must provide a written response to the Provost/Vice President. Upon receipt of the written response, the Provost/Vice President will place it in the Grievance Complaint File and will forward a copy to the Complainant.
C. Within fifteen (15) working days of receiving the appeals response the Provost/Vice President will:
   a. Review the entire Grievance Complaint File, including the Appeal and Response,
   b. Meet with both parties to understand their views,
   c. Consult with any appropriate resource persons for clarification,
   d. Review appropriate written policies and procedures,
   e. Provide a written decision to the parties and place a copy in the Grievance Complaint File.

D. Upon receipt of the Provost/Vice President’s decision, the Complainant may, within ten (10) working days after notification, petition the Chair of the Faculty Development Committee for a full Grievance Hearing by a Faculty Grievance Committee. Within three (3) working days of receiving an appeal, the Chair of the Faculty Development Committee will request, and the Provost/Vice President shall forward to the Chair of the Faculty Development Committee, the entire Grievance Complaint File.

107.0305 The Formation and Work of a Select Committee on Faculty Grievances

A. A Petition for a full Grievance Hearing by a Faculty Grievance Committee occurs when a formal request is submitted to the Chair of the Faculty Development Committee. A copy of the Petition must be sent to the Respondent. The Petition must include:
   a. Name and department or administrative unit of the Complainant,
   b. Name(s) and department or administrative unit of the Respondent(s),
   c. Brief description of the nature and effect of actions or decisions being complained of,
   d. Reasons for disagreement with prior administrators’ judgments in the matter,
   e. Evidence supporting the complaint,
   f. Statement of desired outcome,
   g. Signature of Complainant and date.

While the exact wording need not be replicated, the grievance appeal may not significantly diverge from the original complaint. A Complainant may request representation on the committee of specific categories of people such as veterans, women, disabled people or ethnic and racial minorities. When forming a Faculty Grievance Committee, the Faculty Development Committee will make a good faith effort to honor such requests.

B. Within ten (10) working days of receiving a petition for a grievance hearing and the Grievance Complaint File, the Faculty Development Committee will determine by majority vote whether the issue[s] fall within the definition of a grievable complaint. As soon as is practicably possible, again by majority vote, the Faculty Development Committee will select from among UWG Teaching Faculty individuals suitable to serve as members for this Faculty Grievance Committee. A new Faculty Grievance Committee will be formed each time a grievance petition is submitted. The Chair of the Faculty Development Committee may not be a member of a Faculty Grievance Committee.
   a. In most cases, a seven-member committee of faculty members will be selected to hear a given grievance: one from the College of Arts and Humanities, one from the College of Science and Mathematics, one from the College of Social Sciences, one
from the Richards College of Business, one from the College of Education, one from the School of Nursing, and one from the Library. Committee member selection shall aim to assure that the Complainant receives a fair and impartial hearing.

b. Once the list of members has been identified, the Chair of the Faculty Development Committee will disclose the list of proposed Grievance Committee members to the Parties. Parties to the dispute may challenge the fitness of an individual member to serve on the committee by providing evidence of bias, partiality, or conflict of interest. The Faculty Development Committee will decide the merits of such challenges by majority vote and recuse a member found to be unacceptable.

C. Organizational Meeting. Within ten (10) working days after determining the Grievance Committee’s membership, the Chair of the Faculty Development Committee will convene a closed organizational meeting of the full committee. The Chair of the Faculty Development Committee will briefly specify the allegations in the complaint and summarize University policy including rules governing the committee’s work and convey the Grievance Complaint File, including the appeal petition, to the Faculty Grievance Committee. The Faculty Grievance Committee will select a Chair of the committee from among its members.

The chair of a Faculty Grievance Committee is required to convene meetings to hear the grievance petition, ensure that all parties to the dispute and members of the committee receive all relevant documents and communications and will work collaboratively with other Committee members to produce the Final Grievance Report and Recommendations.

D. Authority of the Committee. A Faculty Grievance Committee has the authority to conduct inquiries into faculty grievances, to provide to all parties a meaningful opportunity to be heard before a neutral panel of faculty members and to present its findings and recommendations to the President of the University. A Faculty Grievance Committee may consult with or seek clarification from any University resource officers or other persons knowledgeable about university processes or policies. All Committee business is confidential and Committee members will hold no ex parte meetings with the parties nor conduct outside discussions regarding the grievance.

E. Grievance Hearing.

a. A Grievance Hearing should be convened within fifteen (15) working days after the Organizational Meeting’s completion.

b. Due to its confidential nature, the hearing will be closed.

c. Parties must attend the Grievance Hearing.

d. An audio recording or complete transcript of the proceedings will be kept and made available to the parties on request. Recordings and transcripts are otherwise regarded as confidential, though they may be subject to provisions of the Georgia Open Records Act.

e. Each Party may have present at the hearing one advisor chosen from among current University of West Georgia employees and one observer. Parties will be afforded reasonable time to consult with their advisors. Neither advisors nor observers will be allowed to represent the Parties.

f. Parties will be given an opportunity to present necessary witnesses, documentation or other evidence including material from the Grievance Complaint File, but staff from
the University Ombuds office may not serve as witnesses in a formal complaint. When witnesses cannot appear in person, and when fairness requires, a Faculty Grievance Committee may admit testimony by sworn affidavit. Witnesses will be admitted to the hearing only when their participation is required.

g. Members of the Faculty Grievance Committee may question each witness. After members conclude their questions, Parties will have the right to question witnesses. The chair is to ensure that questions are not irrelevant to the hearing, nor asked solely to embarrass, harass or intimidate witnesses. Neither party shall be allowed to interfere with the orderly presentation of the other's case.

h. A Faculty Grievance Committee will not be bound by formal rules of legal evidence. A Committee may admit any evidence it deems of value or exclude any evidence it deems irrelevant or beyond the scope of its authority.

i. A Faculty Grievance Committee may, at its discretion, grant breaks to enable parties to investigate evidence when a valid claim of surprise is made or if an interruption of the proceedings would be desirable.

j. The findings, conclusions and recommendations of a Faculty Grievance Committee will be based solely on the record of the hearing.

k. There will be no public statements by any person involved in the Grievance Hearing before the Grievance Hearing has been concluded and Grievance Committee’s Report delivered to the President of the University.

l. Members of a Faculty Grievance Committee must be present or participate in the Grievance Hearing to vote. Within three (3) working days after the conclusion of the Grievance Hearing, the Committee must meet in closed session to decide its findings and recommendations. All recommendations of a Faculty Grievance Committee must be based on majority vote. Votes will be cast by secret written ballot and the precise tally shall be reported to the President.

m. Within ten (10) working days after concluding its work, a Faculty Grievance Committee must submit a written report of its findings and recommendation(s) to the President of the University. The Report will follow the guidelines stated below:

1. Findings of Fact: A brief summary of the facts as determined by the Faculty Grievance Committee from the evidence presented at the Grievance Hearing, including a statement as to the nature of the case. This summary will state findings of fact on each major issue raised by the parties.

2. Violations: A general statement of Regents' Policies or institution rules and regulations violated, if any, and/or the stated reasons for the action.

3. Recommendation: A statement specifying the action the Faculty Grievance Committee recommends. The Grievance Committee will keep its purpose in mind and limit the scope of its recommendations to the case before it. To reduce the length of the decision without sacrificing clarity, the Faculty Grievance Committee report should include only such factual recitals as necessary to present and support its conclusions.

Copies of the Report must be provided to the Parties.
107.0306 Role of the President of the University

The President of the University will review the Faculty Grievance Committee’s recommendation(s) and render a written decision for the University within fifteen (15) working days. The President will send copies of the written decision to each of the Parties and place a copy in the Grievance Complaint File. Appeal from the President’s decision must be made to the Board of Regents of the University System of Georgia.

108 Non-renewal of Non-tenured Faculty During Times of Financial Exigency

108.01 Criteria
The following criteria are to be used in determining the comparative value of non-tenured faculty to a department or area in order to determine which faculty members will not be rehired when faculty is to be reduced because of financial exigency. The first two are clearly interrelated and most important. The others are of lesser importance.

108.0101 Departmental (Area) Needs
108.0102 Teaching Effectiveness
108.0103 Service to the Department and University
108.0104 Professional Growth
108.0105 Academic Achievement
108.0106 Number of Academic Years of Service to the Institution
108.0107 Service to the Community

Definitions of criteria 2,3,4,5, and 6 are included in the promotions documents.

Each spring semester departmental needs are to be determined by the department chair in consultation with faculty members who shall assess the effectiveness and value of each program or course offering to the department and university. Each spring semester the supervisor of each of the "other" areas will consult with faculty members who shall assess the effectiveness and value of each function of the area to the area and university.

108.02 Procedures

108.0201 Each department or area shall decide in the spring of each year on the consultation procedure to be used in the event that it is necessary to reduce faculty for financial reasons.

108.0202 At the time that a department chair or supervisor is informed that a staff reduction for financial reasons is necessary, he or she shall institute the following procedures:

A. The department chair or supervisor shall provide copies of each non-tenured faculty member's curriculum vita (defined in "Criteria for Promotion and Tenure" in this handbook)
to the appropriate persons. He or she shall also provide those persons with a copy of the statement of the departmental assessment made in the preceding spring.

B. The department chair or supervisor shall consult with members of the department or area (in the manner decided upon by the department or area) to evaluate each non-tenured member (except himself or herself) according to the criteria. The consultation shall culminate in written evaluations of each non-tenured faculty member. Each evaluation shall be signed or initialed by the department chair and the person making an individual evaluation or the persons making a collective evaluation.

C. The department chair or supervisor shall prepare an abstract of the evaluations, noting both the strengths and weaknesses of each person evaluated and shall also prepare a ranking list of the non-tenured faculty of the department or area.

D. The abstracts and the ranking list shall be forwarded to the dean of the college.

E. The individual evaluations from which the abstracts were prepared shall not be destroyed until final action on the reduction of faculty has been effected.

108.0203 Persons whose contracts are not to be renewed because of action taken under these procedures shall be notified of such nonrenewal at least ninety (90) days before date of layoff or termination. A person wishing to submit an appeal or to institute a grievance procedure must do so within twenty days of notification of nonrenewal. If a person appeals and is rejected and wishes to institute a grievance, he or she must do so within five days of the rejections.

108.0204 When a faculty member teaches courses or serves in another department or area than that which is his or her primary responsibility or when he or she is on loan for less than a year to another department or area, he or she shall be evaluated according to these procedures by his or her home department. The department chair or supervisor, however, shall consult with the department chair or supervisor in the other area and include the latter's evaluation in his or her ranking.

108.0205 A faculty member who no longer performs his or her primary function in the department or area in which he or she holds rank shall not be evaluated by that department or area according to these procedures until after he or she has returned to that department or area and has served for an academic year.

108.03 Reappointment of Faculty Who Are Terminated For Financial Reasons

108.0301 The University shall maintain a list of all employees not re-appointed for financial reasons. They shall be listed by service area and function or by department and area of specialization.

108.0302 When positions are reinstated in an area or department for which non-renewed faculty members qualify, they shall be offered the position and given a reasonable time within which to accept or decline it.

109 Academic Freedom, Responsibility, and Professional Ethics  
(see Article V. Section 1, UWG Statutes)

109.01 Academic Freedom
Any faculty member is entitled to full freedom in research and in the publication of results, subject to the adequate performance of his or her other academic duties, but research for pecuniary return shall depend on the approval of the President.

Any faculty member is entitled to freedom in the classroom in discussing his or her subject, but should be careful to present the various scholarly views related to the subject and avoid presenting totally unrelated material. Limitations of academic freedom because of religious or other aims of the institution should be clearly stated in writing at the time of the appointment.

109.02 Academic Responsibility

The concept of freedom should be accompanied by an equally demanding concept of responsibility. The college or university teacher is a citizen, a member of a learned profession and an officer of an educational institution. When such a person speaks or writes as a citizen, he or she should be free from institutional censorship or discipline, but his or her special position in the community imposes special obligations. As a person of learning and an educational officer, he or she should remember that the public may judge the professional and the institution by one's utterances. Hence, he or she should at all times be accurate, should exercise restraint, should show respect for the opinions of others, and should make every effort to indicate that he or she is not an institutional spokesperson.

109.03 Professional Ethics

The professor, guided by a deep conviction of the worth and dignity of the advancement of knowledge, recognizes the special responsibilities placed upon him or her. One's primary responsibility to one's subject is to seek and to state the truth as one sees it. To this end, one should devote one's energies to developing and improving scholarly competence. He or she accepts the obligation to exercise critical self-discipline and judgment in using, extending, and transmitting knowledge. He or she practices intellectual honesty. Although one may follow subsidiary interests, these interests must never seriously hamper or compromise freedom of inquiry.

As teacher, the professor encourages the free pursuit of learning by his or her students. He or she holds before them the best scholarly standards of his or her discipline, demonstrates respect for the student as an individual, and adheres to the proper role as intellectual guide and counselor. He or she makes every reasonable effort to foster honest academic conduct and to assure that evaluation of students reflects their true merit. He or she respects the confidential nature of the relationship between professor and student, avoids any exploitation of students for private advantage and acknowledges significant assistance from them. He or she protects their academic freedom.

As a colleague, the professor has obligations that derive from common membership in the community of scholars. He or she respects and defends the free inquiry of associates. In the exchange of criticism and ideas, he or she shows due respect to associates and respect for the opinion of others. He or she acknowledges academic debts and strives to be objective in the professional judgment of colleagues. He or she accepts a share of faculty responsibilities for the governance of the institution.
As a member of the institution, the professor seeks above all to be an effective teacher and scholar. Although he or she should observe the stated regulations of the institution, provided they do not contravene academic freedom, he or she should maintain the right to criticize and seek revision. He or she determines the amount and character of work to be done outside the institution with due regard to his or her paramount responsibilities within it. When considering the interruption or termination of his or her service, one recognizes the effect of one's decision upon the program of the institution and gives due notice of intentions.

As a member of the community, the professor has the rights and obligations of any citizen. He or she measures the urgency of these obligations in the light of responsibilities to his or her subject, students, profession, and institution. As a citizen engaged in a profession that depends upon freedom for its health and integrity, the professor has a particular obligation to promote conditions of free inquiry and to further public understanding of academic freedom.

110 Faculty Transcripts and Verification of Degrees

All faculty must have transcripts on file in the Provost and Vice President for Academic Affairs office for each degree completed. The University does not officially recognize the award of the degree until the transcript is received. A faculty member whose last degree was pending when employed should be certain that a transcript has been sent which shows the conferral of the degree. Faculty members who attain a higher degree after employment should do likewise. Catalogue listings of degrees must be strictly accurate on the date of the publication.

Verification of all degrees held by individuals being considered for positions on the faculty of University of West Georgia shall be a requirement before a definite commitment for employment becomes valid. The Provost and Vice President for Academic Affairs is responsible for obtaining certification of degrees.

111 Employee Benefits

111.01 Vacations

1. Effective July 1, 1983, 12-month faculty accrue vacation at the following rate:
   - 1¾ working days per month.
   - Time off for holidays is in addition to earned vacation.

2. Earned vacation may be accrued up to a maximum of 45 working days. Employees shall be compensated for all accrued vacation time upon termination of service for any reason or when converted to an academic contract.

3. Regular part-time employees on a 12-month contract shall accrue vacation time in proportion to their working hours.

4. Vacation shall be taken at times mutually acceptable to the employee and his or her supervisor.

5. All employees on a twelve-month contract are expected to be on duty during university vacations unless they choose to count this time as part of their annual vacation.
6. As used in this section, the term holiday means Thanksgiving Day, Independence Day, Christmas Day, etc., when all offices in the University are closed. The term university vacation refers to that time when students are not in attendance.

111.02 Leave

111.0201 Sick Leave with Pay

Nine-month faculty will accrue nine days of sick leave each academic term (at the rate of one day per month of service) and up to three days if they teach in the summer session. Faculty working less than one-half time will accrue no sick leave. Temporary faculty members will accrue no sick leave.

Regular nine-month faculty accrue:

- day/month - September through May = 9 days
- Regular faculty teaching summer school = 10% = 1 day (1 course), 20% = 2 days (2 courses), 30% = 3 days (3 courses)

111.0202 Sick Leave Without Pay

Any employee unable to return to work after exhausting all accumulated sick leave and accrued vacation leave may be granted sick leave without pay for a period not to exceed one year. Furthermore, such approved sick leave shall allow the employee the right to elect to continue his or her group insurance benefits, and the institution will continue its share of the cost for such period. All other benefits are prohibited which otherwise would accrue to the employee.

111.0203 Reporting Sick Leave

The following provisions for the reporting of sick leave shall apply to all full time faculty, employed by institutions of the University System of Georgia, who serve primarily in assignments defined by faculty roles in instruction, research and scholarly activity, and service.

1. Faculty are responsible for informing their Chair of any illness that prohibits them from meeting their assigned responsibilities in instruction, research, and service.
2. In reporting sick leave, academic year faculty will report leave based on the number of whole hours sick as defined by the BOR Policy 802.08, with a full day being eight (8) hours, a half day being four (4) hours, and less than a half day based on whole hours missed, with a full week being the equivalent of a forty-hour workweek.
3. Nothing in this policy shall be interpreted to indicate that faculty work on a standardized schedule.

111.0203 Family Leave
Any employee who has been employed on a half-time basis or greater for at least twelve months is eligible for twelve work weeks of family leave during a twelve-month period commencing on the date the family leave begins. Family leave shall be unpaid leave; however, if an employee is eligible to use accumulated sick leave the employee, after obtaining permission from the employer, may do so exclusive of the twelve weeks of family leave. The employee may also utilize any accrued annual leave with the approval of the employer (BR Minutes, 1993-94, p. 51).

Family leave shall be granted to an eligible employee in the event of:
1. the birth of the child of the employee.
2. the placement of a child with the employee for adoption.
3. a serious health condition of the employee’s child, spouse, parent or spouse’s parent necessitating the employee’s presence.
4. a serious health condition of the employee which renders him or her unable to perform the duties of his or her job.

With certain exceptions as indicated in the Family Leave Act (Georgia Laws 1992, p.1855; O.C.G.A. Title 45, Chapter 24), family leave entitles the employee to be restored to the position held prior to going on family leave or to an equivalent position with equivalent benefits and pay. Family Leave allows the participation in the payment of premiums.

Institutions within the University System must comply with all other provisions of Code Section 45-24 O.C.G.A. (BR Minutes, 1992-93, pp. 134-135).

111.0204 Military Leave with Pay

Ordered Military Duty. For the purpose of this policy, ordered military duty shall mean any military duty performed in the service of the State or the United States, including but not limited to service schools conducted by the Armed Forces of the United States. Such duty, performed for a period or periods not exceeding a total of 30 days in any one calendar year, shall be deemed “ordered military duty” regardless of whether the orders are issued with the consent of the employee. (BR Minutes, 1990-91, p. 173).

Leave of Absence. An employee who receives orders for active military duty shall be entitled to absent himself or herself from his or her duties and shall be deemed to have a leave of absence with pay for the period of such ordered military duty and while going to and returning from such duty, not to exceed a total of eighteen (18) work days in any one calendar year and not exceeding eighteen (18) work days in any one continuous period of absence (as authorized by Georgia Law O.C.G. A. 38-2-279[c]). At the expiration of the maximum paid leave time, continued absence by the employee shall be considered as military leave without pay. The employee shall be required to submit a copy of his or her orders to active duty (BR Minutes, 1990-91, pp. 173-174).

Emergency Leave of Absence. Notwithstanding the foregoing leave limitation of eighteen (18) days, in the event the Governor declares an emergency and orders an employee to State active duty as a member of the National Guard, such employee while performing such duty shall be paid his or her salary or other compensation as an employee for a period not exceeding thirty (30) days in any one calendar year and not exceeding 30 days in any one continuous period of such State active duty service (BR Minutes, 1990-91, p. 174).
Payment of Annual Leave. After an employee has exhausted his or her paid military leave, an institution may pay the employee for his or her accumulated annual leave (BR Minutes, 1990-91, p. 174).

111.03 Retirement

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 302.01, 302.02 and 302.03 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 (BR Minutes, 1990-91, p. 39).

111.0301 Employment Beyond Retirement

When a person has been retired from the University System and is receiving supplemental benefits from the Board of Regents, the Teachers’ Retirement System, the Employees’ Retirement System, or the Regents Retirement Plan, he or she cannot thereafter be employed or offered employment in the university System in any capacity without prior approval of the Board of Regents (BR Minutes, 1978-79, pp. 183-184).

111.04 Group Life and Health Insurance

Group life insurance, with accidental death and dismemberment coverage, is available to regular employees working one-half time or more. The University System, as employer, will pay the premium on the first $25,000 of such insurance for which the employee is eligible under a published schedule based on the annual earnings of the employee. In addition, group life insurance may be offered to the same employees with no employer participation in the premiums for amounts of coverage exceeding $25,000. Group insurance for dependents of these employees will be made available in amounts established by the Board. There will be no employer contribution to dependent life insurance premiums.

Medical and dental benefits will be made available to regular employees working one-half time or more. These benefits are also available to dependents of the same employee. The University System will pay that portion of the cost of such insurance as may be designated from time to time by the Board

111.05 Other Benefits

The Board of Regents provides a variety of other fringe benefits for faculty and staff, such as Worker’s Compensation Insurance, Social Security Insurance and tax sheltered annuities. Interested persons should contact Human Resources (6403) for details concerning these benefits.

112 Leaves of Absence

Subject to approval by the Board of Regents, leaves of absence without pay may be granted for a period of not more than one calendar year for graduate study, military service, health reasons, or
service or research for other institutions or agencies. Renewals may be requested for similar reasons.

When funds are available, leaves with partial pay may be granted for the purpose of scholarly work and encouraging professional development. Only persons who have been employed by University of West Georgia for at least three years are eligible. Such leaves are for a calendar year or less and are subject to renewal.

112.01 Faculty Paid Leave

Faculty paid leave is one mechanism for encouraging professional growth and development. The University of West Georgia shares with other universities the traditional responsibilities to discover, develop, preserve and disseminate knowledge. Much of this mission is realized through the professional, scholarly and creative activities of faculty members and through their interactions with students. Therefore, faculty development is a critical element in reaching West Georgia's goal of achieving educational excellence within a personal environment.

112.0101 Eligibility and Application Procedures

A. Tenured faculty may apply for paid leave during or after their sixth year of full-time service at the University of West Georgia. Time spent on any type of leave of absence is not counted as full-time service. Faculty members who are being reviewed for tenure are not eligible to apply for paid leave during that year.

Applications are due on or before December 1st for the following academic year. Applications are submitted to the department chair/director for department recommendation. Applications must include a current curriculum vita and a proposal for activities to be accomplished should the leave be granted. The proposal should include a clear statement of the nature, significance and objectives of the project, specific plans for completing it, the tangible results expected, and a statement of how this project will benefit the faculty member's department, College or the University as a whole. Proposal activities would ordinarily focus on research and/or creative endeavors, although proposals for specific activities aimed at significant improvements in pedagogical practices and student learning will be considered. The department chair or library unit head will forward all applications submitted, accompanied by his/her recommendation, to the Dean of the College/Dean of Libraries for a decision.

B. At the time of application, the faculty member will be asked to sign an agreement indicating that:

1. for a leave with pay up to one year, the faculty member agrees to return to the institution at the end of the leave for a period of at least one year.
2. for leaves of one year or greater (with pay), the faculty member agrees to return to the institution at the end of the leave for a period of at least two years.
3. in the event that the faculty member does not return to the institution for the full amount of time specified in the agreement, he or she agrees to reimburse the University for the amount of compensation while on leave, as well as any other expenses paid by the University during the leave.
C. Faculty may be granted an award of paid leave no more often than every seventh year of full-time service at the University of West Georgia.

112.0102 Awards

Granting of leave will depend upon availability of resources to fund the hiring of part-time or replacement faculty and upon the merit of the proposal. The most common award options would be one year off with 1/2 pay or 1/2 year off with full pay; however, other arrangements which better meet the needs of the individual faculty member’s project may be considered. Leaves with pay will require that the appropriate Dean certify that during the leave, the unit will be able to:

1. Satisfactorily carry on its instructional, research and administrative activities.
2. Fulfill obligations to graduate students or honors students whose programs or theses are being directed by the faculty member.

Faculty members granted leave on the basis of the activities included in the proposal must file a report with the department chair/library unit head and Dean indicating what was accomplished during paid leave. A public presentation is also required when the faculty member returns to teaching and/or other duties.

113 Faculty Compensation for Summer School Teaching

Payment of compensation to faculty members for teaching during the summer semester shall be at a rate not to exceed 33 1/3 percent of their base faculty salary for the previous academic year. The summer pay to perform administrative duties may not exceed 33 1/3 percent of total salary (www.usg.edu/policymanual/section8/C45/#p8.3.12_compensation).

Summer teaching is optional, depends on need, and is limited to no more than 9 credit hours for the summer semester (See also UWG Procedure 2.7.1 on Workload).

114 Outside Employment and Consulting

114.01 Policy. Full-time members of the faculty, staff and administration are encouraged to engage in outside activities which enable them to use their professional expertise and to increase the quality and quantity of public services offered through the University.

Board of Regents' policy requires that institutions have procedures in place for authorizing outside employment of faculty members and ensuring that such employment does not constitute a conflict of interest or interfere with the performance of the faculty member's full-time duties. Board policy further requires that the institution be reimbursed for any use of institutional facilities, resources, and services used in outside employment.

114.02 Authorization Procedure. Department chairs and unit supervisors shall be responsible for approving and reporting the outside professional activities of the faculty and staff who report to them.

Before engaging in outside employment, faculty members should submit a memorandum to their department chair requesting authorization. The chair is to initiate approval, if given, and send the
memorandum to the college dean, who is to send a summary report of approvals to the Provost and Vice President for Academic Affairs by May 1st of each academic year.

114.0201 Format

The memorandum to the Department Chair should indicate:

A. Nature of the outside employment.
B. Times and period during which the work will be performed.
C. Statement that the work will not constitute a conflict of interest and will not interfere with full-time duties.
D. Indication of whether institutional facilities, resources, or services will be used and, if so, to what extent.

114.0202 Operational Definitions

A. Conflict of Interest: Any outside activity that would bring personal interest, monetary or otherwise, into apparent conflict with responsibility to serve the interests of the institution or that would raise doubts about the objectivity and impartiality of one's professional judgment.

B. Interference: Any activity that unduly detracts in time, energy, or concentration from commitment to full-time duties. In general, time spent in outside employment should not average more than one day a week during regular semesters.

C. Reimbursement: Reimbursement does not ordinarily apply to traditional, encouraged faculty activities related to instruction and research, such as publication of profession-related books, articles, and software, speaking engagements, or grants. Reimbursement need not apply in cases of inconsequential expense. However, common sense and fairness do apply: if a faculty member is using university resources for personal gain, the institution is due reimbursement for resources used, and the faculty member should work out with the chair and dean a fair rate of reimbursement, which Board policy indicates should be "consistent with rates charged outside groups or persons." (Provost and Vice President for Academic Affairs, Rev. 10/94)

Any member of the faculty, staff, or administration who uses institutional personnel, facilities, equipment and/or materials in any of the above-mentioned approved professional/public service activities or in any occupation, pursuit, or endeavor not related to duties assigned to or expected of him or her by University of West Georgia is required to reimburse the institution at rates consistent with those charged outside groups or persons. (See Board of Regents Policy Manual, Section 914.02 and 802.1602.)

In order to avoid a conflict of interest, a full-time member of the faculty, staff, or administration shall not engage in any occupation, pursuit or endeavor which will interfere with the regular and punctual discharge of his or her official duties.

A full-time member of the faculty, staff or administration who plans to engage in an outside activity which necessitates (1) absence from work, (2) cancellation of classes or activities for which he or she is directly responsible, (3) rescheduling of classes or office hours, or (4) delay in submitting grades or reports must secure the prior approval of his or her department chair or unit supervisor.
The President of the University shall be responsible for the establishment and implementation of administrative procedures to ensure that policies governing outside activities are enforced in an equitable manner.

Any member of the faculty, staff or administration who believes that there has been an infringement of his or her rights related to outside activities shall have the right to appeal (See Article VI, Section 2, UWG Statutes).

115 Communications with the Board of Regents and/or the Central Office of the University System of Georgia

Policies of the Board Regents (#204) and the University of West Georgia Statutes state that the President "shall be the official medium of communication between the faculty and the Chancellor, and between the Faculty Senate, . . . or any such body and the Chancellor." (BR Minutes, 1993-94, p. 239).

116 Legal Matters

116.01 Requests for Legal Opinions from the Attorney General.

The State Law Department has ruled that all requests for opinions of the Attorney General, drafting of legal instruments, lawsuits, garnishments, and similar matters concerning institutions of the University System come to that office only upon request of the Chancellor. Therefore, any inquiry or request to be made of the State Law Department should be directed initially to the President of the institution for endorsement to the Chancellor.

116.02 Inquiries from Attorneys on University Matters

On occasion, attorneys representing students or employees sometimes contact faculty members or supervisors directly. Requests from attorneys should be referred to counsel for the University System of Georgia, who should also be provided with copies of any correspondence. Upon receipt of an inquiry from an attorney on a university matter, please contact the President's Office. When such requests come by telephone, it is advisable to limit a response to the basic facts and to refer calling parties to University System legal counsel for anything more than that. It is not advisable to talk with students or employees through their attorneys. Internal procedures are in place for dealing with complaints.

Only the President may speak for the institution, unless the President has explicitly delegated that responsibility for specific purposes.

116.03 Requests for Campus Records

Requests for information are made under the Open Records Act. Virtually all records pertaining to employees and the conduct of university business are considered public records (student records are protected, however, under Federal law). This institution is obliged to provide access to such records upon request through the Office of Institutional Effectiveness and Assessment, charging for any time and copying involved.
117 Legal Holidays

This holiday schedule applies specifically to employees on fiscal year contracts. Holiday periods for others on academic year contracts are covered by other provisions. The University normally observes the following holidays:

- Independence Day
- Labor Day
- Thanksgiving Day
- Christmas Day
- New Year's Day
- Martin Luther King's Birthday

Information concerning these holidays is disseminated in the *Campus Chronicle*.

118 Admission to Student Activities

Faculty and staff members may obtain I.D. cards for themselves and their immediate family members at a nominal charge. Faculty and staff and their immediate family members are admitted without charge to campus athletic events and other selected student activities with a valid University of West Georgia I.D.

119 Enrollment of Faculty and Staff in Courses and Instructional Programs

Since it is to the advantage of the University to encourage self-development of employees, opportunity is provided for participation in training courses and instructional programs on and off the campus.

119.01 Training Courses

As the need is recognized, the University periodically conducts on-the-job training workshops for groups of employees in such broad interests as safety, purchasing procedures, and budgetary control. Department chairs may obtain further information on workshops or request a workshop offering for groups of four or more employees by telephoning the Personnel Officer in the Office of the Vice President for Business and Finance.

119.02 Instructional Programs

Non-administrative personnel are paid for actual hours worked, and any time off to attend classes on campus will be without pay unless a program is sponsored by the University.

 Administrative personnel may be allowed time off to attend classes on campus; however, the plan must not be used by the individual employee merely to work on a degree. Any course must be approved by the employee's department chair and dean, who must certify that the course will benefit the employee in the performance of his duties at the University. All employees are expected to pay regular fees.
Employees of any rank may take courses for credit or work toward a degree provided two conditions are met: first, the state requirement of a forty-hour week (for full-time employees) must be fulfilled; secondly, required fees must be paid.

**120 Disruptive and Obstructive Behavior**

(Board of Regents Policy Manual, Section 1902)

Any student, faculty member, administrator, or employee, acting individually or in concert with others, who clearly obstructs or disrupts, or attempts to obstruct or disrupt any teaching, research, administrative, disciplinary, or public service activity, or any other activity authorized to be discharged or held on any campus of the University System is considered by the Board to have committed an act of gross irresponsibility and shall be subject to disciplinary procedures, possibly resulting in dismissal or termination of employment. (BR Minutes, 1968-69, pp. 166-168; 1970-71, p. 98)

**121 Sexual Harassment Policy**

**121.01 Policy Statement**

The University of West Georgia (the University) is committed to maintaining a fair and respectful environment for living, working, and studying. To that end, and in accordance with federal and state law and Board of Regents’ policy, the University prohibits any member of the faculty, staff, administration, student body, or visitors to campus, whether they be guests, patrons, independent contractors or clients, regardless of the sex of the other party, from sexually harassing any other member of the University community. Reports of sexual harassment will be met with appropriate disciplinary action, up to and including dismissal from the University.

**121.02 Definition of Sexual Harassment**

Pursuant to Title VII of the Civil Rights Act of 1964 and Title IX of the Educational Amendments of 1972, “sexual harassment” is defined as unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature, when:

1. Submission to such conduct is made either implicitly or explicitly a term or condition of an individual’s employment or status in a course, program or activity.
2. Submission or rejection of such conduct by an individual is used as the basis for employment or educational decisions affecting such individual.
3. Such conduct has the purpose or effect of interfering with the individual’s work or educational performance; of creating an intimidating, hostile, or offensive working and/or learning environment; or of interfering with one’s ability to participate in or benefit from an educational program or activity.

**121.03 Examples of Sexual Harassment**

1. Threats to make an adverse employment or academic decision if another person refuses to engage in sexual activities.
2. Demands that another person engage in sexual activities in order to obtain or retain employment or academic benefits.
3. Promises, implied or direct, to give employment or academic benefits if another person engages in sexual activities.
4. Unwelcome and unnecessary touching or other sexually suggestive physical contact, or threats to engage in such conduct.
5. Indecent exposure.
6. Invasion of sexual privacy.
7. Sexual advances, requests for sexual favors, sexual comments and questions, and other sexually oriented conduct that is directed against a specific individual and persists despite its rejection.
8. Conduct, even that not specifically directed at the complainant, which is sufficiently pervasive, severe or persistent to alter the conditions of the complainant’s employment or status as a student and create a hostile working or learning environment, when viewed from the perspective of a reasonable person of the complainant’s gender.

121.04 Other Violations of the Sexual Harassment Policy

Other violations of this policy may include, but are not limited to the following:
1. Retaliations against a person who has made a report or filed a complaint alleging sexual harassment, or participated as a witness in a sexual harassment investigation.
2. Disregarding, failing to investigate adequately, or delaying investigation of allegations of sexual harassment, when responsibility for reporting and/or investigating sexual harassment charges comprises part of one’s supervisory duties.

121.05 Supervisory Relationships

No individual who is in a position of authority over another, either in the employment or educational context, has the authority to sexually harass others by virtue of his or her supervisory role. The University does not in any way, expressly or implied, condone the harassment of a student or employee by the supervisor.

121.06 Consensual Relationships

When one party has a professional relationship towards the other, or stands in a position of authority over the other, even an apparently consensual sexual relationship may lead to sexual harassment or other breaches of professional obligations.

121.07 Reporting Sexual Harassment

All students and employees are encouraged to report any sexual harassment that they experience, observe, hear about, or believe may be occurring, to any faculty or staff member with whom they feel comfortable. Any person to whom sexual harassment has been reported is responsible for notifying the Title IX officer (X6403). Administrators, directors, and supervisors, in charge of staff members, have a legal obligation to report incidents of sexual harassment to the Affirmative Action officer. From that point forward, the Affirmative Action officer will advise the aggrieved regarding additional steps in the grievance process.
The following offices should be understood to be safe places where students and employees can go to report sexual harassment or receive counseling on how to deal with a sexual harassment issue.

Juanita Hicks  
Executive Director of Human Resources  
Affirmative Action Officer  
(678) 839-6403

Dr. Alicia Caudill  
Dean of Students and Associate Vice President or Student Life  
Bonner House  
(678) 839-6423

Leslie Cottrell, MD  
Director of Health Services  
Infirmary  
(678) 839-6452

Willie Black  
Title IX Coordinator  
Human Resources  
Aycock Hall  
(678) 839-5344

121.08 Violations of the Sexual Harassment Policy

The University will not tolerate sexual harassment of its students and will promptly investigate all allegations of sexual harassment. Where sexual harassment is found, steps will be taken to end it immediately. In those instances where it is determined that an individual has sexually harassed another, that individual will be subject to appropriate discipline. The level of discipline will depend on the severity of the harassment. If the investigation reveals a pattern of harassing behavior, or the conduct is aggravated, probation or termination may be appropriate.

To make deliberate false accusations of sexual harassment violates this policy. In such instances, the complainant will be subject to disciplinary action. However, failure to prove a claim of sexual harassment does not constitute proof of a false and/or malicious accusation. Non-university visitors, guests, patrons, independent contractors or clients who fail to address sexual harassment of which they know or should have known (by their personnel or on premises under their control) of students or employees may be subjected to whatever sanctions the relationship with the organization permits.

121.09 Prohibition Against Retaliation

Students and employees who, in good faith, report what they believe to be sexual harassment, or who cooperate in any investigation, will not be subjected to retaliation. Any student or employee who believes he/she has been the victim of retaliation for reporting sexual harassment or cooperating in an investigation should immediately contact the affirmative Action/Title IX Officer.

121.10 Processing Sexual Harassment Reports and Complaints

All reports and complaints of sexual harassment will be promptly investigated and appropriate actions will be taken as expeditiously as possible. Complaints and reports of sexual harassment should be reported as soon as possible after the incident(s) in order to be most effectively investigated. The University will make reasonable efforts to protect the rights of both the complainant and the respondent. The University will respect the privacy of the complainant, the individual(s) against whom the complaint is filed, and the witnesses in a manner consistent with
the University’s legal obligations to investigate, to take appropriate action, and to comply with any discovery or disclosure obligations required by law.

Definitions:

**Affirmative Action/Title IX Officer** – The Affirmative Action Officer is the individual or individuals designated by the President to be primarily responsible for coordinating education and training about sexual harassment to the University community and for investigating reports and complaints of sexual harassment in accordance with this procedure. Name, telephone number and location in the annual notice will identify the Affirmative Action Officer. The Affirmative Action Officer is authorized to designate other appropriately trained individuals to investigate sexual harassment complaints and reports as deemed appropriate.

**Decision-making Authority** – the Decision-making Authority in cases involving an employee of the University, is the individual to review investigative reports, to make findings whether the sexual harassment policy has been violated based upon the investigation, and to determine the appropriate action for the University to take based upon the findings. The Decision-making Authority will be the appropriate Vice President or his/her designee who has supervisory authority over the Respondent(s) of the sexual harassment complaint or report. If the complaint Respondent is a Vice President, the Authority will be the President. If the complaint Respondent is the President, the Authority will be the Board of Regents.

A. Sexual harassment between students should be treated as a disciplinary matter and will be processed by the Division of Student Affairs and Enrollment Management.

B. Investigation and Resolution. The university’s complaint process, outlined herein, is the procedure to be used to end inappropriate behavior, investigate for the purpose of fact finding; and facilitate resolution of complaints involving allegations of sexual harassment. The University reserves the right to investigate and resolve a complaint or report of sexual harassment regardless of whether the complainant pursues the complaint. In such cases, the respondent shall be informed of the status of the investigation at reasonable times up until the University’s final disposition of the complaint as well as ensuring that the respondent is able to respond to the substance of the complaint during meetings convened by the Decision-making Authority to consider discipline based upon the substance of the investigation report. These procedures do not replace the right of complainants to pursue other options or remedies available under the law.

C. Informal Process

The following procedures for informal resolution are optional. The Affirmative Action/Title IX officer shall determine whether and/or how to proceed. The goal of informal resolution is to stop inappropriate behavior, investigate, and facilitate resolutions, if possible.

If a complainant is able and feels safe, he or she should clearly explain to the alleged offender that the behavior is objectionable and request that it cease. The complainant should do so as soon as possible after the incident occurs. The complainant may utilize
the assistance of the Affirmative Action/Title IX officer. Communication with the alleged offender may be in person, on the telephone, or in writing.

If a complainant does not feel safe, or if the behavior does not stop, or if the complainant believes some adverse employment or educational consequences may result from the discussion, he or she should go to any member of staff or faculty who is at a higher level of supervision. The supervisor should report the complaint to the Affirmative Action/Title IX officer. The Affirmative Action/Title IX officer will work with the supervisor to facilitate a resolution of sexual harassment complaints at the local level when deemed appropriate.

122 Sexual Misconduct

122.01 Coverage
As a matter of policy, the faculty, staff and students of the University community will not tolerate sexual misconduct.

122.02 Definition
Sexual misconduct is defined as sexual contact without consent by an acquaintance or a stranger and includes, but is not limited to: intentional touching without consent, either of the victim or when the victim is forced to touch, directly or through clothing, another person’s genitals, breasts, groin, thighs, buttocks; rape (sexual intercourse without consent whether by an acquaintance or a stranger); aggravated assault; aggravated sodomy (sexual penetration with an object without consent); sodomy (anal or oral intercourse without consent); non-consensual kissing; statutory rape; child molestation; aggravated child molestation; voyeurism; and public indecency. It is a violation of this policy to engage in any form of sexual activity or conduct without the consent of the other person. Such consent may be withdrawn at any time, without regard to activity preceding the withdrawal of consent.

Consent may be found in two forms: actual consent (words, acts, or silence) or apparent consent. Apparent consent must be informed and freely given. The person must act voluntarily and with knowledge of what is occurring. Intoxication, drug use, or other reasons for incapacity are obstacles to consent. A person cannot freely, voluntarily, and with knowledge of the act, be deemed to have consent if she or he is intoxicated, in a drug-induced state, or other wise incapacitated. The perpetrator’s honest but unreasonable belief that the victim has consented does not constitute apparent consent.

122.03 Enforcement Procedures

Any violation of this policy needs to be reported to:
1. University Policy at (678) 839-6600
2. Student Health Services (678) 839-6452
3. Title IX Coordinators http://www.westga.edu/titlenine/index_136.php
4. Carroll Rape Crisis (770) 834-7273

123 Personal Relationships
While close working relationships are encouraged among faculty, staff, and students, the University strictly prohibits all faculty and staff, including graduate research assistants, from pursuing sexual relationships with undergraduates who they are currently supervising or teaching. It is misconduct, subject to disciplinary action, for an individual to exercise direct supervisory, evaluation, instructional, and/or advising responsibilities, or participate in hiring, retention, promotion, or award decisions, for someone with whom there exists an amorous relationship or to whom they are related by blood, law, or marriage. Both the fact and semblance of any exploitation must be avoided. The relative difference in power – actual or perceived – in working relationships must be recognized by faculty and staff and not be employed to anyone’s advantage or disadvantage. Even in relationships that appear consensual, both the power and the trust embedded in the role of teacher renders dubious that student’s purported consent.

It is misconduct, subject to disciplinary action for a University employee to engage in sexual activity with any enrolled student of the institution, other than his or her spouse, who is a minor below the age of 18 years.

The University strongly discourages sexual relationships between faculty or administrators and graduate students, as well as between staff members and any subordinates whose work they supervise. Anyone involved in a sexual relationship with someone over whom he or she has supervisory power must recuse himself or herself from decisions that affect the evaluation, employment conditions, instruction, and/or academic status of the subordinate involved.

124 Political Activity

124.01 Employees

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

1. Employees may not manage or take an active part in a political campaign while on duty to perform services for which he or she receives compensation from the System.
2. Employees may not hold public or political office at the state or federal level.
3. Employees seeking political office at the state or federal level must first request a leave of absence without pay beginning prior to announcement of candidacy or campaigning and ending after the general or final election. If elected to state or federal office, such persons must resign prior to assuming office.
4. Employees may seek and hold elective or appointive office at other than the state or federal level when authorized to do so by the president of an institution and when candidacy for or holding of the office does not conflict or interfere with the employees’ duties and responsibilities to the institution or System.

124.02 Use of Property 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 System material, supplies, equipment, machinery, or vehicles in political campaigns is forbidden.

**125 Emeritus Status for Faculty and Administrative Officers**

**125.01 Eligibility**

The President may confer, at his discretion, the title of "Emeritus" on any retired professor, associate professor, assistant professor, lecturer, senior lecturer or administrative officer who, at the time of his or her retirement, had ten (10) years or more of honorable and distinguished service at West Georgia. This title may be conferred upon the recommendation of the President of the University of West Georgia (*Board of Regents Policy Manual*, Section 803.15).

**125.02 Criteria**

In considering persons from the University of West Georgia for recommendation for the "Emeritus" title, the President shall, in addition to the Board of Regents criteria, base the recommendation upon:

1. Meritorious service.
2. Notable career performance at University of West Georgia.
3. Nomination and recommendation by the appropriate administrative officers in the case of administrative personnel, or by the department, department chair, dean, and the Provost and Vice President for Academic Affairs in the case of faculty members.

Nominations may be submitted only after the employee has retired.

**126 Drug-Free Workplace Policy**

As a recipient of Federal funds, University of West Georgia supports and complies with the provisions of the Drug-Free Workplace Act of 1988. University of West Georgia expects faculty and staff to meet appropriate standards of performance, to observe basic rules of good conduct and to comply with Institutional Policies and Procedures. In the discharge of its responsibilities as an employer, University of West Georgia aggressively promotes and requires a drug free workplace among its faculty and staff. The unlawful manufacture, distribution, dispensation, possession, or use of illegal drugs by employees of University of West Georgia is prohibited by Institutional Policy.

Each employee convicted for felony and/or misdemeanor drug violations of a criminal drug statute will be subject to strong disciplinary action, up to and including termination of employment, or may be required, at the discretion of the University, to participate satisfactorily in a drug abuse or rehabilitation program.
In accordance with the Drug-Free Workplace Act of 1988, all University employees must as a condition of employment (i) abide by the University's policy on controlled substances, and (ii) inform the University of any conviction for violating a criminal drug statute in the workplace within 5 days after such conviction.

A current list of available drug counseling, rehabilitation, or treatment centers is maintained by Human Resources for employees who desire information regarding such programs or facilities.

127 Faculty Workload

127.01 Faculty are expected to teach a minimum of four 3-hour courses or the equivalent per semester unless a portion of that time is reassigned by the dean for administrative, research, or other purposes.

127.02 Faculty are expected to assume their fair share of academic advising, and program, departmental, school, college, and university committee work.

127.03 Faculty are expected to accept a reasonable share of institution-wide service activities, including institutional governance when selected. However, faculty are also expected to exercise prudence in accepting such service, so that they are not taking on a disproportionate or unduly burdensome load that interferes with teaching and research.

127.04 Faculty are expected to have an on-going research and professional development agenda, to share the agenda with their department chair or equivalent, and to make progress annually in addressing the agenda.

127.05 Faculty are expected to engage in public and professional service activities as time and opportunity allow.

127.06 Faculty are expected to average no more than one day a week in any approved outside employment.

127.07 Faculty may not be paid for teaching overloads during the regular academic year and will not be assigned overloads unless they are agreeable and compensatory time is provided within the subsequent two-semesters. Please refer to the BOR Faculty Overloads and Instructional Staff Responsibilities (4.10 Faculty Overloads and Instructional Staff Responsibilities).

127.08 Summer teaching is optional, depends on need, and is limited to no more than 9 credit hours for the summer semester.

128 Resignation/Retirement Letters

Faculty members intending to resign or retire should apprise the department chair of their intention as early as possible. The chair should apprise the dean.

At the point that plans are certain, faculty should write to the President, stating their decision and the effective date of their retirement/resignation. They should send copies to the chair, dean, and Provost and Vice President for Academic Affairs.
The chair, dean, or Provost and Vice President for Academic Affairs should immediately inform the President of any concerns related to a faculty member's retirement/resignation letter.

Section 200  POLICIES AND PROCEDURES RELATED TO TEACHING RESPONSIBILITIES

201 Classroom Procedures

201.01 All syllabi at the University of West Georgia must include the following information: Course title, course learning outcomes, course description, course number and section, term, number of credit hours earned for successful completion, method and mode of delivery (e.g., percentage online versus face-to-face instruction), instructor information (name, office location, contact information, and office hours), required reading(s), software, hardware, and other materials (if applicable), and the system of evaluation and grading. Each instructor must make the syllabus available to each student on or before the first day of class, and provide access to all course syllabi to the appropriate department office. Each syllabus must include a link to the online University of West Georgia document titled “Common Language for Course Syllabi” (http://www.westga.edu/assetsDept/vpaa/Common_Language_for_Course_Syllabi.pdf). The following paragraph provides suggested language for insertion in all course syllabi. Faculty may wish to adjust the language, but the link to required information must be in each syllabus. Students, please carefully review the following information at this link [http://www.westga.edu/assetsDept/vpaa/Common_Language_for_Course_Syllabi.pdf]. It contains important material pertaining to your rights and responsibilities in this class. Because these statements are updated as federal, state, and accreditation standards change, you should review the information each semester.

201.02 Syllabi for courses that are part of the Core Curriculum must include a statement of the learning outcomes of the relevant section of the Core Curriculum, and the content in each of these courses must adhere to these Core Curriculum learning outcomes.

201.03 Faculty shall include in their syllabi a link to the university’s statement on academic dishonesty and the honor code: http://www.westga.edu/assetsDept/vpaa/Common_Language_for_Course_Syllabi.pdf. It is the student’s responsibility to comply with the university guidelines on academic honesty regardless of whether or not an instructor reminds students of these policies in class or on a course syllabus. However, faculty members are encouraged to define for their students, either in a course syllabus or in written guidelines presented in class or in electronic form, the standards of proper academic conduct, and what assistance is permissible in the preparation of reports, term or research papers, and outside projects, including policies for the use of materials prepared by the student for other courses and standards of academic honesty on tests.

201.04 Faculty members should promptly return all students’ graded academic work. In the case of final exams and other end-of-term work that cannot easily be returned to students, faculty
members should keep this work on file for at least one semester and allow each student to review
his or her work upon request, in accordance with the USG policy on records retention (USG

201.05 Faculty members with instructional responsibility must allow students to evaluate the
course and quality of instruction in the final weeks of classes. For more detail on the evaluation
form and procedures, see Section 103.06.

201.06 In the case of student absences, instructors have full discretion over all makeup work
assignments. Short-term excused absences: Students who will miss class while officially
representing the University in sanctioned events or for religious holidays must consult with their
instructors about anticipated absences. Students shall be accommodated, as the professor deems
reasonable.

Instructors must grant excused absences to students who must miss class in order to vote in a
national, state, or local election (http://www.usg.edu/policymanual/section4/C327/).

Long-term absences: Students who are absent for more than a week of class are required to do all
of the following if they want to request accommodation or the opportunity for make-up work
must notify the instructor. Regardless of the reason for the absence, each student is responsible
for the material covered in class, for completing any assignments, and for making specific
arrangements with the instructor for any work missed. The degree to which missed work can be
made up will depend upon the nature of the work and its intended purpose.

Any student who is unable to continue attendance in class should examine available options (i.e.
make appropriate arrangements with the instructor, drop the course (during the Drop/Add Period
only), withdraw from the course, hardship withdrawal for the semester, or withdraw from the
University).

201.07 If a faculty member is absent for a prolonged period, he or she shall, with the approval of
the department chair or dean, provide for alternative means of delivery of course material.

In the event of emergency situations (such as weather-related closings) in which classes are
cancelled due to university policy, faculty are responsible for communicating with students
regarding alternative means of meeting the course learning outcomes.

202 Record of Student Absences

Instructors are not required to take attendance in their courses. It is important to note, however,
that a number of stakeholders have an interest in information regarding students’ engagement in
the academic enterprise. Instructors must accurately identify students who never attended the
course prior to the deadline for roster verification and those students who stopped engaging in
the course prior to the second checkpoint in the term. This information may be needed:

1. By the deans, in making decisions about a student's academic or disciplinary status.
2. By the Vice President of Business and Finance, in determining refund status when a student
withdraws without formal notification.
3. By parents, especially of students who may be disciplinary or academic problems (may be given only by consent of the student, Family Educational Rights and Privacy Act of 1974).
4. By prospective employers, who are interested in the student's general attendance record (may be given only by consent of the student, Family Educational Rights and Privacy Act of 1974).
5. By the Veterans' Administration for the determination of a student's eligibility for benefits.

203 Class Rolls

On the first day of class and during the Drop/Add Period, the instructor should check the Banweb class roll for students officially enrolled in his/her courses.

An email announcement is sent to all faculty when official class roll verification must be done. Faculty indicate on each class roll those students who have never attended and those students who have attended.

Under no circumstances should a student be permitted to remain in class unless his or her name appears on the official class roll. The student should be sent to the Registrar’s Office to determine why his/her name is not on the roll.

Certain courses such as colloquia, special topics, and directed readings provide for a varying number of hours of credit and a specific title. If such a course is being created for an individual student, the student must obtain an independent study form from the instructor, have it approved by the department chairperson and submit it to the Registrar’s Office during registrations or the Drop/Add Period. Faculty members teaching these courses should check their rolls carefully and report to the Registrar’s Office any discrepancy in number of hours, names of students working with the professor and specific titles of the course. This information must be reported to the Registrar at the time designated by the Registrar. Some of the information is required to bill the student for the proper amount of fees.

204 Attendance Policy

Instructors shall state their attendance policy in the syllabus.

Instruction begins the first day of class. In face-to-face courses, if students fail to attend the first day and have not contacted the instructor to explain their absence, they may be dropped during the Drop/Add Period to make room for other students.

In fully online or hybrid courses each instructor has the authority to specify in the syllabus what qualifies as attendance at the first class meeting and during the Drop/Add Period to drop students who fail to meet that requirement. Instructors may require students to attend a face-to-face meeting, to log in to the online course-delivery system by a specified date, or to take other specified steps at the beginning of the session.

Students in courses meeting for the first time after the end of the Drop/Add Period may drop or be dropped on the first business day immediately following the first scheduled class meeting. Students wishing to drop a course must do so in the Enrollment Services Center. Faculty wishing to drop a student in such a case should email the Registrar’s Office at registra@westga.edu.
In exceptional cases students may be dropped or added to courses after the Drop/Add Period with the approval of the instructor, the department chair, and the dean or the dean’s designee.

After the close of the Drop/Add Period (or the first business day following the close of the Drop/Add Period for courses that do not meet for the first time during the Drop/Add Period) faculty may not withdraw a student from a course for failure to attend.

205 Reporting Grades and Withdrawal Policy

Reporting Grades Procedure:
The University of West Georgia follows the uniform grading system of the University System of Georgia. Final grades should never be posted publicly, as this is prohibited under Family Educational Rights and Privacy Act of 1974.

Final grades are entered on Ban Web at the end of each term. Detailed instructions for reporting grades on Ban Web can be found on the Registrar’s Faculty and Staff Resources web page. Faculty members are expected to meet the announced deadlines for entering final grades. For each course, faculty members will receive an email that confirms all grades have been successfully submitted or an email that indicates grades are missing.

Change Grade Procedure:
Grade Changes can be done in BanWeb until time listed by Registrar’s office on the official due date each term. ALL Grades Changes after the deadline will require a Grade Change Form. The instructor, department chair, and the Registrar’s Office must approve the grade change.

Incomplete Work Procedure:
A grade of "I" may be given in lieu of a final grade when a student with work of an acceptable quality (at least a D) is unable to complete the course requirements or take the final examination for non-academic reasons beyond his or her control. Please contact your department chair, program director, or college/school dean for specifics regarding the Incomplete Grade Form. It is the responsibility of the student receiving an "I" to arrange with the instructor (or the department chair/program director if the instructor is not available) to complete the required work. An undergraduate student must coordinate with the faculty member to resolve an "I" during the succeeding semester of enrollment or within one year, whichever comes first; otherwise, the grade will be changed to "F." Graduate students must coordinate with the faculty member to resolve an "I" within one calendar year or the “I” becomes an “F.” A student completing the work for a course in which an “I” was received should never re-enroll in the course in a subsequent semester.

205.01 Hardship Withdrawal Policy
Students may request a hardship withdrawal after the official withdrawal Drop/Add deadline published in the UWG semester term calendar until the Friday immediately prior to the final week of the term.

What warrants a Hardship Withdrawal?
A hardship withdrawal is an exception based on unusual or emergency circumstances beyond the
student's control. Categories of hardship include physical, psychological, and personal. Documentation for a hardship withdrawal is based upon the category of hardship claimed by the student. Examples of documentation might include the following:

- **Physical**: Physician's report, including name, address, phone number, nature of illness or accidents, dates of treatment, prognosis, and recommendation.
- **Psychological**: Memo from the Counseling Center counselor or letter from private psychological or psychiatric service, illness, and dates.
- **Personal/Familial**: Copy of divorce papers, police reports, obituaries, other as relevant.

A list of invalid reasons for a hardship withdrawal is provided in the Hardship Withdrawal Policy, located in the [University of West Georgia Student Handbook](#).

**What is the process for receiving a hardship withdrawal?**

University of West Georgia undergraduate and graduate students may request a hardship withdrawal or may be administratively withdrawn from the university. Please see the University of West Georgia Registrar's Office website and [University of West Georgia Student Handbook](#) for details. Students must initiate a hardship withdrawal using the [Request for Hardship Withdrawal form](#) found on the [website of the Provost and Vice President of Academic Affairs](#).

### 205.02 Limited Course Withdrawals

Undergraduate students may withdraw from courses with a grade of “W” a maximum of six times during their entire undergraduate enrollment at the University of West Georgia. After the limit of six withdrawals is reached, students are permitted to request exceptions only for circumstances beyond their control. Please see the University of West Georgia Registrar's Office Website for details.

Students must withdraw from courses during the Withdrawal “W” Period, as noted on the Registrar’s Calendar. Retroactive withdrawals for prior terms are not permitted. The Withdrawal “W” Period typically begins after Drop/Add and closes at mid-term. Grades of “W” do not count toward the grade point average.

See the Registrar’s Limited Course Withdrawals website for examples of the different types of allowable withdrawals and the financial or academic consequences that may result from these withdrawals.

### 206 Final Examinations

Final examinations are held at the end of each term in accordance with a published schedule. No final examinations may be given in advance of the date scheduled unless authorized by the dean of the appropriate college. If a student has more than two final exams scheduled in a single day, he or she may rescheduled all but two of them through the cooperation of faculty members, department chairs, college deans, and if necessary, the Office of the VPAA. During the term of his or her graduation, an undergraduate student may be excused from final examinations at the discretion of the instructor of each course in which the student is doing passing work.
207 Academic Honesty/Dishonesty

Academic Honor at West Georgia

Academic honesty is essential in preserving one's own integrity, the integrity of the institution, and in gaining a true education. The UWG Honor Code states that “we believe that academic and personal integrity are based upon honesty, trust, fairness, respect and responsibility.” The code further states that UWG students assume responsibility for upholding the honor code and that they “pledge to refrain from engaging in acts that do not maintain academic and personal integrity. These include, but are not limited to, plagiarism, cheating, fabrication, aid of academic dishonesty, lying, bribery or threats, and stealing.”

Just as complete honesty should be the Professor's standard in his or her presentation of material, this same standard should be demanded from students when they complete assignments. (For example, tests, reports, projects, and term papers.) Every professor has the responsibility to inculcate in students the ideal of academic honesty and to take all practical precautions against its violation.

Academic dishonesty on the part of the student shall be interpreted to mean cheating, i.e., the obtaining and using of information during an examination by means other than those permitted by the instructor, including the supplying of such information to other students. Academic dishonesty shall also include plagiarism, i.e., the purchase and use of ghost-written papers and reports, or excessive collaboration (incorporating into a report, term theme, research paper, or project, ideas and information obtained from another person without giving credit to the person from whom such information was obtained). Further, inclusion of the published or unpublished writings of another person without duly noting these sources according to normal scholarly procedures shall be considered plagiarism. No material prepared to meet the requirements in one course may be used to fulfill the requirements in another without permission of the instructor. The above definition of academic dishonesty applies equally to improper use of electronic devices and electronic sources of information and opinion (e.g. online translators).

All faculty members should promote academic honesty, not only through their own standards of scholarly conduct, but also by anticipating conditions which may lead to dishonesty on the student's part. Suspicion is not a sound basis for a healthy educational environment, and the professor must judge those instances where his or her trust will encourage responsibility rather than cheating.

Specific ways in which dishonesty may be discouraged include:

1. Testing in such a way that cheating is difficult. This may be enhanced by avoiding purely objective tests. Professors should also monitor the classroom during testing. Allowing only school or departmental secretaries to type and duplicate tests. Allowing student assistants to handle testing materials sometimes places them in a compromising position where students intent on cheating exert pressures to supply advance information.
2. Safeguarding tests until the time they are to be administered. Tests should never be left in an unlocked office.
3. Grading of major tests, papers, and final examinations should be done by the professor or designated graduate teaching assistants.
4. Discouraging term papers, research papers, or projects which are merely a re-statement of printed material. Personal interpretation and evaluation should be required.
5. Designing paper assignments in such a way that completion can only be accomplished satisfactorily by reference to material specific to the course.
6. Adequately preparing students to the proper method of adapting source material.
7. Conducting private conferences both before and after written reports are made to insure that the student understands proper procedures and to evaluate the student's assimilation of material.

In cases of obvious or suspected dishonesty, the professor shall confront the student with the evidence and determine and enforce the penalty if a penalty is warranted. The student or the professor has the right to have another faculty member present when the discussion about obvious or suspected dishonesty takes place. The outcome may consist of a change in grade which can range from the lowering of a grade for a particular class project or test to failure for the course. The student may appeal this action to the department chair and through regular administration channels to the Grade Appeals Subcommittee of the Academic Policies and Procedures Committee (please see Section 208 of the Faculty Handbook).

208 Academic Appeals

208.01 Confidentiality

Due to the sensitive nature of any appeals hearing, confidentiality will be respected in a manner consistent with relevant state law and University System of Georgia policy.

208.02 Categories of Academic-Based Appeals

There are three categories of academic-based appeals. All three are initiated by the student.

- Admission to the University (Section 208.03)
- Grade Appeals (Section 208.04), of which there are two kinds: Academic Dishonesty Grade Appeals and Grade Determination Appeals
- Academic Suspension or Academic Dismissal from the University (Section 208.05). Academic suspension (term or one year) or academic dismissal may only be reviewed through a grade appeal (208.04) or hardship withdrawal (205.01).

Sections 208.03 and 208.04 identify the two university subcommittees of the Academic Policies Committee of the Faculty Senate established to hear admission appeals and grade appeals and include the general processes and procedures that should be followed. Given the variability and uniqueness of individual circumstances, the chairperson of a respective subcommittee may, in consultation with respective parties, suggest alternative actions/processes as issues present themselves.

- Subcommittee for Admission Appeals
- Subcommittee for Grade Appeals
208.03 Appeals of Admission to the University

A. Undergraduate Student Applicants. Undergraduate applicants to the university who have been denied admission or readmission may appeal that decision by submitting an appeal to the Admission Appeals Subcommittee. Applicants are advised to communicate with the Office of Admissions for instructions.

B. Graduate Student Applicants. Graduate applicants who are denied admission to a graduate program may appeal that decision by submitting an appeal to the relevant College or School. As appeal procedures vary by program, the applicant is advised to communicate with the College or School for instructions.

C. The Subcommittee for Admission Appeals. The Admission Appeals Subcommittee hears appeals made by undergraduate applicants for admission or readmission to the university.

1. Comments. After a student has petitioned the appropriate administrative officials in the Office of Admissions, he or she has the right to appeal an adverse decision by such officials in cases of admission or related matters. Appeals must be made in writing with supporting evidence, as determined by the Admissions Appeals Subcommittee.

2. Responsibilities of the Admission Appeals Subcommittee. The Admission Appeals Subcommittee hears appeals made by undergraduate applicants for admission or readmission to the university.

a. Appeal(s) Hearing. Appeal(s) hearings may be scheduled regularly or as needed.
   i. The Director of Admissions (or designee) will be responsible for distributing appropriate materials to subcommittee members and for scheduling each appeal(s) hearing.
   ii. The Admissions Appeals Subcommittee chairperson will be responsible for chairing the hearing and for conveying recommendations of the subcommittee in writing to the Director of Admissions.

b. Electronic Polling. At the discretion of the chairperson, an electronic poll of the subcommittee will suffice in lieu of an appeal(s) hearing.

3. Admission Appeals Subcommittee Membership. The subcommittee shall consist of seven faculty members (one from each college, the School of Nursing, and the Library) and four university officials. The university officials are: the Associate Vice President for Enrollment Management (voting), the Registrar (voting), the Director of the Excel Center (voting), and the Director of Admissions (non-voting).

a. Chairperson. The Associate Vice President for Enrollment Management shall serve as the chairperson of the Admission Appeals Subcommittee.

b. Faculty Members. Each Dean, in consultation with the chairperson of the Admission Appeals Subcommittee, will appoint a faculty member to the subcommittee. Appointments shall be made in May to replace faculty members whose terms have expired. An appointment to fill a vacancy should be made when the vacancy occurs.
   i. Length of Service. Faculty members serve two-year (staggered) terms starting with the summer semester.
ii. **Timing of Appointment.** Deans shall make appointments in May to replace faculty members whose terms have expired. An appointment to fill a vacancy shall be made when the vacancy occurs.

iii. **Reappointment.** Consecutive terms are not permitted, although reappointment is acceptable after a two-year break in service.

c. **Quorum.** Any five members of the subcommittee, at least three of whom must be faculty, shall constitute a quorum. In the case where a quorum is not available and the appeal(s) hearing cannot be delayed, the chairperson may request that the Provost or Associate Vice President for Enrollment Management appoint substitutes to serve on a temporary basis.

D. Ultimately, final authority for all student appeals rests with the president of the institution. (See Section 4.7.1 Student Appeals, BOR Manual).

**208.04 Grade Appeals**

**A. Comments.**

1. **The Subcommittee for Grade Appeals.** The Grade Appeals Subcommittee hears both Academic Dishonesty Grade Appeals and Grade Determination Appeals. The grade appeal procedure is explained in Section 208.04(F). Fairness and procedural safeguards are listed in Section 208.04(G).

2. **Student’s Right to Appeal.** Students have the right to appeal a grade by initiating an Academic Dishonesty Grade Appeal or Grade Determination Appeal with the chair of the department that offers the course.

3. **Timetable for Grade Appeals.** Grade appeals shall be initiated by the student no later than the end of the semester following the assignment of the grade and concluded no later than one year (12 calendar months) after the assignment of the grade.

**B. Definitions.** There are two kinds of grade appeals.

1. **Academic Dishonesty Grade Appeal.** If the faculty member assigned the grade due to an allegation of cheating, plagiarism, or some other act of academic dishonesty and the student wishes to pursue the appeal, his or her case should be considered an Academic Dishonesty Grade Appeal.

2. **Grade Determination Appeal.** If the reasons underlying the appeal are based on policy disagreements or alleged charges of arbitrary or unfair treatment by the involved faculty member, the appeal should be considered a Grade Determination Appeal.

**C. Responsibilities of the Grade Appeals Subcommittee.** The Grade Appeals Subcommittee hears both Academic Dishonesty Grade Appeals and Grade Determination Appeals. The chairperson of the subcommittee will be responsible, in conjunction with the Office of the Provost and Vice President for Academic Affairs, for distributing appropriate materials to subcommittee members, for announcing in advance the time and place of each scheduled appeal(s) hearing, and for conveying recommendations of the subcommittee in writing to the Provost (or Provost’s designee).
1. **Academic Dishonesty Grade Appeals.** In cases where there are allegations of academic improprieties, it is assumed that these cases will be related to the classroom. It would be expected that a professor who has noted improprieties would have taken some form of corrective action (see Section 207).
   a. The purpose of the Grade Appeals Subcommittee in hearing this type of student complaint is (1) to determine if academic improprieties did take place and (2) to review the appropriateness of the faculty member’s corrective action as it relates to final grade assignment.
   b. Fairness and procedural safeguards for Academic Dishonesty Grade Appeals, Section 208.04(G)(1)(c), state that the burden of demonstrating a preponderance of evidence shall rest upon the officials or faculty member who originated an action against a student or assigned for cause a particular grade.

2. **Grade Determination Appeals.** Educational institutions have the responsibility for evaluating students by standards and using a grading system that is publicized and known to faculty and students. The responsibility for determining the grade of each student rests on the faculty member who has responsibility for teaching the course in which the student is enrolled. If a student feels unfairly treated by a faculty member in terms of the assignment of the final course grade, the student can initiate a Grade Determination Appeal.
   a. The purpose of the Grade Appeals Subcommittee hearing this type of student complaint is to review the totality of the student’s performance in relationship to his or her final grade.
   b. Fairness and procedural safeguards for Grade Determination Appeals, Section 208.04(G)(2)(c), state that the burden of demonstrating a preponderance of evidence of arbitrary or unfair grading rests on the student. The student should realize such a charge is a serious one and refrain from taking capricious action.

**D. Membership of the Grade Appeals Subcommittee.** The subcommittee shall consist of seven faculty members (one from each college, the School of Nursing, and the Library), one University official, and one student.

1. **Chairperson.** The University official shall serve as the chairperson of the Grade Appeals Subcommittee.

2. **Faculty Members.** Each Dean, in consultation with the chairperson of the Grade Appeals Subcommittee, will appoint a faculty member to the committee each year.
   a. **Length of Service.** The length of service on this subcommittee shall be for one full year (12 calendar months) starting with fall semester.
   b. **Timing of Appointment.** Deans shall make appointments in May to fill expired terms. An appointment to fill a vacancy shall be made when the vacancy occurs.

3. **Quorum.** Any four members of the subcommittee, not including the chair, and at least three of whom are faculty, shall constitute a quorum. In the case where a quorum is not available and the appeal(s) hearing cannot be delayed, the
4. **Role of the Chief Judicial Officer.** For Academic Dishonesty Grade Appeals, the Chief Judicial Officer of the University will be invited to sit on the committee to ensure that all due process requirements are met.

E. **Faculty Availability for Grade Appeal Decisions.** If a faculty member is unavailable when a grade appeal is underway, a faculty-ranked administrator may assume the faculty member’s place in the decision-making process in the following circumstances.

1. **Permanently Unavailable.** If a faculty member is permanently unavailable for a grade appeals hearing because he or she is no longer employed by the University, the Department Chair is responsible for the grade and will attend the hearing. In such a case, the Department Chair is acting in the stead of the faculty member who assigned the grade.

2. **Temporarily Unavailable.**
   a. **Decision Outcome is Not Time Sensitive.** If a faculty member is temporarily unavailable, for example, on temporary leave, out of the country, or ill, and the outcome of the hearing does not affect a student’s continued enrollment, financial aid, or graduation, the grade appeal hearing will be delayed until the faculty member returns.
   b. **Decision Outcome is Time Sensitive.** If a faculty member is temporarily unavailable and the outcome of the hearing does affect a student’s continued enrollment, financial aid, or graduation, the grade appeal hearing will not be delayed. Under such circumstances, the faculty member will be represented by his or her college/school/library Dean (or Dean’s Designee), rather than the Department Chair. The Chairperson of the Grade Appeals Subcommittee shall schedule an appropriately timed hearing with the Dean/Designee. Given these circumstances, and in the event of finding for the involved student, the Dean/Designee is authorized to make the appropriate grade change or other remedies congruent with the appeal finding.

F. **Procedures.** The student is encouraged to present their concerns to the faculty member regarding their grade. If dissatisfied with the discussion with the faculty member the student can initiate a grade appeal in writing, using the Student Grade Appeal Form available from the Provost’s website.

1. **Procedural Summary.** Grade appeals begin at the level of the Department Chair.
   a. **Department Chair.** Upon receipt of the written grade appeal, the Chair (1) consults with the student, (2) determines whether the grade appeal should be considered as an Academic Dishonesty Grade Appeal or a Grade Determination Appeal, (3) shares the grade appeal with the faculty member and after review the faculty member may (but is not required to) submit a narrative and any supporting documentation, (4) examines the available documentation and (5) grants the appeal and changes the grade, or denies the appeal. The Chair notifies the student of the decision in writing. If the Chair denies the appeal, the written notification to the student should explain the
student’s right to appeal to the Dean (or Dean’s designee). If the appeal is denied, the student may accept the decision and end the appeal process, or request that the appeal and all associated documentation be forwarded to the Dean (or Dean’s designee).

b. **Dean (or Dean’s Designee).** The Dean/designee reviews the appeal and grants or denies the appeal. The Dean/designee notifies the student of the decision in writing. If the Dean/designee denies the appeal, the written notification to the student should explain the student’s right to appeal to the Office of the Provost and Vice President for Academic Affairs. If the appeal is denied, the student may accept the decision and end the appeal process, or request that the appeal and all associated documentation be forwarded to the Provost (or Provost’s designee).

c. **Provost (or Provost’s Designee).** The Provost/designee submits the appeal to the chairperson of the Grade Appeals Subcommittee for a hearing.

d. **Grade Appeals Subcommittee.** At the conclusion of the hearing of the Grade Appeals Subcommittee, the chairperson of the subcommittee will submit in writing conclusions and recommendations to the Provost/designee for information, review, and additional action. (For example, change of grade or further judicial sanctions). The Chair shall only vote to break a tie. If a majority of the members of the Grade Appeals Subcommittee does not grant the appeal, the decision of the Dean stands. Ultimately, final authority for all student appeals rests with the president of the institution. (See Section 4.7.1 Student Appeals, BOR Manual).

2. **Timetable of Appeals**

   a. **Academic Dishonesty Grade Appeal.** This appeal is defined in 208.04(B)(1). An Academic Dishonesty Grade Appeal may be made as soon as a grade penalty on the grounds of academic dishonesty has been levied against a student. The appeal must be concluded no later than one year (12 months) after the grade is assigned.

   b. **Grade Determination Appeal.** This appeal is defined in 208.04(B)(2). A Grade Determination Appeal shall be initiated after the final course grade is assigned, but no later than the end of the semester following the assignment of the grade, and concluded no later than one year (12 months) after the final course grade is assigned.

3. **Documentation Required for the Appeal.** A student must submit the [Student Grade Appeal Form](#) available from the Provost’s website and any supporting paperwork to the Department Chair.

G. **Fairness and Procedural Safeguards**

1. **Academic Dishonesty Grade Appeals.** In order to guarantee fairness and proper procedural safeguards for all concerned, the subcommittee shall be guided by the following procedures:
2. **Grade Determination Appeals.** In order to guarantee procedural fairness to both the student and the faculty member involved, the following procedures shall guide such hearings:

a. The subcommittee will hear the case only if the student has exhausted all administrative remedies through the appropriate department chair and his or her college/school/library dean.
b. The subcommittee chairperson will consult with both the faculty member and student concerning the hearing procedures, the time, date, and place of the hearing and will ensure relevant materials reach all parties in a timely fashion.
c. The burden of demonstrating a preponderance of evidence of arbitrary or unfair grading rests on the student. The student should realize such a charge is a serious one and refrain from taking capricious action.
d. Both the student and faculty member shall be given an opportunity to present his or her case and to refute the case presented by the other.
e. All matters upon which a recommendation will be based must be introduced during the hearing before the subcommittee. Recommendations shall be based solely upon such evidence.
f. Appellants who fail to appear after proper notice will have their cases heard in absentia.
g. The chairperson of the subcommittee will submit in writing conclusions and recommendations to the Provost and Vice President for Academic Affairs (or Provost’s designee).

208.05 Appeals of Academic Suspension or Academic Dismissal from the University

Academic suspension (term or one year) or academic dismissal may only be reviewed through a grade appeal (208.04) or hardship withdrawal (205.01). The suspension or dismissal will not be overturned until the grade appeal or hardship withdrawal has been processed.

209 Faculty Office Hours

The faculty member should announce to his or her students and post on his or her door (or other appropriate place) a schedule of office hours and should be available consistently during those hours. The total scheduled hours should not be less than ten hours per week and should include morning and afternoon periods on most days.

Part-time faculty must be available prior to and after class for a period of one hour or available by appointment.

Conferences at other hours should be available by appointment for the mutual conveniences of students and the faculty member.

210 Field Trips

Field trips are of recognized value in the educational process, but it should be recognized that a problem arises if a student is asked to miss other classes to make the trip. Field trips should have the approval of the dean of the appropriate college, who should be provided with a list of the students who are to participate, the time of departure, expected time of return, and purpose of the trip. When field trips have been approved, the instructor should provide each student who is to participate with a notice that may be shown to those other instructors from whose class the participant will be absent.

Whenever practical, the university bus or vans should be used as the means of transportation for field trips. Drivers of personal automobiles on trips carrying University students are liable for damages for negligence, just as they would be under other circumstances. (See "Faculty Liability," and "Use of Buses and Vans" in this handbook.)

211 Procedures for Effecting Curriculum Changes

The Undergraduate Academic Programs Committee of the Faculty Senate is charged with the responsibility of reviewing each proposal for a change in the undergraduate curriculum (adding, dropping, or modifying course offerings, degree programs, or majors). The committee recommends approval of the proposed change in degree programs, certificate programs or majors to the Senate. Changes in undergraduate courses which do not impact the substance of an academic program or major do not require Senate action and, once approved by the committee, will be sent to the Provost and Vice President for Academic Affairs. These course approvals are
taken to the Senate on information purposes. The Senate Committee on Graduate Studies has similar responsibilities with respect to graduate courses and programs. Courses which are cross listed as both undergraduate and graduate courses require approval of both the Undergraduate Academic Programs Committee and the Committee on Graduate Studies.

All new courses coming from either the Undergraduate Academic Programs Committee or the Committee on Graduate Studies must not be offered until one academic term has elapsed between the date of the course’s approval and the beginning of the term the course is offered. This policy is by authority of the Provost and Vice President for Academic Affairs’ discretion concerning the offering of classes and thus any exceptions to the policy must be made to that office.

Proposals for curriculum changes are normally initiated by an approved advisory group or a department and require approval by the departmental faculty and the appropriate college dean. Undergraduate changes are sent by the dean to the Undergraduate Academic Programs Committee. Graduate curriculum changes require the approval of the graduate faculty of a college (or the advisory board authorized in the by-laws of the college) and the appropriate college dean before being sent to the Committee on Graduate Studies. Cross-listed undergraduate/graduate courses need the approval of both the undergraduate and graduate committees.

The form and content of the documentation required to obtain Senate Committee approval can be obtained from the dean of the appropriate College.

Proposals must be sent to the committee before November 1 if the proposed changes are to be printed in the next edition of the University catalog.

**212 Policies Governing Textbook Selection and Ordering**

(Approved by Faculty Senate September 29, 2006)

All textbook selections are subject to approval by the department chair. Department chairs are responsible for supervising and consolidating all book orders for the department. No book order will be accepted by the bookstore unless it is signed by the department chair.

In order to ensure that an adequate number of books is available, all book orders will be sent to the University Bookstore. The University Bookstore will inform the local private bookstore(s) of the details of each order. Based on previous experience with enrollment patterns and departmental usage, the University Bookstore may judge that the estimate of the number of copies needed should be decreased or increased. Changes to bookstore orders will require approval from either the professor or department chair.

The University Bookstore is responsible for accurate record keeping and for proper inventory management to ensure that the needs of the faculty and students are met.

In order to reduce the cost to students, frequent changes in textbooks should be avoided. Departments should select textbooks with care and, in courses that are taught every semester (fall and spring), should attempt to use the same textbook for at least two academic years. For
changes in textbooks to be initiated for the summer term, the instructor will notify the bookstore no later than February 1st.

For better inventory control, sudden changes in textbooks should be avoided. Except in very unusual circumstances, it is the policy that for a course offered every term (fall and spring), at least one semester will elapse between the time the University Bookstore is notified of the proposed change and the time the change is effective.

Ideally, all sections of a multi-sectioned course should use the same textbook. Every department is urged to make a conscientious effort to hold to a minimum the number of different texts used in different sections of a multi-sectioned course.

Instructors may require textbooks authored by themselves and immediate family members with approval of a third party (e.g., Department Chair, Department Adoption Committee).

213 Faculty Absences

If absences prevent a faculty member from providing the required minimum number of hours of instruction during a course's designated class meeting times, the faculty member must make alternative arrangements for providing this instruction. It is the responsibility of the faculty member’s college or school to ensure that the required number of hours of instruction are provided (according to BOR Policy 3.4.1, one credit hour is defined as 750 minutes of instructional time).

214 Faculty Liability

The Board of Regents maintains professional liability coverage which is designed to protect employees of the University System against possible claims arising from activities associated with their employment. Although the coverage extends to general liability, it specifically excludes the operation of motor vehicles. University-owned motor vehicles and mobile equipment are covered by liability insurance.

The Office of the Vice President for Business and Finance should be notified when there is the slightest reason to expect legal action to be taken on the part of the injured party. (Revised May 27, 1983 by Faculty Senate)

215 Release of Information about Students
(Article V. Section 1, Policies and Procedures)

Students of the University of West Georgia have the right to assurance that their academic records, compiled and maintained by the University, will be recorded accurately and maintained in confidence in accordance with the provisions of the privacy of information act (Family Educational Rights and Privacy Act of 1974) published in each issue of the Quarterly Class Schedule.

Transcripts of educational records shall contain only information about academic status, except that disciplinary action shall be recorded in cases where it affects the student's eligibility to re-register.
Disciplinary and counseling files shall be maintained separately from academic records and shall not be available to an authorized persons on campus nor to any person off campus without the written consent of the student involved, except under legal compulsion or in cases where the health or welfare of persons or the safety of property are involved or when parents of dependent students execute a notarized affidavit obtained from the Registrar.

No record shall be kept which reflects the political activities or beliefs of students. Provision shall be made for periodic routine destruction of noncurrent disciplinary records when appropriate administrative authorization is granted by the university.

The University shall make every endeavor to keep the student's record confidential and out of the hands of those who would use it for other than legitimate purposes. All members of the faculty, administration, and clerical staff must respect the confidential nature of the student's record. At the same time, the University shall be flexible enough in its policies not to hinder the student, the institution, or the community in their legitimate pursuits.

216 Faculty-Student Relationships

(see Section 109)

SECTION 300 POLICIES AND PROCEDURES RELATED TO SERVICE RESPONSIBILITIES

301 Advisement

The faculty advisor should bear in mind the extreme importance of his or her role and know the degree requirements of their individual programs.

The advisor should make every effort to assist the student and, if necessary, refer the student to the appropriate campus agency. The advisor functions in a strictly advisory capacity and should not attempt to force adherence to the advisor's wishes. Although the advisor is expected to know university policy and curricula, it is the student's responsibility to fulfill all degree requirements.

Undergraduate advisement: University of West Georgia undergraduate students will receive information about advising and registration from the University of West Georgia Advising Center. Please see the University of West Georgia Advising Center website for details. Faculty should also consult with their individual college or school regarding academic advisement requirements.

Graduate advisement: University of West Georgia graduate students will receive information about advising and registration directly from the college/school to which they are enrolled.

302 Counseling

In addition to the counseling normally performed by the student's advisor and instructors, the university provides free counseling for students. Qualified personnel administer diagnostic tests
and offer professional counseling services to deal with personal, educational, and career problems.

Any faculty member who believes that a student is in need of these services should refer the student to the Assistant Dean of Student Affairs and Director of the Student Development Center.

303 Orientation

Orientation for first year and transfer students is held three (3) times a year at the beginning of the fall, spring, and summer semesters. In addition, several two-day orientations are held during the summer for students who will be entering fall semester. During these summer orientation sessions, parent meetings are held concurrently with student meetings.

The purpose of orientation is to acquaint the student with the University of West Georgia, its services, activities, rules and regulations; to provide initial academic advisement and registration for upcoming classes; and to provide an initial social and academic niche in which the student may feel comfortable. Each student is provided the opportunity to be advised by a faculty member from the student's major field of interest or, if undecided, to be advised by a faculty member in the Freshman Center. Prior to orientation, students are given the opportunity to take placement tests.

Effective orientation requires the combined efforts of faculty, staff, and students. Faculty participation is requested through the appropriate deans or supervisors.

304 Participation in College Affairs

See Sections 101.02 (Minimum Criteria for Appointment), 103.03 (Time Limits and Minimum Criteria for Promotion) and 103.04 (Minimum Tenure Criteria).

305 Participation in Civic Affairs

(See Section 109.)

306 Participation in Convocations and Commencement Services

306.01 Faculty.
Attendance at convocation and commencement is important to the institution and faculty are expected to attend. Once committed to attend, faculty who need to be excused from convocation and commencement services should get approval from their dean.

Members of the full-time faculty are expected to attend formal academic exercises of the University. Academic regalia is required for formal participation in convocations, graduation, and at other occasions when prescribed. Each faculty member is expected to furnish his or her own regalia.

306.02 Faculty Marshals
Marshals are appointed by the dean of each college or school for each academic year. Once
appointed, marshals negotiate among themselves to determine which among them will lead the convocation for these events (commencement ceremonies and honors convocations) for the year.

Note:
In consultation with the Provost office, each college or school is authorized to create their own guidelines regarding who participates in convocation and commencement services.

SECTION 400  POLICIES AND PROCEDURES RELATED TO PROFESSIONAL GROWTH AND DEVELOPMENT ACTIVITIES

401 Research, Research Grants, and Sponsored Operations

Research is one of the areas in which a faculty member is evaluated for promotion and tenure. (See Sections 103.03 and 103.04 in this Handbook.) The Office of Research and Sponsored Projects (ORSP) provides individual support to faculty and staff who seek external funding to support scholarly, creative, and institutional initiatives.

Faculty who are applying for external grants that will be administered by the university shall contact the ORSP before applying for the grants. The final grant application must be submitted to ORSP at least five business days before the sponsor deadline. Faculty who are applying for internal funds should follow the instructions set by the grant administrator.

402 Intellectual Property Policy

The University of West Georgia, hereinafter referred to as the "University," or “UWG,” is dedicated to teaching, research, and the extension of knowledge to the public. Members of the UWG faculty, staff, and student body recognize among UWG’s major objectives the production and dissemination of knowledge. Inherent in these objectives is the need to encourage the production of creative and scholarly works and the development of new and useful materials, devices, processes, and other inventions, some of which may have potential for commercialization. Such activities contribute to the professional development of the individuals involved, enhance the reputation of the University, provide additional educational opportunities for participating students, and promote the general welfare of the public at large.

Such creative and scholarly works and inventions that have commercial potential may be protected under the laws of various countries that establish rights called "Intellectual Property" (IP), a term that includes patents, copyrights, trade secrets, trademarks, plant variety protection, and other rights. Such Intellectual Property often comes about because of activities of University Personnel who have been aided wholly or in part through use of facilities of the University. It becomes significant, therefore, to insure the use of such Intellectual Property for the public good and to expedite its development and marketing. The rights and privileges, as well as the incentive, of the authors, creators, or inventors, hereinafter referred to as the "Originators," must
be preserved so that the use of their abilities and the abilities of others at the University may be further encouraged and stimulated.

In order to establish the respective rights and obligations of the University, its faculty, students, and other employees in Intellectual Property of all kinds now and hereafter existing and of all countries, regions or other political entities, the University has established the following Intellectual Property Policy.

402.01 Applicability

The University of West Georgia (UWG) Intellectual Property (IP) Policy relates both to individual and University IP rights, and applies to all full-time or part-time members of the faculty, staff, or student body of the University and extends to anyone receiving compensation or funding from the University, or funds administered by the University. This UWG IP Policy is in compliance with the University System of Georgia Board of Regents’ Intellectual Properties Policy which can be found in its entirety here.

402.02 Background

The Board of Regents of the University System of Georgia has established an Intellectual Properties Policy, which stipulates that: “Each institution of the System is required to develop policies and procedures for the administration of this Intellectual Property Policy” (Board of Regents Policy Manual, section 6.3). In many instances, IP may become, in whole or in part, the property of the Board of Regents. When this IP Policy speaks to ownership of IP by UWG, the Board of Regents is the owner, unless the Board of Regents has transferred ownership to an affiliated nonprofit organization of UWG.

402.03 Definitions

“Biological Materials”: Materials that include, but are not limited to, chemical compounds of biological origin, drugs, mutants, genetically engineered organisms, antibodies, hybridomas, cell lines, sera, supernatants, vectors, antigens, cDNAs, ESTs, and SNPs, and chemical compounds including enzymes and derivatives thereof.

“Copyrighted Materials”: Includes the following, regardless of their medium of storage or presentation: (1) books, journal articles, texts, glossaries, bibliographies, study guides, laboratory manuals, syllabi, tests, and proposals; (2) lectures, musical, dramatic, or multimedia compositions, unpublished scripts; (3) films, charts, transparencies, electronic presentations, and other visual aids; (4) video and audio recordings in any form; (5) live video and audio broadcasts, and recordings thereof; (6) programmed instructional materials, including materials for on-line or otherwise electronically distributed instruction; (7) mask works; (8) research notes, research data reports, and research notebooks; and (9) other materials or works other than software which qualify for protection under the copyright laws of the United States (See 17 U.S.C. § 102 et seq.) or other protective statutes whether or not registered thereunder.

“Originator”: The creator, author, inventor, or similar person and that person’s executor, heirs, successors, and assigns.
“Faculty Member, Staff Member, and Student”: For purposes of this IP policy, students are persons who are enrolled in any course at UWG (or who were so enrolled at any time in connection with the production of the intellectual property in question). A faculty or staff member is any person who is employed on a full-time or part-time basis by UWG (or who was so employed at any time in connection with the production of the intellectual property in question).

“Intellectual Property” (IP): Patentable materials, biological materials, copyrighted materials, trademarks, software, and trade secrets, whether or not formal protection is sought.

“Incidental use of University Resources”: Use of university resources that is customary or usual given the employee’s appointment and academic assignments. For example, use of office, computer, photocopier, telephone, office supplies, library, and other assigned resources in the ordinary support of university educational, scholarly or creative responsibilities is considered to be “incidental.” University personnel may make such incidental use of university resources and devote office time in carrying out a range of professional activities. [See “Significant Use of University Resources.”]

“Mask Work”: A series of related images, however fixed or encoded: (1) having or representing the predetermined, three-dimensional pattern of metallic, insulating, or semiconductor material present or removed from the layers of a semiconductor chip product; and, (2) in which series the relation of the images to one another is that each image has the pattern of the surface of one form of the semiconductor chip product (See Title 17 U.S.C. § 901).

“Net Equity”: The value of the equity received by UWG as a result of transferring rights in the IP less UWG’s out-of-pocket expenditures (including legal fees) directly attributable to protecting, developing, and transferring that IP.

“Net Income”: The gross monetary payments UWG receives as a result of transferring rights in the IP less UWG’s out-of-pocket expenditures (including legal fees) directly attributable to protecting, developing, and transferring that IP.


“Patentable Inventions,” also known as “Patentable Materials”: Items (a new, nonobvious, useful process, machine, manufacture, composition of matter or improvement thereof) which reasonably appears to qualify for protection under the patent laws of the United States or other protective statutes, including Novel Plant Varieties and Patentable Plants, whether or not patentable thereunder.


“Scholarly Work”: Books, articles, and other publications, artistic creations, literary manuscripts, visual and auditory creations, and musical works, irrespective of their medium of storage or presentation. These items include software, computer programs, and databases but only if they are accessory to or part of a scholarly text. Textbooks and related software
developed as a *Specific University Assignment* are not considered *Scholarly Work* for the purpose of this definition.

**“Significant Use of University Resources”**: Use of university facilities, library resources, clerical help, other support services, equipment, and an employee’s paid time that is beyond incidental (or customary) as described above. Significant use of resources occurs when creation of the work or intellectual property in question requires use of university resources beyond those normally allocated to employees in support of assigned responsibilities and activities within their respective departments, colleges, or other administrative unit. Such significant usage may occur as a result of actions of the personnel involved, may occur when specific assignments are given to personnel, or may occur in situations where contracts or other obligations are involved.

**“Software”**: Includes one or more computer programs existing in any form, or any associated operational procedures, manuals or other documentation, whether or not protectable or protected by patent or copyright. The term “computer program” means a set of instructions, statements or related data that, in actual or modified form, is capable of causing a computer or computer system to perform specified functions.

**“Specific University Assignment”**: IP specifically ordered or commissioned pursuant to a written, signed, agreement between UWG and the Originator.

**“Trade Secrets”**: Information including, but not limited to, technical or nontechnical data, a formula, a pattern, a compilation, a program, a device, a method, a technique, a drawing, a process, financial data, financial plans, product plans, or a list of actual or potential customers or suppliers which: (a) derives economic value, actual or potential, from not being generally known to, and not being readily ascertainable by proper means by, other persons who can obtain economic value from its disclosure or use; and (b) is the subject of efforts that are reasonable under the circumstances to maintain its secrecy (See Code of Georgia Annotated § 10-1-761).

**“Trademarks”**: Includes all trademarks, service marks, trade names, seals, symbols, designs, slogans, or logotypes developed by or associated with UWG (See Title 15 U.S. Code § 1127).

**“University Resources”**: means any support administered by or through the University, including but not limited to University funds, facilities, equipment or personnel, and funds, facilities, equipment, or personnel provided by governmental, commercial, industrial, or other public or private organizations which are administered or controlled by the University. University Resources are to be used solely for University purposes and not for personal gain or personal commercial advantage, nor for any other non-University purposes. Intellectual Property that is developed with Significant Use of University Resources rather than Incidental Use of University Resources shall be considered to have been created through use of University Resources. The application and interpretation of the above terms in any particular situation rests with the Intellectual Property Officer and the IPO’s determination shall be final, subject to the review procedures set forth herein.

**402.04 The Policy**

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A. Subject to the limitations and qualifications enumerated in this document, all potentially patentable inventions or copyrightable material conceived or first reduced to practice in whole or in part by members of the faculty or staff (including student employees) at UWG in the course of their University responsibilities with significant use of University resources is the property of UWG.

B. UWG shares royalties from inventions and other intellectual property assigned by UWG to the Originator.

C. The Originators, acting collectively where there is more than one, and with the agreement of UWG, may place their inventions in the public domain if they believe that would be in the best interest of technology transfer and if doing so is not in violation of the terms of any agreements that supported or are related to the work.

D. If any course material is developed for use at UWG, regardless of whether it involves significant use of University resources, UWG retains a non-exclusive, royalty-free license to use such material for educational purposes for up to twelve months following the termination of the Originator’s employment at UWG;

402.05 Determination of Rights and Equities in Intellectual Property

Ownership in IP is determined in accordance with the following categories:

A. Individual Effort/Scholarly Work

Except as required by funding agreements or by the University’s Intellectual Property Policy, the University does not claim ownership rights in the intellectual property generated during research by its faculty, staff, or students. This policy has proven beneficial to the University, the public, and the creators of such property. Copyrightable and patentable materials produced by UWG faculty, staff, or students are the exclusive property of the Originator of such IP provided that:

1. There is no use, except in an incidental way, of University resources in the creation of such IP;
2. The IP is not prepared in accordance with the terms of an institution contract or grant;
3. The IP is not developed by faculty, staff, or students as a specific institution assignment. The general obligation to produce scholarly and creative works does not constitute a specific assignment for this purpose;
4. The IP was created by a student, not employed by the University, solely for the purpose of satisfying a course requirement. Students are subject to the requirements for participation in such a course, such as the transfer of ownership. Students will be made aware of their rights and obligations prior to course participation.
The IP is considered a Scholarly Work, and therefore belongs to this category unless:
   a) The Scholarly Work was developed by the Originator as a specific University assignment (see section B below); or
   b) The Scholarly Work was developed with significant use of University resources (see section C below).

B. Institution-Assigned Efforts

In accordance with BOR policy, ownership of IP developed as a result of Institution-Assigned Efforts resides with UWG, and sharing of royalty income with the Originator is authorized, subject to UWG policies and regulations, as an incentive to encourage further development of IP. The faculty’s general obligation to produce scholarly and creative works does not constitute a specific assignment for the purpose of defining this category of work. Works of faculty members are assumed not to be “Institution-Assigned Efforts” unless written agreements with the involved faculty member(s) explicitly designate specific works as such.

C. Institution-Assisted Individual Effort

A work is considered to be generated by Institution-assisted individual effort if it involves Significant Use of University Resources rather than only Incidental Use of University Resources.

1. **Incidental use of University Resources** means that use is customary or usual given the employee’s appointment and academic assignments. For example, use of office, computer, photocopier, telephone, office supplies, library, and other assigned resources in the ordinary support of university educational, scholarly or creative responsibilities is considered to be incidental. University personnel may make such incidental use of university resources and devote office time in carrying out a range of professional activities. Furthermore, the University recognizes that ownership of any intellectual property resulting from such activities rests with the Originator(s) along with the rights to any income generated, as long as university resources are used in this incidental (or customary) fashion, and the time involvement of the developer(s) of the intellectual property does not compromise the Originator’s core responsibilities in teaching, research, and service.

2. **Significant Use of University Resources** refers to use of university facilities, equipment, personnel, and an employee’s paid time that is beyond incidental (or customary) as described above. Significant use of resources occurs when creation of the work or intellectual property in question requires use of university resources beyond those allocated to individuals in support of assigned responsibilities and activities within their respective departments, colleges, or other administrative unit. Such usage may occur as a result of actions of the personnel involved, may occur when specific assignments are given to personnel, or may occur in situations where
contracts or other obligations are involved. The university will retain title to all intellectual property that involves significant use of university resources subject to the conditions set forth herein.

When in support of a revenue-producing work, the following are examples of significant use:

a) In the creation or promotion of a work, extended use of the Originator’s time and energy results in a reduction in levels of teaching, scholarship, or other assigned university activities, and the developer's anticipated workload in these areas is at a level significantly lower than normal;

b) Greater than incidental use of university facilities such as laboratories, studios, specialized equipment, production facilities, or specialized computing resources in direct support of development of the work in question;

c) Extraordinary or specifically designated university funds to support the work's creation, publication, manufacture or production;

d) Direct assignment or commission from the university to undertake a creative project as a part of the developer's regular appointment;

e) Significant use of funding from gifts or grants to the university to support creation of the work(s) involved; and/or

f) Production of the works under specific terms of a sponsored research grant or contract.

The nature and extent of Originator participation in royalty income is subject to UWG regulations. Written agreements between the employees and the University should be executed in advance of the use of University personnel, facilities, or resources. In the absence of such written agreement, the rights of ownership and royalties shall be determined by the Intellectual Property Committee subject to the UWG Intellectual Policy and the Board of Regents Policy Manual of the University System of Georgia.

D. Sponsor-Supported Efforts

The grant or contract between the Sponsor and UWG, under which IP is produced, may contain specific provisions with respect to disposition of rights or interests in the IP. When the sponsored project agreement is silent on the matter, all rights in IP rests with UWG. The Office of Research and Sponsored Projects (ORSP) is responsible for reviewing the terms and conditions of UWG's grants and contracts for compliance with UWG policies on IP rights and openness in research.

E. Consulting
Consulting for outside organizations as a part of UWG effort may be performed by UWG personnel pursuant to UWG policies on consulting and to this IP Policy. Any consulting agreement or contract must include a statement that the faculty member has obligations to the University as described in this Intellectual Property Policy, and this Intellectual Property Policy should be attached to the consulting agreement. In the event that there is any conflict between the consultant's obligations to this Intellectual Property Policy and their obligations to the entity for whom they consult, the language of the consulting agreement shall prevail.

F. Research notes, data reports, and notebooks

Copyright protection subsists in original works of authorship fixed in any tangible medium of expression, now known or later developed, from which they can be perceived, reproduced, or otherwise communicated, either directly or with the aid of a machine or device. Research notes, research data reports, research notebooks, and software created during research are included within the definitions of copyrighted materials and software. Their ownership is determined as with other forms of intellectual property, with ownership vested in the University if the research is supported by significant use of university resources as defined herein, or if so determined by the sponsored project agreement.

G. Declined Intellectual Property

Whenever UWG chooses not to administer IP or chooses to cease administering IP, such IP, subject to any obligations to a Sponsor, may be released to the Originator to dispose of as the Originator sees fit. The decision to release such IP is made by the Intellectual Property Officer (IPO), in consultation with the IP Committee, the University General Counsel, and the President.

402.06 Revenue Distribution

Net revenue is defined as gross receipts received by UWG from license activity minus contract amounts due to Sponsors, if any, and the out-of-pocket costs incurred by UWG in protecting and licensing the IP. At UWG, net revenue is distributed as follows:

- First $10,000 of accumulated net revenue 100% to Originator
- Over $10,000:
  - 25% to Originator
  - 10% to Department/Unit
  - 40% to Office of Research and Sponsored Projects
  - 25% to Office of the Provost and Vice President for Academic Affairs

402.07 Intellectual Property Oversight
The chief research officer serves as the Institution's Intellectual Property Officer (IPO) and chairs the UWG Intellectual Property Committee.

402.0701 Intellectual Property Officer (IPO). The IPO is responsible for and active in all matters related to copyright/patent policies and procedures of UWG. The IPO provides advice and assistance in copyright/patent related matters to the faculty, staff, and students; to the President and administration of the University; and to Sponsor and Partner agencies bound to UWG by contract or grant obligations. The IPO works with the Office of Research and Sponsored Projects (ORSP) and the UWG Intellectual Property Committee to develop and monitor institutional IP policies and procedures. The IPO maintains records, executed copyright/patent/royalty agreements, and official correspondence of the office and of the IP Committee.

402.0702 Intellectual Property Committee (IPC). The Intellectual Property Committee is a standing body and reports to the Provost through the IPO. The IP Committee consists of ex-officio members and members appointed by the President: the IPO (ex officio, non-voting except to break ties), and the UWG General Counsel (ex officio, non-voting), the Vice President for Business and Finance or designee (ex officio, voting), and one voting member from each college and the School of Nursing. The President solicits nominations for the IP Committee from the Provost and Vice President for Academic Affairs in consultation with the Academic Deans. Members are appointed by the President, serve three-year (staggered) terms, and may serve up to two consecutive terms. The IPO serves as the Chair of the IP Committee.

Should any seat on the IPC be vacated prior to the expiration of the normal term, the President appoints a successor to fill the remaining term in accordance with the procedures above.

Any appointed member may be removed at any time by the President, with or without cause.

The IPC meets as necessary.

402.08 Procedures

402.0801 Disclosure of Intellectual Property

Originators of IP shall promptly provide the IPO with a disclosure describing their creative and scholarly works and new material, devices, processes, or other inventions which they consider may have commercial potential, be they either Individual Efforts, Institution-Assigned Efforts, Institution-Assisted Individual Efforts, or Sponsor-Supported Efforts, using the Intellectual Property Disclosure Form provided by the IPO. University Personnel shall cooperate with the IPO and sign all papers deemed necessary to protect and commercialize Intellectual Property covered by this Intellectual Property Policy.

1 That officer is at the time of this policy adoption the Associate Vice President for Research and Sponsored Projects. Should that position be redefined or retitled, the designation of IPO would either follow the position or become attached to different person or position designated by the President.
Disclosures are not required for works of authorship, such as articles for publication in scholarly or professional journals, or instructional or research material for internal use where there is no intent to commercially exploit the intellectual property, even though the ownership of the copyright may reside in the University as determined by this policy. In such cases of University ownership, the author is granted a license for the limited purpose of the particular non-commercial publication.

It is the responsibility of the Originator to disclose IP to the University, through the Intellectual Property Officer (IPO), and demonstrate that this classification applies, in accordance with the Disclosure section of this IP Policy.

**402.0802 Review of Disclosure**

A. When the IPO receives an *Intellectual Property Disclosure Form* from an Originator, UWG’s interest in patenting and/or licensing the disclosed IP must be determined in a timely fashion. After preliminary evaluation of the *Disclosure* by the IPO, one or more of the following actions are initiated within forty-five business days of receiving the *Disclosure*:

1. Initiate an external evaluation of the disclosed IP;
2. Develop and manage the disclosed IP through the ORSP;
3. Submit the disclosed IP to the IP Committee for its evaluation and recommendation;
4. If rights in the disclosed IP are subject to the terms of a grant or contract, comply with the terms of the grant or contract; and,
5. Assign title to the disclosed IP to the Originator, if the University chooses not to administer or to cease administering the IP.

B. If the *Disclosure* is referred to the IPC for a recommendation, the Committee reviews the *Disclosure* and, if appropriate, hears an oral presentation by the Originator, supported by any visual material as may be required. Use may be made of appropriate *ad hoc* members, including external agencies, who can best assist in evaluating the IP. The IPC then recommends whether UWG should exert an interest in the IP, based on a determination that the disclosed IP is novel, useful, non-obvious, and/or has commercial potential.

C. Within thirty-five business days of the *Disclosure* being submitted to the IPC, the IPC will make a recommendation to the IPO as to whether UWG should pursue development of the IP. If the IPC requires additional time, it requests such additional time from the IPO, in writing, including a justification for the request. Any additional time must be at the agreement of the involved parties and in no case will exceed an additional thirty-five business days.
D. The IPO will consider the recommendation of the IPC and respond to the Originator, in writing, whether UWG intends to pursue development of the IP. The IPO’s determination will be due to the Originator no later than thirty-five business days from the IPO’s receipt of the IPC’s report.

E. If the IPO, in consultation with the University General Counsel, decides that UWG will not pursue development of the IP, or such agreed upon decisions are not made or responded to in writing during the specified time period, or a mutually agreeable extended time period, UWG waives its rights to pursue development of the IP, except that UWG will retain royalty-free license rights to the IP.

In general, the IPC is responsible for:

1. Advising the IPO regarding UWG’s and the Originator’s rights and equities in IP in accordance with the Procedures section of this policy;
2. Recommending UWG policies and procedures pertaining to copyrights and patents to the President for action;
3. Recommending changes to UWG copyright and patent policies and procedures to the President for action;
4. Reviewing all IP matters submitted to it by the IPO, sponsor agencies, and UWG officials for compliance with UWG policy, Board of Regents Policy, and contractual/grant-based obligations.

402.08 Right of Appeal

In the event of a disagreement as to the ownership of IP or to the recommended distribution of royalties, the UWG employee (faculty, staff, or student) has the right to appeal, in writing, to the IPO, who will refer the appeal to the IPC. The IPC will then make a recommendation to the IPO within thirty business days of its receipt of the appeal. The IPO will then make a final decision concerning the appeal no later than forty-five business days of receipt of the appeal. If an individual wishes to appeal the decision of the IPO, or if a decision is not made within the time specified above, the individual may appeal to the Provost, in writing, within forty-five business days of the IPO’s decision. The Provost will make a decision no later than forty-five business days of receiving the appeal. If the individual wishes to appeal the decision of the Provost, or if the decision is not made within the specified time period, the individual may appeal to the President, in writing, within forty-five business days of the Provost’s decision. The President will make a decision no later than forty-five business days of the President’s receipt of the appeal. If the individual wishes to appeal the decision of the President, or if the decision is not made within the specified time period, then the individual may appeal to the Board of Regents in accordance with BOR Bylaws.

402.09 Publication
Nothing in this IP Policy should be construed as affecting the rights of the Originator to publish the results of scientific work, except that the Originator must agree to observe a period of delay in publication or external dissemination if UWG so requests, and such a delay is necessary to permit UWG to secure protection for IP disclosed to it by the Originator.

402.10 Prevailing Policy

In the event of a conflict between this UWG IP Policy and any policy of the Board of Regents of the University System of Georgia, the latter will prevail.

402.11 Heirs and Assigns

The provisions of this IP Policy will endure to the benefit of and be binding upon the heirs and assigns of those individuals covered by this IP Policy.

402.12 Changes in Policy

This IP Policy will be reviewed and amended, as appropriate, by the IPC at least every two (2) years. This IP Policy may be changed by the President, on the recommendation of the IPC, and the approval of the Provost.

402.14 Compliance

Failure to comply with the provisions of this IP Policy is a violation of UWG policy, and may result in the discipline of the violator(s) in accordance with applicable UWG policies and procedures.

POLICY ADMINISTRATION

Short Title: Intellectual Property Policy

Effective Date: May, 2013

Cancels/Supersedes: Current policy in the Faculty Handbook

Revision Dates: April, 2013

Oversight: Academic Affairs

Authority and Purpose: To establish a clear policy concerning ownership of material, compensation, copyright issues, and the use of revenue derived from the creation and production of all intellectual property. The policy will apply to students, faculty, and staff.

403 The Institutional Review Board
The Institutional Review Board (IRB) shall be an advisory body to the President on the protection of human and animal subjects participating in University of West Georgia approved research projects. It shall review all research proposals involving human and animal subjects for the purpose of protecting the physical and mental well being of participants in research projects conducted by and through the University. The Institutional Review Board shall consist of at least seven (7) members. Members of the Institutional Review Board shall minimally consist of the Director of Sponsored Operations (ex-officio), the Dean of the Graduate School, four faculty members, and one member of the community. Members are appointed by the Provost and Vice President for Academic Affairs to serve terms of three years each and are replaced in rotation. Additional ad hoc members may be appointed to the IRB when necessary to comply with federal guidelines.

The University of West Georgia encourages and supports faculty’s, academic staff members' and students' efforts to engage in instruction, research and public service. When research is conducted using University facilities or otherwise under its sponsorship, the individuals conducting the inquiry act as University representatives. University policy requires that all research studies, including those involving human or animal subjects, shall be under the supervision of a qualified faculty/academic staff member and shall be so designated and executed as to safeguard the rights and welfare of the subjects in compliance with the U.S. Department of Health and Human Services regulations on the Protection of Human Subjects [stated in the Code of Federal Regulations (45 CFR 46 as amended and interpreted)] and on the Animal Welfare Act, Health Research Extension Act as per requirement of Section 495(b)(2) of the PHS Act. The committee assists investigators in insuring that the rights and welfare of subjects are adequately protected. Such research activity would include master's theses, Ed.S. research projects, doctoral dissertations, faculty research, or class-related activities, including undergraduate and graduate independent study courses.

403.01 Statement of Principles

A balance between freedom of inquiry for scholars and recognition of the ethical concerns of animal rights, peers, subjects, sponsors, government agencies, and the public at large shall be maintained by the IRB. The members of the IRB maintain that numerous issues tied to human and animal research merit much further attention by the academic community. The IRB strongly encourages faculty, academic staff members, student groups, departments, schools, and colleges to discuss the ethical responsibilities of scholars as they apply to research to ensure awareness and sensitivity of subjects’ needs.

403.02 Protection of Human Subjects

403.0201 Authorization

The IRB of the University of West Georgia is authorized to exercise the following influence on proposed research involving the use of human subjects. The IRB is empowered to:

1. Approve a proposed project.
2. Disapprove a proposed project (with justification).
3. Allow rejected project researchers ample opportunity for due process.
4. Modify a project, require alternative investigative procedures, and impose precautions.
5. Design, collect, and retain informed consent forms.
6. Require continuing project reviews throughout the research period, review complaints concerning the research, and require periodic research progress reports.
7. Terminate research found to be at extreme variance with federal compliance regulations.

403.0202 The Responsibilities of the Research Principal Investigator

It is the professional responsibility of each Principal Investigator (PI) who proposes to conduct research involving human subjects to outline in detail:

1. The risks to which the human subjects will be exposed during the administration of the research procedures.
2. The significance of the proposed research to warrant exposure of subjects to the defined risk(s).
3. Description of safeguards and procedures employed to minimize the level of the subjects' exposure to risk.
4. A description of methodology involved in informing subjects of the exposure to research risk and an explanation of methodology to be employed in obtaining the subjects' informed consent to participation.

The PI must submit the required information and a full copy of the research proposal to the IRB requesting research project approval. Upon receipt of IRB approval, the researcher may initiate the project. A sample consent form is found in Section 403.0209. A consent form for use with minors is found in Section 403.0210.

403.0203 Definition of Terms

The University of West Georgia IRB adheres to the Code of Federal Regulations’ definitions for the following terms used to describe research:

Research: A systematic investigation designed to develop or contribute to generalizable knowledge. Activities which meet this definition constitute "research" for purposes of these regulations, whether or not they are supported or funded under a program which is considered research for other purposes. For example, some "demonstration" and "service" programs may include research activities [45 CFR 46.102(e)].

Risk: The risks of harm anticipated in the proposed research must not be greater, considering probability and magnitude, than those ordinarily encountered in daily life or during the performance of routine physical or psychological examinations or tests [45 CFR 46.102(g)].

Human Subject: A live human subject about whom an investigator (whether professional or student) conducting research obtains (1) data through intervention or interaction with the individual, or (2) identifiable private information. "Intervention" includes both physical procedures by which data are gathered (for example, venipuncture) and manipulations of the subject or the subject's environment that are performed for research purposes. "Interaction" includes communication or interpersonal contact between investigator and subject. "Private information" includes information about behavior that
occurs in a context in which an individual can reasonably expect that no observation or recording is taking place and includes information which has been provided for specific purposes by an individual and which the individual can reasonably expect will not be made public. Private information must be individually identifiable (i.e., the identity of the subject is or may be readily ascertained by the information) in order to obtain information which constitutes research involving human subjects [45 CFR 46.102(f)].

403.0204 Review Procedures

Individuals at the University of West Georgia interested in conducting research involving human subjects must follow the procedures outlined below:

1. Read Institutional Review Board application procedures at the IRB website http://www.westga.edu/orso/index_17303.php. Application materials are available at this site. You may also request application materials from the IRB Chair. Section 403.0209 contains the application.
2. Faculty and Staff submit three (3) completed applications to the IRB chair. Students submit four (4) completed applications to the IRB chair.

403.0205 Classification of Research

Under Federal Regulation [45 CFR 46], research involving the use of human subjects is classified into three distinct categories or levels: exempt, expedite, or nonexempt.

A. Level 1: Exempt Research

Federal Regulations mandate that very narrowly defined types of research are exempt. There are exclusive restrictions related to research involving subject populations that include prisoners, fetuses, pregnant women, children, institutionalized individuals (i.e. mentally disabled), other potentially vulnerable groups and human in vitro fertilization. An outline of specific regulations relating to restricted research populations can be obtained from the Sponsored Operations Office.

Research activities in which the only involvement of human subjects will be one or more of the following categories and which do not involve sensitive or protected populations are exempt from 45 CFR 46. (NOTE: The IRB will make the final determination as to whether a research project may be classified as "exempt").

1. Research conducted in established or commonly accepted educational settings involving normal educational practices, such as:
   a. Research on regular and special education instructional strategies.
   b. Research on the effectiveness of/or the comparison among instructional techniques, curricular, or classroom management methods.
2. Research involving the use of educational tests (cognitive, diagnostic, aptitude, achievement), survey procedures, interview procedures or observation of public behavior, unless:
   a. Information obtained is recorded in such a manner that human subjects can be identified directly or through identifiers linked to the subjects.
b. Any disclosure of the human subjects' responses outside the research could reasonably place the subjects at risk of criminal or civil liability or be damaging to the subjects' financial standing, employability or reputation.

3. Research involving the use of educational tests (cognitive, diagnostic, aptitude, achievement), survey procedures, interview procedures, or observation of public behavior that is not exempt under paragraph (2.b) of this section if:
   a. The human subjects are elected or appointed public officials or candidates for public office.
   b. Federal statute(s) require(s) without exception that the confidentiality of the personally identifiable information will be maintained throughout the research and thereafter.

4. Research involving the collection or study of existing data, documents, records, pathological specimens, or diagnostic specimens, if these sources are publicly available or if the information is recorded by the investigator in such a manner that subjects cannot be identified directly or through identifiers linked to the subjects.

5. Research and demonstration projects which are conducted by/or subject to the approval of department or agency heads and which are designed to study, evaluate, or otherwise examine:
   a. Public benefit or service programs.
   b. Procedures for obtaining benefits or services under those programs.
   c. Possible changes in or alternatives to those programs or procedures.
   d. Possible changes in methods or levels of payment for benefits or services under those programs.

6. Taste and food quality evaluation and consumer acceptance studies:
   a. If wholesome foods without additives are consumed.
   b. If a food is consumed that contains a food ingredient at or below the level and for a use found to be safe or an agricultural chemical or environmental contaminant at or below the level found to be safe, by the Food and Drug Administration or approved by the Environmental Protection Agency or the Food Safety and Inspection Service of U.S. Department of Agriculture.

B. Level 2: Research Activities Which May Be Reviewed Through Expedited Review Procedures

Federal Regulation identifies ten restricted types of research which may be reviewed by the IRB using an expedited procedure. There are exclusive restrictions related to research involving subject populations that include prisoners, fetuses, pregnant women, children, institutionalized individuals (i.e. mentally disabled), other potentially vulnerable groups and human in vitro fertilization. An outline of specific regulations relating to restricted research populations can be obtained from the Budget and Research Services Office.

Research activities involving minimal risk and in which the only involvement of human subjects will be in one or more of the following categories (carried out through standard methods) may be reviewed by the IRB through the expedited review procedure authorized in 46.110 of 45 CFR Part 46.

1. Collection of hair and nail clippings in a non-disfiguring manner deciduous teeth and permanent teeth if patient care indicated a need for extraction.
2. Collection of excreta and external secretions including sweat, uncannulated saliva, placenta removed at delivery, and amniotic fluid at the time of rupture of the membrane prior to or during labor.

3. Recording of data from subjects eighteen (18) years of age or older using noninvasive procedures routinely employed in clinical practice. This includes the use of physical sensors that are applied either to the surface of the body or at a distance and do not involve input of matter or significant amounts of energy into the subject or an invasion of the subject’s privacy. It also includes such procedures as weighing, testing sensory acuity, electrocardiography, electroencephalography, thermography, detection of naturally occurring radioactivity, diagnostic echography, and electroretinography. It does not include exposure to electromagnetic radiation outside the visible range (for example, x-ray, microwaves).

4. Collection of blood samples by venipuncture, in amounts not exceeding 450 milliliters in an eight-week period and no more often than two times per week, from subjects eighteen (18) years of age or older and who are in good health and not pregnant.

5. Collection of both supra- and subgingival dental plaque and calculus, provided the procedure is not more invasive than routine prophylactic scaling of the teeth and the process is accomplished in accordance with accepted prophylactic techniques.

6. Voice recordings made for research purposes such as investigations of speech defects.

7. Moderate exercise by healthy volunteers.

8. The study of existing data, documents, records, pathological specimens, or diagnostic specimens.

9. Research on individual or group behavior or characteristics of individuals, such as studies of perception, cognition, game theory, or test development, where the investigator does not manipulate subjects’ behavior and the research will not involve stress to subjects.

10. Research on drugs or devises for which an investigational new drug exemption is not required.

C. Level 3: Nonexempt Research

All other research must be reviewed in full by the IRB.

403.0206 Ethical Research Guidelines for Research Involving Human Participants

From the American Psychologist, June 1981, pgs. 637-638.

The decision to undertake research rests upon a considered judgment by the individual researcher about how best to contribute to knowledge and human welfare. Having made the decision to conduct research, the investigator considers alternative directions in which research energies and resources might be invested. On the basis of this consideration, the researcher carries out the investigation with respect and concern for the dignity and welfare of the people who participate and with cognizance of federal and state regulations and professional standards governing the conduct of research with human participants.

A. In planning a study, the investigator has the responsibility to make a careful evaluation of its ethical acceptability. To the extent that the weighing of scientific and human values suggests a compromise of any principle, the investigator incurs a correspondingly serious obligation to seek ethical advice and to observe stringent safeguards to protect the rights of human participants.
B. Considering whether a participant in a planned study will be a "subject at risk," according to recognized standards, is of primary ethical concern to the investigator.

C. The investigator always retains the responsibility for ensuring ethical practice in research. The investigator is also responsible for the ethical treatment of research participants by collaborators, assistants, students, and employees, all of whom, however, incur similar obligations.

D. Except in minimal-risk research, the investigator establishes a clear and fair agreement with research participants prior to their participation that clarifies the obligations and responsibilities of each. The investigator has the obligation to honor all promises and commitments included in that agreement. The investigator informs the participants of all aspects of the research that might reasonably be expected to influence willingness to participate and explains all other aspects of the research about which the participants inquire. Failure to make full disclosure prior to obtaining informed consent requires additional safeguards to protect the welfare and dignity of the research participants. Research with children or with participants who have impairments that would limit understanding and/or communications requires special safeguarding procedures.

E. Methodological requirements of a study may make the use of concealment or deception necessary. Before conducting such a study, the investigator has a special responsibility to:
   1. Determine whether the use of such techniques is justified by the study's prospective scientific, educational, or applied value.
   2. Determine whether alternative procedures are available that do not use concealment or deception.
   3. Ensure that the participants are provided with sufficient explanation as soon as possible.

F. The investigator respects the individual's freedom to decline to participate in or to withdraw from the research at any time. The obligations to protect this freedom require careful thought and consideration when the investigator is in a position of authority or influence over the participant. Such positions of authority include, but are not limited to, situations in which research participation is required as part of employment or in which the participant is a student, client, or employee of the investigator.

G. The investigator protects the participant from physical and mental discomfort, harm, and danger that arise from research procedures. If risks of such consequences exist, the investigator informs the participant of that fact. Research procedures likely to cause serious or lasting harm to a participant are not used unless the failure to use these procedures might expose the participant to risk of greater harm, or unless the research has great potential benefit and fully informed and voluntary consent is obtained from each participant. The participant should be informed of procedures for contacting the investigator within a reasonable time period following participation should stress, potential harm, or related questions arise.

H. After the data are collected, the investigator provides the participant with information about the nature of the study and attempts to remove any misconceptions that may have arisen. Where scientific and human values justify delaying or withholding this information, the investigator incurs a special responsibility to monitor the research and to ensure that there are no damaging consequences for the participant.

I. Where research procedures result in undesirable consequences for the individual participant, the investigator has the responsibility to detect and remove or correct these consequences, including long-term effects.

J. Information obtained about a research participant during the course of an investigation is confidential unless otherwise agreed upon in advance. When the possibility exists that others
may obtain access to such information, this possibility, together with the plans for protecting confidentiality, is explained to the participant as part of this procedure for obtaining informed consent.

403.0207 Application Procedures

Faculty, staff, or students who wish to conduct research must first submit application materials to the Institutional Review Board for review. The application is available in PDF format near the end of this page.

All research will be classified as either exempt, expedited, or nonexempt. If your participants are minors (under the age of 18), your research study will be classified as either expedited or nonexempt. Examples of exempt research include: case studies of individuals eighteen (18) or older, analysis of existing records, and survey research conducted on adults. Examples of expedited research include: research comparing instructional methods used by teachers or researchers in the K12 classroom, survey research conducted on minors, and experimental studies with children where there is no greater than a minimal risk to the participants.

Expedited and exempt research can be reviewed by two members of the IRB. If your research falls under one of these two categories, turnaround time for your application will typically be no greater than two weeks, provided that you have submitted all required paperwork.

Few research studies at UWG will be classified as nonexempt. Any research study that puts participants at risk (defined as greater than minimal risk) will be classified as nonexempt. An example of nonexempt research would be an exercise study in which participants were asked to run to exhaustion. Participation could result in physical harm, which places the study under the classification of nonexempt research. If your research is classified as nonexempt, all members of the IRB must meet for a full board review of your application. It may take as long as 4 weeks to convene a meeting of the full board, so please plan accordingly if you think your research may be classified as nonexempt.

Please follow these procedures when submitting an application to the IRB for review:

1. Download or request the application for IRB review.
2. Complete the application, providing ALL requested information.
3. If you are a faculty member, submit 3 copies of the completed application. If you are a student, submit 4 copies of the completed application. If you submit fewer than the required number of copies, your application will be returned to you.
4. You must collate or staple each copy of your application before sending it in. Uncollated copies will be returned to you.
5. Submit copies of your application to:
   IRB Chair
   Office of the Provost and Vice President for Academic Affairs
   University of West Georgia
   Carrollton, GA 30118

403.0208 IRB Application http://www.westga.edu/orso/index_17303.php
403.0209 Informed Consent Template http://www.westga.edu/orso/index_17303.php

403.0210 Authorization for a School and Students to Participate in a Research Study Template (Word) http://www.westga.edu/orso/index_17303.php

403.0211 IRB Information for School Systems in West Georgia and Areas Surrounding Atlanta http://www.westga.edu/~vpaa/irb/IRBSchoolSystemDatabase.doc

403.03 ANIMAL CARE AND USE

403.0301 Authorization

The IRB of the University of West Georgia is authorized to:
1. Approve a proposed project's plan for use of animal subjects.
2. Disapprove (with justification) a proposed project's use of animal subjects.
3. Establish procedures to protect the researchers' right to due process.
4. Require alternative investigative procedures and impose precautions to insure compliance with the University of West Georgia "Assurance of Compliance with Public Health Service (PHS) Policy on Humane Care and Use of Laboratory Animals".
5. Conduct project reviews throughout the research period, review complaints concerning the research, and require periodic research progress reports.
6. Terminate research found to be at variance with federal compliance regulations.

403.0302 The Responsibilities of the Research Principal Investigator

It is the professional responsibility of each Principal Investigator (PI) who proposes to conduct research involving animal subjects to outline in detail:

1. The risks to which the animal subjects will be exposed during the administration of the research procedures.
2. The significance of the proposed research to warrant the use of animal subjects.
3. A description of the space, care and food to be provided for the animal subjects.
4. A description of methodology involved for the disposal of subjects at conclusion of research and, if it involves euthanasia, the method to be used and why that method was selected.

The PI must submit the required information and a full copy of the research proposal to the IRB requesting research project approval. Upon receipt IRB approval, the researcher may initiate the project.

403.0303 Definition of Terms

The University of West Georgia IRB adheres to the Code of Federal Regulations definitions for the following terms used to describe research:

Research. A systematic investigation designed to develop or contribute to generalizable knowledge. Activities which meet this definition constitute "research" for purposes of these regulations whether or not they are supported or funded under a program which is considered research for other purposes. For example, some
"demonstration" and "service" programs may include research activities [45 CFR 46.102(e)].

403.0304  U.S. Government Principles for the Utilization and Care of Vertebrate Animals Used in Testing, Research, and Training

The development of knowledge necessary for the improvement of the health and well-being of humans as well as other animals requires in vivo experimentation with a wide variety of animal species. Whenever U.S. Government agencies develop requirements for testing, research, or training procedures involving the use of vertebrate animals, the following principles shall be considered; and whenever these agencies actually perform or sponsor such procedures, the responsible institution official shall ensure that these principles are adhered to:

1. The transportation, care, and use of animals should be in accordance with the Animal Welfare Act (7 U.S.C. 2131 et.seq.) and other applicable Federal laws, guidelines, and policies.
2. Procedures involving animals should be designed and performed with due consideration of their relevance to human or animal health, the advancement of knowledge, or the good of society.
3. The animals selected for a procedure should be of an appropriate species and quality and the minimum number required to obtain valid results. Methods such as mathematical models, computer simulation, and in vitro biological systems should be considered.
4. Proper use of animals, including the avoidance or minimization of discomfort, distress, and pain when consistent with sound scientific practices, is imperative. Unless the contrary is established, investigators should consider that procedures that cause pain or distress in human beings may cause pain or distress in other animals.
5. Procedures with animals that may cause more than momentary or slight pain or distress should be performed with appropriate sedation, analgesia, or anesthesia. Surgical or other painful procedures should not be performed on unanesthetized animals paralyzed by chemical agents.
6. Animals that would otherwise suffer severe or chronic pain or distress that cannot be relieved should be painlessly killed at the end of the procedure or, if appropriate, during the procedures.
7. The living conditions of animals should be appropriate for their species and contribute to their health and comfort. Normally, the housing, feeding, and care of all animals used for biomedical purposes must be directed by a veterinarian or other scientist trained and experienced in the proper care, handling, and use of the species maintained or studied. In any case, veterinary care shall be provided as indicated.
8. Investigators and other personnel shall be appropriately qualified and experienced for conducting procedures on living animals. Adequate arrangements shall be made for their in-service training, including the proper and humane care and use of laboratory animals.
9. Where exceptions are required in relation to the provisions of these Principles, the decisions should not rest with the investigators directly concerned but should be made, with due regard to Principle B, by an appropriate review group such as the IRB. Such exceptions should not be made solely for the purposes of teaching or demonstration.

1 For Guidance throughout these Principles, the reader is referred to the Guide for the Care and Use of Laboratory Animals prepared by the Institute of Laboratory Animal Resources, National Academy of Sciences.
403.0305 Review Procedures

Individuals at the University of West Georgia interested in conducting research involving animal subjects must follow the procedures outlined below:

1. Obtain an Institutional Animal Care and Use Procedures Packet from your academic department office, the Graduate School Office, or the Office of Budget and Research Services, which contains:
   a. a research procedures manual.
   b. a document addressing ethical practices when conducting research with animal subjects,
   c. a research proposal form.
2. Submit the original and four copies of the research proposal form to the Office of the VPAA for review by the IRB.

SECTION 500 MISCELLANEOUS POLICIES, PROCEDURES AND INFORMATION

501 Travel Regulations

“The University of West Georgia follows the Board of Regents Business Procedures Manual (BOR BPM’s) Section 4 and State of Georgia Travel Regulations with regards to travel expenses. These policies and procedures are supplemented with “Institutional Guidelines and Procedures” that may be referenced on the Office of the Controller’s website. Amendments and revisions to travel policies and procedures will be communicated by way of the UWG Daily Report. Employees and authorized approvers of travel funds are responsible for being knowledgeable of official policies, guidelines, and procedures.”

501.01 Travel Authorization

Each individual (employee, student, non-employee) for whom a travel expense will be paid or reimbursed will have written approval prior to the beginning date of the anticipated travel. Documented approval should be retained in the authorizing department and is not expected to, but may, accompany the reimbursement/payment request. Approval of the reimbursement/payment is considered approval of the travel.

Group Travel
The group members for which the individual will seek reimbursement/payment must be identified by name, employee ADP number or student 917 number at time of payment or reimbursement.

Restrictions
- Individuals should not pay for another individual’s expenses unless individual is part of a University group (Team or Studies Abroad).

Procedure
• The individual will seek written approval to travel from the appropriate authority. Travel utilizing restricted project funds will require the approval from Sponsored Operations.

Applicable Forms
• Travel Request & Worksheet
• Travel Authorization Addendum
  http://www.westga.edu/assetsDept/travel/Travel_Authorization_Addendum.pdf
501.02 Travel Expense(s)

An Individual that seeks reimbursement for job related travel must complete a travel expense statement as an accounting of the claimed expenses to be considered for reimbursement. Expense statements are to be submitted for approval as soon as reasonably possible but within forty five (45) days after the trip is completed. Individuals will only be reimbursed for their own expenses and not for expenses incurred on behalf of another. The university also recognizes that department may place additional limits on submission timetables or amounts to be reimbursed to individuals. The Office of the Controller reserves the right to alter timeframes as may be required for fiscal year end processing.

Where an individual (employee) or multiple individuals (employees) travel as part of a group, i.e., Team or Studies Abroad travel, reimbursements may be submitted for payments made in behalf of the expenses of other members of the group. The group members for which the employee will seek reimbursement must be identified by name and employee number and be submitted at time of payment or reimbursement.

501.0201 Subsistence

Reimbursement claims for subsistence (meals and Lodging) are to be reported on travel expense statements by date, location, and amount for each meal and lodging claimed. An individual taking annual leave while away from headquarters on official business is not entitled to subsistence for the period of leave. With certain exceptions, reimbursement for subsistence within a 30-mile radius (or the county) of a person’s home office or residence is not allowable. Out-of-state travel expenses for meals and lodging should be reasonable and any unusual amounts should be justified. The federal per diem rates should be used for meals expenses incurred in out-of-state high cost areas.

501.0202 General Meal Information

- Employees will be paid a daily per diem amount designed to cover the cost of meals (including tax and tips).
- For trips involving multiple travel destinations, the effective per diem rate will be based on where the night was spent as follows:
  - Departure Day - where you spend the night
  - Return Day - where you spent the night before returning to home base.
- Employees are not eligible for reimbursement of meals if one is provided by the hotel, meeting, conference or any other source. This includes continental breakfast and receptions.
- A copy of the official conference/meeting agenda is required.
- If reimbursement is requested for a provided meal, employee must include a separate written justification indicating the reason the traveler was not able to eat the provided meal.
- For overnight travel, employees are eligible for 75% of the total per diem on the first and last day of travel. Travel start and end times are no longer required.
For single day trips, employees are eligible for 100% of the total per diem if the travel was more than 50 miles from home or office and the traveler is away for more than twelve (12) hours. For single day trips, start and end times are required.

A 75% checkbox is available on the PeopleSoft system meal detail page to reduce the daily per diem rate by 75% when applicable.

The in-state and out-of-state per diem rate does not include incidental expenses. Those expenses (tips to porters, baggage carriers, etc) may be reported and reimbursed separately. The Miscellaneous expense type should be used for this reimbursement.

In-State High Cost Counties are: Chatham, Cobb, DeKalb, Fulton, Glynn & Richmond.

If a meal is provided on the depart or return day, the amount reimbursed is reduced by the full meal per diem rate before the 75% proration. For example, if the per diem allows a $28 total reimbursement, and lunch was provided at no cost on a travel departure or return day, the total allowable reimbursement for that day would be $15.75 (($28 - $7 lunch) * .75 = $15.75). The chart below will assist in the calculations. The column on the left will indicate the meal that is provided by the hotel, conference, etc. Find the row with the meal provided and move to the right to the applicable daily per diem rate. The amount indicated on the column/row intersection will be the amount available for reimbursement for the other meals not provided on the depart/return day.

<table>
<thead>
<tr>
<th>Meal Provided</th>
<th>$28</th>
<th>$36</th>
<th>$41</th>
<th>$46</th>
<th>$51</th>
<th>$56</th>
<th>$61</th>
<th>$66</th>
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</thead>
<tbody>
<tr>
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<td>$21.75</td>
<td>$25.50</td>
<td>$28.50</td>
<td>$31.50</td>
<td>$34.50</td>
<td>$37.50</td>
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</tr>
<tr>
<td>Bkfst/Lunch</td>
<td>$11.25</td>
<td>$15.00</td>
<td>$17.25</td>
<td>$19.50</td>
<td>$21.75</td>
<td>$23.25</td>
<td>$25.50</td>
<td>$27.00</td>
</tr>
<tr>
<td>Bkfst/Dinner</td>
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<td>$6.75</td>
<td>$8.25</td>
<td>$9.00</td>
<td>$9.75</td>
<td>$11.25</td>
<td>$12.00</td>
<td>$13.50</td>
</tr>
<tr>
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<td>$20.25</td>
<td>$22.50</td>
<td>$25.50</td>
<td>$28.50</td>
<td>$30.75</td>
<td>$33.75</td>
<td>$36.00</td>
</tr>
<tr>
<td>Lunch/Dinner</td>
<td>$4.50</td>
<td>$5.25</td>
<td>$5.25</td>
<td>$6.00</td>
<td>$6.75</td>
<td>$7.50</td>
<td>$8.25</td>
<td>$9.00</td>
</tr>
<tr>
<td>Dinner</td>
<td>$9.75</td>
<td>$12.00</td>
<td>$13.50</td>
<td>$15.00</td>
<td>$16.50</td>
<td>$18.75</td>
<td>$20.25</td>
<td>$22.50</td>
</tr>
</tbody>
</table>

**501.0203 Lodging**

- Employees should ensure that the most reasonable lodging rates are obtained.
- Reimbursement is allowed when the traveler's destination is located more than 50 miles from both their headquarters and residence.
- If lodging is required within a 50 miles radius, written pre-approval from the Vice President/Dean is required.
- Travelers must obtain a "zero-balance" receipt with an itemized breakdown of all charges (i.e. room charge, parking, internet, etc.) and these individual expenses must be listed separately on the expense report.

**501.0204 Hotel/Motel Tax Exemption**

- Employees traveling on official state business within the State of Georgia are exempt from the county or municipal excise tax on lodging (hotel/motel or occupancy tax).
- Employees must submit a copy of the [Hotel/Motel Tax Exemption Form](#) when they register at the hotel.
- Employees are required to pay any state/local sales and use taxes.
- This exemption does not apply to employees staying at an out-of-state hotel.

501.03 Transportation

501.0301 Cost Effective Transportation

- The State requires employees who travel to determine the most cost effective form of travel.
- Employees must utilize a fleet vehicle if one is available. If a temporary fleet vehicle is not available, the employee should compare the following modes of transportation when traveling:
  - Cost of personal vehicle (# of miles * applicable Tier 1 rate)
  - Cost of rental car from appropriate vendors under mandated state contracts.
  - Various airfare rates (for out-of-state travel)
- A Cost Effective Transportation Form may be used to document the various transportation costs and to provide a document for recording the justification and approval of the selected mode of transportation.

501.0302 Fleet Vehicles

Fleet vehicles are vehicles available through the UWG motor pool. These vehicles should be utilized when traveling if they are available. Contact Campus Planning & Facilities at x96576 to check availability. An email notification will be provided by Facilities confirming the availability of a vehicle. A vehicle trip ticket should be completed and submitted in order for Campus Planning and Facilities to finalize the reservation. In addition, a University issued fuel card will be available for use with the rental; however, the employee must contact Purchasing Services to obtain the required PIN #.

Fleet Rental Rates

The following rates are effective for all fleet cars and vans.

<table>
<thead>
<tr>
<th>Rental Rates</th>
<th>Per day</th>
<th>Per Mile</th>
</tr>
</thead>
<tbody>
<tr>
<td>Four Passenger car</td>
<td>14.20</td>
<td>$ 0.31</td>
</tr>
<tr>
<td>Eight Passenger Van</td>
<td>14.20</td>
<td>$ 0.35</td>
</tr>
</tbody>
</table>

*Daily rates are applicable Monday-Friday. No daily rate is charged for weekends.

Fleet vehicles from the Motorpool may only be utilized by University employees (includes student employees) for official business. “Regular” students, interns, and volunteers are not allowed to use University vehicles.

Insurance is only activated when you are on official business; so fleet vehicles should not be used if you plan to do any type of personal travel in your trip. Examples of personal travel may
include; (1) Visiting a local attraction while you are away at a conference, or; (2) excursions from the path of travel, such as spending the night with a friend or shopping at an outlet mall.

501.0303 Mileage Reimbursement

- If a personal motor vehicle is calculated to be the most cost advantageous form of travel, reimbursement will be made at the Tier 1 rate in effect for the travel date.
- If another method of travel is the most cost advantageous form of travel but a personal motor vehicle is used, the employee will be reimbursed at the Tier 2 rate. If traveler has a business need to drive his/her own personal vehicle, written pre-approval by the Department Manager is required for reimbursement at the Tier 1 rate.
- An employee who travels 165 miles or less (round trip) will be reimbursed at the Tier 1 rate without having to provide additional documentation.
- The PeopleSoft travel module requires employees to record their odometer reading on the expense statement.
- Traveler must also deduct personal or normal round-trip or one-way commute miles. If round trip miles are entered on one expense line, documentation must be submitted as to the places visited during the trip.

501.0304 Airfare Information

- Commercial air transportation should be utilized when it is more effective and efficient to travel by air than by vehicle.
- Employees who travel by air should obtain the lowest available coach airfare to the specified destination.
- Travelers should use non-refundable fares when feasible.
- When reserving airfare, travelers should consider the following if the cost savings exceed $200:
  - Lower cost flights that are available within two hours before or after the preferred flight time
  - Connecting flights if connection does not add more than 2 hours to travel time and save $200
- Business class is reimbursable for international travel if a portion of the flight exceeds 10 hours in duration or for travel to western Europe IF the business meeting is conducted within 3 hours of stated landing time. Prior written approval from Department Manager is required for this additional expense.
- Federal regulations require that U.S. carriers be used for foreign travel for trips funded by federally sponsored programs, unless a U.S. carrier is not available.
- UWG has a contract with West Georgia Travel for employees to obtain airfare and have it billed directly to the University.
- Submit completed and approved travel authorization to West Georgia Travel.
  - West Georgia Travel
    547 Newnan Street
    Carrollton, GA 30117
    Phone: (770) 836-8200
    Fax: (770) 832-8896
- West Georgia Travel will book flight and issue invoice to University.
- University will make payment on behalf of employee.
- Expense will be charged to department at time of payment; no other action is required by traveler.

501.04 Miscellaneous Expense

501.0401 Baggage Fees

- Baggage fees will be reimbursed for one (1) piece of checked baggage each way.
- If traveler is not charged for the 1st piece of checked baggage, the State will not allow reimbursement for additional pieces unless an appropriate business purpose is provided.
- Excess weight charges will not be reimbursed.
- Receipts are required for any baggage fee equaling $25 or more.

501.0402 Parking, Tolls, Mass Transit, Taxis & Shuttles

- Should be recorded separately on the expense report.
- Receipt is required for any expense that equals $25 or greater.

501.0403 Registration Fees

- Registration Fees may be reimbursed for participation in workshops, seminars or conferences.
- UWG will also prepay a registration fee on behalf of the employee to the conference or meeting host. To request a pre-payment, submit a Check Request Form and Registration Form to the Travel Department. Once the payment has been processed, no other reporting of the registration fee is required on the expense report.

501.05 Reimbursement Procedures

Responsibility for appropriate audit, approval, and reimbursement of travel expense statements shall be vested in the appropriate officials of the institution. All institutions are encouraged to process travel statements in an expeditious manner. The University of West Georgia utilizes the Expense module in People Soft financials system for electronic entry and approval processing for expense report reimbursement. Employees may access the electronic expense report form through their Self Service portal at the following link https://dfs-fineapps.gafirst.usg.edu/psp/F89PRD/?cmd=login&languageCd=ENG.

All expense reports will be audited in compliance with State, BOR, and Institutional travel guidelines and policies and additional information may be requested of the traveler for clarification of reimbursement requests during the approval process.

Travelers should submit expense statements for reimbursement within sixty (45) days after the date travel is completed. Late submissions must be accompanied by a “45 Day Reasonable Exception Request Form” located on the Office of the Controller’s website for consideration of extenuating circumstances. This form requires the approval signature of the traveler, departmental approval authority, and the appropriate Dean or Vice President.
Reimbursement of expenditures requires verification that the traveler has actually incurred out of pocket expense. Proof of payment may be provided in numerous methods.

A) An invoice or receipt marked “paid” and/or indicating a zero balance.
B) Copy of a cancelled check (both front and back) indicating clearance by the traveler’s bank account.
C) A copy of the traveler’s bank statement indicating payment to the identified payee for the requested amount. The bank statement should identify the traveler’s name and last four digits of the bank account number. Any additional information not required for the specific payment identified may be purged. Preferably, a vendor invoice should be provided as support for the reimbursement claim.
D) A copy of the traveler’s credit or debit bank card statement indicating payment to the identified payee for the requested amount. The card statement should identify the traveler’s name and last four digits of the card account number. Any additional information not required for the specific payment identified may be purged. Preferably, a vendor invoice should be provided as support for the reimbursement claim.

501.06 Additional Information.

Complete details of the Board of Regents travel procedures/regulations may be found at http://www.usg.edu/business_procedures_manual/bpm-sect04.pdf or visit our Institution’s Travel Services website at http://www.westga.edu/travel/.

502 Instructional Support Services--Learning Resources Center, Information Technology Services, Library

These services are under the general supervision of the Provost and Vice President for Academic Affairs.

502.01 The Learning Resources Center.

The Learning Resources Center provides a variety of instructional technology, training in technology and production of instructional materials for faculty, staff and students.

The LRC, located in the Geography/Learning Resources building, works with the Colleges to provide classrooms with permanently placed audio/visual equipment. A variety of additional equipment is also available for checkout for use in the classroom, office and to take to conferences. This equipment includes slide projectors, overhead projectors, TV/VCRs, camcorders, LCD panels, tape recorders, 16mm film projectors and other specialized AV equipment. The LRC offers training in use of the equipment.

The LRC also offers a variety of computer graphics and photographic services including scanning of images for presentations and the Web, creating graphics for publications, photographing images to slides, and black and white developing and printing. Traditional graphic services such as laminating, B&W transparencies and poster displays are also offered. The only costs are for materials used in production.
502.02 Information Technology Services

ITS is the central computing service of the university and provides the core IT functions and infrastructure design and support for the campus. ITS consists of five major areas; User Support Services (software development, help desk, application support), Technical Services (systems administration and hardware support), Networking (campus data network), Learning Resources Center (classroom AV support and training), and Telecommunications (voice).

Current central computing support includes but is not limited to the following:

- Banner Student Information System
- Campus Email
- Campus Web server
- WebCT distance education system
- Faculty research system support for physics, geology, biology, among others.
- Applications for security, facilities management, One Card System, campus portal, statistics, printing, and file sharing.

A wide variety of consulting services are available for technology requirements in the classroom, for business applications, and student support.

Information Technology Services manages an open microcomputer lab in the University Community Center (UCC). All computers in the lab are networked, and software is available via network application servers. In addition, ITS maintains two student support services entities; Resnet and SITS (Student Information Technology Services). Resnet provides in room support for residential students and SITS provides walk-in and telephone, PC hardware and software, support for all students.

The Ingram Library Lab computer lab is located in the Library in room 208. It currently has twelve (12) 7100 power Macintosh computers, and fifteen (15) Pentium level IBM compatible computers. The lab is available for general student/faculty/staff use and is open the same operating hours as the library. A variety of software packages are available on the computers in the lab, including word processing, spreadsheets, databases, programming languages, desktop publishing, computer aided design (CAD), and Internet access.

Other teaching computer labs are available and are operated by staff in the College of Business, the College of Arts and Sciences, and the College of Education. A computer lab is also located at the Newnan Center.

502.03 The Library

The Library exists to support the curriculum of the University of West Georgia and, as much as possible, the research needs of faculty. Accordingly, library services and privileges accorded to faculty generally exceed and take precedence over those of other users. Faculty members are encouraged to make appropriate use of the library’s collections and services, including participation in the selection of materials for the library’s collections. Requests for materials to support courses and/or research in a particular discipline should be submitted in accordance with
Departmental/College procedures. Purchase request forms are available on the Library’s web page. Recently published books are received weekly on approval, and are shelved in the Acquisitions Department for preview and recommendation by the faculty. Information about the library’s collection policies is available from the Liaison Librarian assigned to your department, the Acquisitions Librarian, or from the library’s homepage.

The library strongly encourages teaching faculty to ensure that their students learn how to use the library’s resources effectively. To that end, the library offers several sections of a credit course each semester and invites faculty to schedule other library instruction sessions for specific classes as needed. Freshman and Sophomore level classes are instructed by the librarians in the Instructional Services Division; upper-level and graduate courses are handled by the Liaison Librarian assigned to your department. For further information, contact the Division of Instructional Services.

Circulating library materials can generally be checked out by faculty and emeriti faculty with their University ID cards for the duration of the academic year. The library also has a number of faculty study carrels; these secured rooms are available and can be assigned to the faculty for research and study for a 365-day period.

Faculty, staff and students who need materials not owned by the library may request the needed items though Inter-library Loan. Forms for requesting this service are available on the library’s Web page.

Professors may sometimes wish to place materials, including their own personal copies, on reserve for their students’ use. Required readings should be put on reserve in order to ensure equitable access. It is recommended that lists be submitted well before the beginning of the academic term in which they are needed, although they may be submitted any time during an academic term. Regardless of when submitted, an appropriate amount of time should be anticipated for gathering and processing materials. Titles from reading lists and recommended supplemental readings should remain in the open stacks unless they are personal copies, in which case it is advisable, for security and convenience, to put these on reserve also. The library may limit the amount of material placed on reserve for a class. In all cases, copyright regulations must be observed. Reserve services are handled through the Circulation Department; Reserve Request forms and complete policies are available on the library’s Web page.

Former UWG faculty and staff: Emeriti and retired faculty and retired staff have extensive library privileges; however, some services may be unavailable to them, such as dial-in GALILEO access and any services requiring an account number. A retired faculty member who is engaged in a scholarly research project may be granted a longer loan period upon application to the Dean of Libraries. Faculty and staff who resign may apply for Guest Borrower status.

All library services and privileges are outlined in policies and procedures available on the library’s Web page.

503 International Center Advisory Committee

Mission:
General: To assist the Office of International Programs in compiling and maintaining up-to-date information concerning all aspects of international education available to faculty, staff and students of the University of West Georgia. The Advisory committee will, in collaboration with the Center Director, develop policies, procedures, and communication strategies consistent with the goal of expanding the internationalization of UWG activities.

Specific:
- To establish protocols for initiating and maintaining agreements with foreign agencies, for instructing faculty and students on issues of liability and security and for any other situation arising from international programs or exchanges.
- To serve as a clearing-house for information on international documents (I.D.s, Visa and Passports) and to assist in the procurement of those documents.
- To promote awareness of existing programs at West Georgia and within the University System of Georgia in order to coordinate resources and efforts.
- To serve as a resource for those interested in initiating new international programs.
- To provide a forum for discussion of international program strategies and objectives.
- To provide systems to assess regularly the effectiveness of current activities, and to provide methods for systematic review and modification (where necessary) of existing programs, processes and procedures.

Organization:

The committee will have ten (10) members chosen as follows: members will be nominated by the Deans of the Colleges of Arts and Sciences, Business and Education and approved by the Vice-President for Academic Affairs with a least one member chosen from each College. Nominees should be faculty members involved in some aspect of international/overseas education. They will serve two-year renewable terms. One half of the current seats will expire in the spring of 2003, the other half in 2004 with the two-year rotation to begin thereafter. Ex officio members include: University legal counsel, International Student Advisor, International Program Center Director, Dean of the Honors College or representative, Dean of the Graduate College or representative, a representative of the Comptroller’s Office, and heads of all Study Abroad programs.

Meetings:
The committee will meet the first week in September/October/November/February and March. Votes must pass by majority vote of the members with quorum present at the meetings.

Chair: The chair will be elected at the March meeting for a two-year renewable term.

504 Use of Buildings

504.02 Policy for the Use of University Facilities

The following policies apply to the use of the University of West Georgia's academic, student activities, athletic, recreational, and entertainment facilities. The use of academic facilities for scheduled instructional purposes shall take precedence over all other uses of such spaces during the first three weeks of each term and will not be displaced without the approval of the President.
or authorized designee. After these three weeks, other organizations or groups based on the priorities listed below may use University facilities if previously reserved. Organizations and non-university groups wishing to reserve rooms in any academic facility must adhere to these Guidelines. Copies of these guidelines may be obtained from Auxiliary Enterprises.

504.02 Section I. Reservation of Facilities

A. Who May Use Facilities

Facilities are designated for official university events, academic meetings, and programs of registered student organizations. Student organizations must be registered with the Office of Student Activities, have a faculty or staff advisor, and comply with the rules set forth in the Student Organization Conduct Code by the Office of Student Activities.

Non-university groups, which must meet eligibility requirements as defined in the 6th and 7th priorities, may reserve or rent available facilities in accordance with this policy statement.

a. Use of campus facilities for personal social events, except those catered by the University food services, is not permitted (see section IV), with the exception of Kennedy Chapel.

b. Summer Conference and Camps for outside groups may be scheduled by Auxiliary Enterprises (678-839-6525).

c. Co-sponsoring of non-university groups with registered student organizations is not permitted.

B. Priority Usage of University Facilities

1st Priority -- Academic classes have first priority.

2nd Priority -- Major University events such as visitation days, orientation, graduation ceremonies, homecoming, Honors Day, testing, and recruitment take second priority in the use of University facilities.

3rd Priority -- Meetings and events associated with academic programs, such as University, College, and Departmental faculty meetings, graduate student examinations and presentations, and special academic events, will have the third priority in scheduling classrooms.

4th Priority -- Any student activities function will have fourth priority for use of these facilities. Student activities are defined as activities promoted and supervised by the Office of Student Activities or Student Activities Council.

5th Priority -- Fifth priority will be given to any registered student organization. This will include fraternities, sororities, honor societies, and other registered student organizations.

6th Priority -- Sixth priority will be given to a non-university group or organization that desires to present an educational program.
7th Priority -- Seventh priority will be given to a non-profit group not affiliated with the University that desires to present a program which is not educational in nature or to hold a meeting. Requests from civic organizations, governmental agencies, and not-for-profit, non-religious groups will normally fall under the sixth priority. Political candidates who have qualified for office may use the facilities free of charge, but they may not conduct fund-raisers on campus.

8th Priority -- Eighth priority will be given to for-profit groups. The University's Solicitation Policy must be followed. Contact Auxiliary Enterprises (678-839-6525) for a copy of this policy.

NOTE: Date, time, and place for an event cannot be guaranteed unless reservations are made at least three (3) working days prior to the event.

C. Limit of Use

The University reserves the right to set limits on the number of reservations of major facilities by non-university organizations or campus organizations. Classes are not scheduled in spaces used essentially for social functions (such as the Lower Level of the Food Services Building) unless requested by the appropriate academic dean and approved by the Vice President and Dean of Students.

D. Suspension of Right to Reserve Facilities

Conduct by those attending or participating in any program or activity at the University of West Georgia shall be consistent with University regulations and local, state, and federal laws. Conduct that results in the disruption of academic programs or classes (e.g., movement of furniture and equipment within or outside of rooms, not returning a facility to its pre-event status, and noise) or any mistreatment of facilities or furnishings may result in the suspension of a group's right to reserve facilities.

504.03 Where to Reserve Facilities

<table>
<thead>
<tr>
<th>FACILITIES</th>
<th>RESERVATIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alumni House and Grounds</td>
<td>Alumni House 678-839-6525</td>
</tr>
<tr>
<td>Classrooms in: Biology/Chemistry</td>
<td>College of Arts and Sciences</td>
</tr>
<tr>
<td>Boyd Building, Callaway</td>
<td>678-839-6405</td>
</tr>
<tr>
<td>Geography</td>
<td></td>
</tr>
<tr>
<td>Humanities Building (Cashen Hall is reserved by the Music Department at 678-839-6516)</td>
<td></td>
</tr>
<tr>
<td>Pafford Social Sciences Building</td>
<td></td>
</tr>
<tr>
<td>Classrooms in: Richards College of Business</td>
<td>College of Business</td>
</tr>
<tr>
<td>Adamson Hall</td>
<td>678-839-6467</td>
</tr>
<tr>
<td>Classrooms in: Education Center</td>
<td>College of Education</td>
</tr>
<tr>
<td></td>
<td>678-839-6570</td>
</tr>
</tbody>
</table>

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The use of walkways, lobbies in and near the Student Center and the Humanities Building, the area in front of the library, and areas for displaying banners on the front of the Student Center and on the wall by the library are reserved by the Auxiliary Enterprises. Music must not be played in front of the Student Center or other areas where it may be disruptive to classes.

504.04 Fees

1. Regulations for General Fee Charges

Non-University groups using University facilities will be assessed a usage fee. The usage fee includes charges for facilities, equipment, supplies and materials, labor costs, custodial services, maintenance, event-related services provided by the Department of Public Safety, and any damage to a facility other than normal wear and tear.

It is the responsibility of all user groups to return the facility to its pre-event status unless prior arrangements have been made with the Department of Facilities and Grounds. A group will be billed for any expenses incurred if additional clean-up or repair by the University is required. A list of usage fees can be obtained from Auxiliary Enterprises.

2. Fees for Specialized Facilities

Lower Level Food Services Building: Any eligible non-university group (see Section 1) that uses this facility is charged a usage fee unless it is using University of West Georgia Food Services. No outside organization is allowed to bring food into this building. A minimum of $100.00 in food and/or beverages must be provided by Food Services or a $150.00 per day facility use charge will be assessed.
Kennedy Chapel: Anyone reserving the Kennedy Chapel will be charged a usage fee (with the exception of current students, staff, faculty, or their dependents). Fees may be paid (after the reservation has been confirmed through Auxiliary Enterprises) in person or mailed to: Auxiliary Enterprises, University of West Georgia, Carrollton, GA 30118.

Townsend Center for the Performing Arts (TCPA): University organizations and non-university groups may reserve this facility on a space available and space appropriate basis. The TCPA will assess any charges associated with an event. This may include but is not limited to labor costs in producing an event, custodial services, maintenance, equipment, supplies and materials, Public Safety services, and damages.

3. When No Fees Are Required

There shall be no usage fees assessed when the event is promoted and presented by a University of West Georgia organization and directly related to that unit's mission, academic offerings, or organizational mission and for which no admission is charged. There shall be no usage fees when a facility is used as an informational gathering of a University of West Georgia organization for the purpose of conducting business related to the user's organization. There shall be no usage fees assessed if these user groups incur no charges for custodial, maintenance, or Public Safety personnel as a result of the event.

4. Damage Deposit

A damage deposit may be requested when reservations are made for equipment or facilities. Any group, except registered campus organizations or University-affiliated groups, may be charged rent.

5. Safety and Insurance Requirements

Use of University facilities will require the sponsoring organization or individual to sign a contract, license agreement, or some other agreement. The University will evaluate all proposed activities to ensure compliance with safety and insurance requirements.

504.05 Events Set-Ups

If equipment or a particular set-up is needed for an event, requests should be made at the time of reservation. Individuals using specialized equipment in University facilities must demonstrate competence in the operation of this equipment or make arrangements for a trained person to operate this equipment. Special facility set-up requests must be made at least five working days before the scheduled event. The time of the requested reservation must include any time needed or set-up. Extensive facility set-ups will require more notice and may not be possible if the specific set-up is requested too late. To submit set-up information, please contact the department with whom the reservation was made.

504.06 Policies Pertaining to Alcoholic Beverages
Groups using University facilities must conform to University policies pertaining to alcoholic beverages. Georgia law requires that individuals be twenty-one 21 years of age or older in order to possess or consume alcoholic beverages; therefore, the policy below has been adopted.

1. Alcoholic beverages will not be served nor brought into any function on campus at which persons under the age of twenty-one will be present.
2. Consumption of alcoholic beverages is prohibited in all areas of the campus other than individual residence hall rooms and those authorized in item c below.
3. Alcoholic beverages (beer and wine only) may be served at or brought to scheduled events on campus where persons under the age of twenty-one (21) will not be present in the Food Services Building, Student Center, Alumni House, and Townsend Center for the Performing Arts. All such events must be approved by the Vice President and Dean of Students or designee, who will require appropriate supervision.
4. The sale in any manner of alcoholic beverages is prohibited. The legal definition of "sale" includes exchange of money, before, during or after the events, including but not limited to coupons, admission charges, and "donations."
5. No college funds, including Student Activities funds and residence hall social fees, shall be used to purchase alcoholic beverages.
6. The furnishing of alcoholic beverages to persons under the age of twenty-one (21) and the possession or consumption of alcoholic beverages by persons under the age of twenty-one (21) will subject the violator to college disciplinary action and/or arrest.
7. No alcohol can be present at any Rush function.
8. Advertising of events at which alcoholic beverages will be served cannot include references to alcohol nor imply sponsorship by the university.

504.07 Public Safety

Public Safety officers may be required at certain events on campus. The Director of Student Activities (if a student organization is involved), Auxiliary Enterprises, and the Director of Public Safety will determine when Public Safety officers will be necessary. The organization will be responsible for paying the officer(s).

505 Use of Buses and Vans

505.01 Vehicles used for field trips and student activities:

A. Purpose
The University of West Georgia maintains a fleet of vehicles for University related operational, educational, athletic, and recreational use. This policy establishes guidelines as to who may use a vehicle and how the vehicle is to be operated.

B. Restrictions
University vehicles may only be operated by current employees, enrolled students eighteen (18) years of age and older, and other drivers as approved by the University. **Note: Whenever possible, it is strongly recommended that vehicles be operated by state employees.** Vehicles may be used only for approved University business and activities. (See Approval Process) Use of a University vehicle for personal gain or pleasure is strictly prohibited.
C. Approved Uses

A University vehicle may be used for the following activities:

- Transporting employees and students for official University business and activities.
- Transporting non-employees for official University business and activities.
- Structured Volunteer Programs as designated by the University

To be classified as a structure volunteer program, departments or programs must submit a letter to the Risk Management office outlining the scope of the program and emphasizing the volunteer nature of the participants and its activities. If approval is granted to use a University vehicle, drivers must complete the University driver-training program to be eligible to drive and transport other passengers.

D. Approval Process

In order to operate a University vehicle the following requirements must be satisfied.

1. Vehicle Reservation: Prior to requesting a University vehicle, authorization must be obtained from the employee’s Dean or Director. Students representing registered organizations must obtain approval from the Director of Student Activities. Students driving for Athletics and other departments will obtain approval from the Directors of those organizations. **Note: Only registered student organizations or approved structured volunteer programs will be allowed to use University vehicles.** When a vehicle is to be rented, a request should be made using the *Vehicle Request and Trip Ticket Form* which is to be forwarded to the Motor Pool one week in advance if practical. If the vehicle is available, it will be reserved for the person/group for the needed dates and times. A cost estimate will be provided to the department by the Motor Pool. If a vehicle is reserved but not needed, the reservation should be canceled at least twelve (12) hours in advance. Failure to cancel the trip ticket may result in the Department or organization being assessed the minimum charge of $25.00.

The department will be responsible for all charges related to the vehicle rental. The completed trip ticket and the license approval must be provided to the University Motor Pool supervisor twenty four (24) hours prior to the day the vehicle is needed.

   a. Motor pool will prepare each vehicle for use.
   b. If the vehicle is to be used for an extended trip from campus, a state credit card will be included with the rental package. The card may be used only for normal expenses such as fuel and oil. In an emergency, it may be used for other items such as a battery or a tire. If the expense is greater than $200.00, the Motor Pool is to be called at 678-839-6576 to receive authorization prior to the purchase. If the problem occurs after business hours or on the weekends, call Public Safety at 678-839-6600. Public Safety will contact a supervisor from the Motor Pool and have that person contact the driver. The use of the state card for personal purchases is strictly prohibited.
   c. Facilities and Grounds is responsible for billing all departments for the use of each vehicle.
2. Driver Approval: All persons who operate a University vehicle must have a current, valid driver’s license. Each person approved by his or her Dean or Director to operate a university vehicle must have his or her driving record checked by the University’s Public Safety Department. The following process will be used to obtain the record.

   a. Driver Information Forms will be provided to all Deans and Directors by Public Safety. These forms request the information recorded on the individual’s driver’s license and contain a waiver authorizing the Department to check the driver’s history. The completed form will be delivered to the Director of Public Safety five (5) days prior to the vehicle leaving the campus.

   b. The driver’s history will be checked by the Department and reviewed by the Director or a Deputy Director from Public Safety.

   c. If the check shows no record, the Director of Public Safety will provide a letter to the driver and the Dean or Director stating that the applicant’s driver’s history is within the limits established by the University and the proposed driver is approved to operate a University vehicle.

   d. If the check shows a record that demonstrates a history of unsafe driving, the Director of Public Safety will notify the driver and the Dean or Director and inform him or her only that the driver is not approved to operate a University vehicle.

   e. No driver will be approved if his or her driving record includes the following:

      1. The driver’s license is currently suspended or in revocation.

      2. The driver’s history shows a single conviction for DUI in the last three years.

      3. The driver’s history shows three of the following offenses within the last three (3) years or a combination thereof:

         - Speeding
         - Reckless Driving
         - Fleeing and attempting to elude a police officer

   f. Applicants who are denied driving privileges may appeal to the Director of Public Safety if they feel the record is inaccurate. The history will be checked again to insure accuracy. Appeals must be submitted in writing with supporting documentation within ten (10) business days from the date that permission was denied. The personal driving history will not be distributed outside of Public Safety. Once the applicant has been approved or disapproved, the applicant’s driver’s history will be destroyed. A confidential master list of approved and disapproved drivers will be maintained by Public Safety, and updated copies will be provided to the Office of Risk Management.

   g. The driving records of employees who drive university vehicles on a regular basis will be reviewed on a semi-annual basis in June and January.

   h. All employees and students who routinely operate a University vehicle will notify their Dean or Director and the Director of Public Safety if they are cited by law enforcement for any of the offenses noted in Section (2d). Failure to do so in a timely manner may result in disciplinary action and/or suspension of driving privileges.

   i. All persons who are assigned or wish to operate the University’s 15-passenger vans must complete a driver training program provided by the Institution. Other employees may be assigned to attend the driver safety program at the discretion of their Dean or Director. A per person registration fee will be assessed and billed to the appropriate department.
3. Vehicle Operation: Persons authorized to operate University vehicles are responsible for the safe operation of those vehicles.
   a. Drivers will comply with motor vehicle laws while operating any University vehicle. The driver will operate the vehicle only when it is safe to do so. Only persons approved by the Dean or Director will be allowed to ride in the vehicle. Seat belt usage is mandatory for all drivers and passengers in state-owned vehicles.
   b. No alcoholic beverages or illegal drugs may be transported in any University vehicle. Any person who has alcohol in his or her system will not operate a University vehicle.
   c. Smoking and the use of all tobacco products is prohibited in all University vehicles.
   d. University vehicles will not transport more persons than the vehicle was designed to carry. This is determined by the number of seat belts found in the vehicle.
   e. A driver with a valid Commercial Drivers License (CDL) must operate vehicles designed to carry in excess of fifteen (15) persons.
   f. No firearms, ammunition, explosives, or weapons prohibited by Georgia law may be transported in a University vehicle. University police are exempted from this restrictions as are weapons that are associated with approved University athletic or academic competition or events.
   g. University vehicles will not be used to tow and/or push another vehicle. University vehicles will not be used for any unlawful purposes.
   h. University vehicles must be picked up and returned to the motor pool at the beginning and end of a trip.
   i. The University will not be responsible for loss or damage to personal property stored or transported in University vehicles.
   j. If the vehicle is used on continuous days, the driver will inspect the tires, brakes, and lights to ensure the vehicle is road worthy.
   k. Prior to taking the vehicle off campus the driver will inspect the vehicle for damage. All damage will be noted, and the Motor pool supervisor will be informed of the existence and location of the damage. The vehicle must be returned in a reasonably clean manner. Vehicles which are excessively dirty will result in a clean-up fee of $25.00 being charged to the renting department. The department will be responsible for all damage sustained by the vehicle while in its possession.
   l. If a driver receives a traffic citation from any law enforcement officer in this state or any other that the vehicle is operated in, the Dean or Director and the Director of Public Safety must be notified of the charge once the driver returns to campus. Failure to inform may result in disciplinary action and/or termination of rental privileges.

4. Vehicular Accidents: If a vehicle is involved in an accident, the driver will do the following:
   a. Vehicle Accident / No Injuries - The local enforcement agency is to be notified so an accident report can be made. All University personnel will cooperate fully with the officer assigned to investigate the accident. The driver will note the location where the accident occurred, owner(s) of any vehicle(s) involved in the accident, the name and phone number of the agency taking the report, and the case number assigned to the accident.

   The driver will notify the State Insurance Carrier (1-800-241-1172) as soon as it is practical to do so. The driver will also provide this information to the Public Safety Dispatcher at 678-839-6600. Public Safety will immediately contact the Office of Risk
Management as well as file an incident report, which will be forwarded to Risk Management.

The driver shall use his/her best judgment as to the continued safe operation of the vehicle. A determination shall be made as to whether it is safe to continue the trip to the intended destination, return to campus, or have the vehicle impounded. In the event the vehicle is not safe to drive for any reason, the driver, in consultation with the local law enforcement agency, shall make a decision to tow the vehicle to the nearest point of storage until further determination can be made by University officials.

b. Accident Involving Injury(s) and/or death(s). Driver and occupants will assist the injured as much as possible. The local enforcement agency is to be notified so medical assistance can be obtained and a report prepared. All University personnel will cooperate fully with the officer assigned to investigate the accident.

The Public Safety Dispatcher will be called at 678-839-6600. Public Safety will notify the Office of Risk Management and Facilities and Grounds. A response team will be formed to respond to the scene of the accident. Public Safety will contact the driver’s supervisor as well as the State Insurance Carrier at 1-800-241-1172. Public Safety will file an incident report, which will be forwarded to the Risk Management Office.

The driver shall use his/her best judgment as to the continued safe operation of the vehicle. A determination shall be made as to whether it is safe to continue the trip to the intended destination, return to campus, or have the vehicle impounded. In the event the vehicle is not safe to drive for any reason, the driver, in consultation with the local law enforcement agency, shall make a decision to tow the vehicle to the nearest point of storage until further determination can be made by University officials.

5. Insurance Claims: It will be the responsibility of the Office of Risk Management to coordinate with the Department of Administrative Services, Risk Management Services, all claims that may arise out of any automobile accident.

506 Tobacco and Smoke-Free Campus Policy

In accordance with the Georgia Smoke Free Air Act of 2005, Title 31 Chapter 12A, this policy reinforces the USG commitment to provide a safe and amicable workplace for all employees. The goal of the policy is to preserve and improve the health, comfort and environment of students, employees and any persons occupying our campuses. The full policy is available at: [http://www.usg.edu/policymanual/section9/policy/C503/#p9.1.7_tobacco_and_smoke_free_campus_policy](http://www.usg.edu/policymanual/section9/policy/C503/#p9.1.7_tobacco_and_smoke_free_campus_policy)

507 Student Assistants

Faculty members who desire student assistants should indicate their need to their department chair or dean. Deans provide the Director of Financial Aid with consolidated requests for student assistants. If the names of particular students are indicated in the request, effort will be made to assign these students, provided they have made application to the Director of Financial Aid.
Student employees may work up to twenty (20) hours per week; however, financial aid places some restrictions on the number of hours a student may work. The responsibility for these hours lies with the department chair.

Student assistants are paid based on the job classification for the work performed. The Office of Financial Aid can provide information on job classifications and pay scales.

Students who qualify for the Work Study Program may work either on campus or off campus. Off-campus assignments are with public agencies or private non-profit agencies, and students are under the administrative control of University of West Georgia.

The supervisor is expected to keep a record of work hours performed by assigned student assistants. If the faculty member does not have sufficient work for the assistant, he or she should report this to the department chair or dean to allow the student to be reassigned for ten maximum hours.

508 Parking

508.01 Visitor Parking Permits

Special temporary parking permits for visitors are issued at the Department of Public Safety at the request of academic or administrative officers. When conferences or meetings are to be held, it is urged that visitors' permits be obtained well in advance and mailed (if possible) to those who expect to attend.

508.02 Parking Regulations

Copies of the Campus Traffic Code are available at the Department of Public Safety.

509 Issuance of Keys

Each faculty member is provided with a key to his or her office and to an exterior door in the building in which he or she is housed. Keys may be issued to graduate students and secretaries at the discretion of the appropriate department chair or supervisor. Keys will not be issued to undergraduate students.

All persons with University of West Georgia keys in their possession should take every possible precaution to ensure that keys are not lost, stolen or reproduced.

Department chairs or supervisors are responsible for collecting keys from students, faculty or other employees who leave the university or transfer to another department or position.

510 Solicitation of Funds

The following procedures are followed concerning the solicitation of businesses and private individuals for contributions to projects or organizations at the University.
510.01 There shall be no soliciting of funds for scholarships, loans, grants, equipment, or supplies, unless it is approved by and in cooperation with the offices of the Associate Vice President for Development and Alumni Services and/or others expressly authorized by the President.

510.02 There shall be no soliciting of prizes or awards either in merchandise or money unless approved by and in cooperation with the offices of the Associate Vice President for Development and Alumni Services and/or others expressly authorized by the President.

510.03 The privilege of selling advertising is restricted to the West Georgian unless specific authorization is granted by a committee consisting of the Associate Vice President for Development and Alumni Services, the Director of Public Relations, and the Director of Student Activities.

511 Personal Use of State Property

"Personal property owned by an institution shall be used only for institutional purposes. No employee in the University System shall permit such property to be removed from the campus of an institution for use on either a rental or loan basis for personal use." (Board of Regents Policy Manual, Section 914.02).

Such property includes maintenance shop facilities and equipment, audio-visual and instructional media equipment, typewriters, calculators, copy machines, and vehicles.

The regulation does not prohibit the use of appropriate equipment when a representative of the University speaks before civic clubs and other organizations in his or her capacity as a public servant and is providing a public relations service for the University.

The use of university stationery, postage, and long distance telephone lines for personal reasons is not permissible.

Personal property, such as portable personal computers or similar items, may be removed from campus to the home of an employee or an off-campus site when the purpose is for business only. Such use shall be tightly controlled, and documentation as to the location and use shall be available at all times. (BR Minutes, 1990-91, pp. 378-79)

512 Contractual Agreements and Consortial Relationships

1. All contractual agreements made between any academic department and an outside agency should be processed through the Dean’s office that oversees that academic department. Procedural or content related questions about contacts should be addressed to the Office of Legal Affairs within the Board of Regents. The Dean’s office will then recommend all contractual agreements within the college to the Provost and Vice President for Academic Affairs or his designee. Final approval for all contractual agreements and consortial relationships is given by the President.
2. All contractual agreements will be regularly reviewed by the department responsible for entering into the contract. This evaluation must occur during the contract renewal process. Evaluation must consist of:
   a. Educational services and programs offered through contractual agreement with another institution or organization must support the purpose of the institution as well as the mission and purpose of the department.
   b. The department must maintain the quality of programs/courses offered through the contract and ensure ongoing compliance with Southern Association of Commission of Schools Criteria.
   c. All educational services and programs offered through a contractual agreement with another institution or organization must be in compliance with policies established by the Office of Legal Affairs within the Board of Regents (http://www.usg.edu/admin/legal/memos.html).

3. In case of Study Abroad programs, the International Programs Committee will oversee the contractual relationships between the State University of West Georgia and foreign institutions. The committee’s recommendations for contractual agreements and consortial relationships will then be forwarded to the Provost and Vice President for Academic Affairs, with final approval reserved for the President. This committee will also ensure ongoing compliance with Southern Association of Schools Criteria as it relates to Study Abroad Programs.

4. All the consortial relationships must be initiated and maintained by the Dean’s office that oversees the academic department entering into the relationship. The Dean’s office will then recommend all consortial relationships to the Provost and Vice President for Academic Affairs who will then recommend any university-wide consortial relationships to the President. All consortial relationships must be regularly evaluated by the department responsible for entering into the relationship using the following guidelines:
   a. Educational services and programs offered through consortial relationships with another institution or organization must support the purpose of the institution as well as the mission and purpose of the department.
   b. Educational courses/programs offered through a consortial relationship must be related to the teaching purpose of the institution and comply with Southern Associations of Schools Criteria.
   c. All consortial relationships must only be entered into by regionally accredited institutions offering degrees or certificates at the same level as the University of West Georgia.

5. Original documents of contractual agreements and consortial relationships should be kept by the academic department responsible for entering into the agreement for seven years after the agreement has expired. Additionally, copies of all current contractual agreements and consortial relationships should be kept in a repository within the office of the Provost and Vice President for Academic Affairs.

513 Campus Chronicle

The Campus Chronicle is published monthly (currently not in summers) by the staff of the Vice President of University Advancement. It contains notices of coming events and news of
particular interest to and about the faculty of the University. Any information considered appropriate for this publication should be submitted directly to the Office of Public Relations.

**514 Equipment for Social Activities**

Persons wishing to borrow items (such as punch bowls, cups, serving trays) for on-campus social activities should contact Food Services at least twenty (24) hours before items are needed. Items should be obtained from and returned to Food Services. All items must be signed out to a responsible person, who will indicate expected time of return. The borrower is held responsible for prompt return of all items in a condition comparable to that in which they were delivered. A breakage deposit may be requested.

**515 Use of Bulletin Boards**

Official boards are placed in the following places:

Martha Munro, the University Community Center, the College of Business, the Education Center, Callaway, Social Science Building, Math-Physics Building, the Humanities Building and the Library.

Those desiring to place notices on the official or other bulletin boards should have them approved by the Director of Student Activities.

**516 Telephone Service**

The telephone system is part of the state government network entitled Georgia Interactive Statewide Telecommunications. This network, GIST, provides for long distance telephone needs throughout the state and the nation through its direct and WATS lines. Each department is charged for its appropriate calls based on its use of long distance telephone service.

Each office on campus is dialed direct from on or off campus without going through an operator.

Notices, handbills, posters, and banners are to be placed only on bulletin boards. They may not be placed on buildings or trees. In particular, material should not be taped to doors of buildings since many of these doors are made of plastic instead of glass.