

UNIVERSITY SYSTEM OF GEORGIA
BOARD OF REGENTS POLICY MANUAL
Official Policies of the University System of Georgia

8.3 Additional Policies for Faculty

8.3.1 Faculty Employment

(Last Modified on July 28, 2009)

8.3.1.1 Recruitment and Appointment

Each institution shall publish comprehensive, clearly stated written policies and procedures for the recruitment and appointment of faculty members. These policies and procedures shall conform to guidelines promulgated by the USG chief academic officer.

8.3.1.2 Minimum Qualifications for Employment

Minimum employment qualifications for all institutions and all academic ranks within these institutions shall be:

1. Consistent with the Southern Association of Colleges and Schools' requirements for institutional accreditation;
2. Evidence of ability as a teacher;
3. Evidence of ability and activity as a scholar in all other aspects of duties assigned;
4. Successful experience (this must necessarily be waived in the case of those just entering the academic profession who meet all other requirements); and,
5. Desirable personal qualities judged on the basis of personal interview, complete biographical data, and recommendations.

8.3.1.3 Research and Regional Universities

In addition to the minimum qualifications above, initial appointees to the associate or full professorial rank should have the terminal degree in the appropriate discipline or equivalent in training, ability, or experience.

8.3.1.4 State Universities

In addition to the minimum qualifications above, initial appointees to the full professorial rank should have a terminal degree in the appropriate discipline or the equivalent in training, ability or experience.

8.3.2 Regents' Professorships

(Last Modified on October 10, 2013)

Regents' Professorships may be granted by the Board of Regents to outstanding faculty members of the Georgia Institute of Technology, the University of Georgia, the Medical College of Georgia, Georgia State University, and, in special circumstances approved by the Board, other USG institutions. A Regents' Professorship shall be awarded by the Board only upon the unanimous recommendation of the president, the chief academic officer, the appropriate academic dean, and three (3) other members of the faculty to be named by the president, and upon the approval of the Chancellor and the Committee on Academic Affairs (BoR Minutes, October 2008).

A Regents' Professorship shall be granted by the Board for a period of three (3) years. Consideration of the renewal of the professorship for a second three-year period shall be given by the Board upon recommendation of the president of the institution, the Chancellor, and the Committee on Academic Affairs. After a period of six (6) years the Regents' Professorship shall be renewed at the discretion of the president of the institution (BoR Minutes, August 2011).

8.3.2.1 Regents' Researchers

Regents' Researcher titles may be granted by the Board of Regents to outstanding full-time principal researchers of the Georgia Institute of Technology, the University of Georgia, the Medical College of Georgia, Georgia State University, and in special circumstances approved by the Board, other USG institutions. The Regents' Researcher title shall be awarded by the Board only upon the unanimous recommendation of the president, the

Chief Academic Officer, and three (3) members of the faculty to be named by the president, and upon the approval of the Chancellor and the Committee on Academic Affairs.

A Regents' Researcher title shall be granted by the Board for a period of three (3) years. Consideration of the renewal of the title for a second three-year period shall be given by the Board upon recommendation of the president of the institution, the Chancellor, and the Committee on Chief Academic Officer. After a period of six (6) years, the Regents' Researcher title shall be renewed at the discretion of the president of the institution (BoR Minutes, August 2011).

8.3.2.2 Establishment of Named Positions

Support of Positions from Gifts and Endowments

No endowed chair, professorship, fellowship, or administrative position will be established or announced without prior approval of the Board of Regents, and no initial appointment will be made to a chair, professorship, fellowship, or administrative position without prior approval by the Board. Recommendations to the Board concerning specially designated positions will be made through the Chancellor to the Board. Before the final action of the Board, such recommendations will be referred to the Finance and Business Operations Committee and the Academic Affairs Committee (BoR Minutes, August 2007; October 2013).

The minimum funding levels for each endowed academic position listed below shall be established periodically by the Board upon recommendation by the Chancellor. Institutions may require funds greater than the stated minimum funding levels when developing support for endowed chairs. (The initial recommendations are included below for each position.)

The categories of endowed academic positions shall be described as follows:

Research and Regional Universities		State Colleges and Universities and Two-Year Colleges
Distinguished University Chairs	\$2,000,000	

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Distinguished Chairs	\$1,000,000	Distinguished Chairs	\$500,000
Chairs	\$500,000	Chairs	\$300,000
Distinguished Professorships	\$400,000	Distinguished Professorships	\$200,000
Professorships	\$200,000	Professorships	\$100,000
Distinguished Scholar	\$100,000	Distinguished Scholar	\$50,000
Fellowships	\$50,000	Fellowships	\$30,000
Lecture or Seminar Series	\$50,000	Lecture or Seminar Series	\$30,000

Specially Designated Faculty Positions Funded By Endowments

The endowed chairs, professorships and fellowships will be established by the Board of Regents upon request of the institutional President and recommendation of the Chancellor only after it is assured and documented that the endowment is properly funded and that the investment strategy of the endowment, wherever held, will meet the continuing demands of the chair, professorship or fellowship. This assurance must address the proper mix of capital growth, income production and liquidity. The institution will pay from its funds such amounts as are necessary to set the salary of the holder at a level commensurate with his or her record, experience, and position in the faculty. The endowment income will be used for salary supplementation and for other professional support of the holder of the endowed position, including assistance in the research of the holder.

The holder of a fellowship shall be a qualified person of professorial rank (professor, associate professor, or assistant professor), without regard to tenure status (BoR Minutes, October 2008). The endowed fellowship will be used to provide temporary support [not to exceed one (1) academic year] of:

1. Distinguished scholars who are in temporary residence at the institution while participating in planned academic programs;
2. Visiting scholars who are in temporary residence at the institution for special academic programs or purposes;

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3. Institution faculty who have made unique contributions to academic life or to knowledge in their academic discipline; and,
4. Institution faculty of any academic rank irrespective of tenure status, who have been selected for teaching excellence through procedures established by the institution.

(BoR Minutes, 1989-90, pp. 147-148)

8.3.3 Intrasystem Recruitment and Inter-Institutional Faculty Appointments

(Last Modified on July 28, 2009)

8.3.3.1 Intrasystem Recruitment

It is recognized as a good practice for USG institutions to employ principal administrators and faculty members from other USG institutions. When a president wishes to consider for employment a principal administrator or faculty member of another USG institution, he/she shall notify the president of the employing institution before an offer is made to the principal administrator or faculty member. When a formal offer is made, the letter shall include a statement to the effect that acceptance can be made only after all contractual obligations have been fulfilled.

8.3.3.2 Inter-Institutional Faculty Appointments

Inter-institutional appointments should be used for faculty who are employed full-time at one USG institution but are also engaged in teaching, research, and/or service at another USG institution. Inter-institutional appointments must be approved by the primary USG institution where the faculty member is employed full-time (hereafter referred to as the home institution), as well as the other USG institution(s) [hereafter referred to as the secondary institution(s)]. Appointments at secondary institutions shall be called Affiliate Faculty Appointments.

Institutions interested in offering these types of appointments must develop inter-institutional appointment policies and procedures, which must be approved by the USG chief academic officer or his/her designee. Guidelines for inter-institutional appointment policies and procedures can be found in the Academic Affairs Handbook.

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8.3.4 Notice of Employment and Resignation

(Last Modified on January 18, 2017)

The following notification requirements apply to those members of the faculty who have been awarded the ranks of instructor, assistant professor, associate professor, or professor:

8.3.4.1 Tenured Faculty

All tenured faculty members employed under written contract for the fiscal or academic year shall give at least sixty (60) days written notice of their intention to resign to the president of the institution or to his/her authorized representative.

8.3.4.2 Non-Tenured Faculty with Academic Ranks of Instructor, Assistant Professor, Associate Professor, and Professor

All non-tenured faculty who have been awarded academic rank (instructor, assistant professor, associate professor, professor), are employed under written contract, and who served full-time for the entire previous year have the presumption of renewal of the next academic year unless notified in writing, by the president of an institution or his/her authorized representative, of the intent not to renew. Written notice of intent not to renew shall be delivered by hand or by certified mail, to be delivered to the addressee only, with receipt to show to whom and when delivered and the address where delivered.

Non-tenured faculty and other non-tenured personnel employed under written contract shall be employed only for the term specified in the contract, and subsequent or future employment, if any, shall result solely from a separate offer and acceptance requisite to execution of a new and distinct contract.

Notice of intention to not renew the contract of a non-tenured faculty member who has been awarded academic rank of instructor, assistant professor, associate professor, or professor shall be furnished, in writing, according to the following schedule:

1. At least three (3) months before the date of termination of the contract in the faculty member's first year of service with any of the above academic ranks at the current institution;

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2. At least six (6) months before the date of termination of the contract in the faculty member's second year of continuous service with any of the above academic ranks at the current institution; or,
3. At least nine (9) months before the date of termination of the contract in the faculty member's third or subsequent continuous year of service with any of the above academic rank at the current institution.

Previous years of service in positions other than the faculty positions with academic rank listed above shall not be included in the calculation to determine the schedule for notice of intention not to renew a faculty member's contract. Previous years of service in any capacity at institutions other than the current institution also shall not be included in the calculation.

This schedule of notification does not apply to persons holding temporary, limited-term, or part-time positions, or persons with courtesy appointments such as adjunct appointments. This schedule of notification does not apply to Georgia Gwinnett College, as noted in Section 8.3.4.4 of this Policy Manual. (BoR Minutes, Oct. 2008; Oct. 2016)

8.3.4.3 Lecturers and Senior Lecturers

Full-time lecturers and senior lecturers are appointed by institutions on a year-to-year basis.

Lecturers and senior lecturers who have served full-time for the entire previous academic year have the presumption of reappointment for the subsequent academic year unless notified in writing to the contrary as follows:

1. For lecturers with less than three (3) years of full-time continuous service in that position at the current institution, institutions are encouraged to provide non-reappointment notice as early as possible, but no specific notice is required.
2. For lecturers with three (3) or more years but less than six (6) years of full-time continuous service in that position at the current institution, institutions must provide non-reappointment notice at least thirty (30) calendar days prior to the institution's first day of classes in the semester.
3. For senior lecturers or lecturers with six (6) years or more of full-time continuous service in those positions at the current institution, institutions must provide non-

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reappointment notice at least one hundred and eighty (180) calendar days prior to the institution's first day of classes in the semester.

Lecturers or Senior Lecturers who have served for six (6) or more years of full-time continuous service in those positions at the current institution and who have received timely notice of non-reappointment shall be entitled to a review of the decision in accordance with published procedures developed by the institution. The procedures must be approved by the Chancellor or his/her designee prior to implementation. Additional appeal procedures are contained in Policy 8.6 Application for Discretionary Review.

In no case will the service as lecturer or senior lecturer imply any claim upon tenure or reappointment under other conditions than those above.

Previous years of service in positions other than lecturer and/or senior lecturer positions shall not be included in the calculations to determine the schedule for notice of intention not to renew a faculty member's contract or the availability of a review of that decision. Previous years of service in any capacity at institutions other than the current institution also shall not be included in the calculations. (BoR Minutes, Feb. 2015; Oct. 2016)

8.3.4.4 Georgia Gwinnett College Faculty

The notice of employment and resignation language noted in Section 8.3.4.2 of this Policy Manual does not apply to faculty at Georgia Gwinnett College (GGC). Full-time faculty at GGC are appointed into non-tenure-track positions. GGC faculty members are eligible for renewable contracts, with modified contract notification rights as approved by the Board of Regents effective June 2007. GGC faculty appointments and notification shall be governed by the following policies.

Initial Faculty Appointments

Each successful GGC faculty appointment will be eligible to receive one of the following contracts upon acceptance of an employment offer authorized by the President. For all initial faculty appointments, the President retains the discretion to determine whether a successful candidate will be offered a one-year standard non-renewable contract or a three-or five-year renewable appointment according to the faculty rank guidelines below.

1. Candidates offered the position of Assistant Professor or below will be eligible to receive either a three-year renewable appointment or a standard one-year non-renewable appointment.

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2. Candidates offered the position of Professor or Associate Professor will be eligible to receive either a three- or five-year renewable appointment or a standard one-year non-renewable appointment.

Contract Expiration Guidance for One-Year Non-Renewable Appointments

A faculty member who is nearing completion of an initial one-year standard non-renewable contract will receive at least three months advance written notice of intent to issue a new contract for the following year or notice of intent to end the employment relationship at contract end. Faculty serving under a second one-year standard non-renewable contract will receive at least six (6) months advance written notice of intent to issue a new contract or intent to end the employment relationship at contract end. Faculty serving under a one-year standard non-renewable contract after two (2) or more years of service to the institution will receive at least nine (9) months notice of intent to issue a new contract or intent to end the employment relationship at contract end.

No further requirements other than the written notifications noted herein will be applicable in concluding the employment relationship for a standard non-renewable one-year faculty contract.

Contract Expiration Three or Five Year Renewable Appointment

A faculty member employed under a three (3) or five (5) year renewable appointment will receive at least nine (9) months written notice prior to the contract expiration in the last year of a renewable appointment term. The notice shall state the President's intent to issue a new renewable appointment for either a three (3) or five (5) year term (based on the faculty member's rank at contract expiration) or an intent to end the employment relationship at the end of the contract.

No further requirements other than the nine (9) months written notification in the final appointment year will be applicable in concluding the employment relationship for a three (3) or five (5) year renewable faculty appointment.

Evaluations and Promotions

Regardless of the length or type of faculty appointment offered, each year all full-time faculty members will receive a faculty performance review.

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Provisional Period for Renewable Contracts

Faculty members serving under an initial three (3) or five (5) year renewable appointment may be required to complete a one time provisional period not to exceed six (6) months. At any time during the initial six months provisional period of a three or five year renewable appointment, a decision can be made to notify a faculty member that a contract will not be forthcoming for the remaining two or four years respectively, except that written notice must be given at least three (3) months prior to the end of the initial appointment year. Faculty members who have previously served under a non-renewable faculty contract with Georgia Gwinnett College will not be required to serve a provisional period upon acceptance of a renewable appointment.

No further requirements other than the written notification will be applicable in concluding the employment relationship during the provisional period of a renewable appointment. (BoR Minutes, October 2008)

8.3.5 Evaluation of Personnel

(Last Modified on December 2, 2009)

8.3.5.1 Faculty

Each institution shall establish definite and stated criteria, consistent with Regents' policies and the statutes of the institution, against which the performance of each faculty member will be evaluated. The evaluation shall occur at least annually and shall follow stated procedures as prescribed by each institution. Each institution, as part of its evaluative procedures, will utilize a written system of faculty evaluations by students, with the improvement of teaching effectiveness as the main focus of these student evaluations.

The evaluation procedures may also utilize a written system of peer evaluations, with emphasis placed on the faculty member's professional development. In those cases in which a faculty member's primary responsibilities do not include teaching, the evaluation should focus on excellence in those areas (e.g., research, administration) where the individual's major responsibilities lie. Institutional policies and procedures shall ensure that each faculty member will receive a written report of each evaluation and that the results of the evaluation will be reflected in the faculty member's annual salary ↑ Top

recommendations. Institutions will ensure that the individuals responsible for conducting performance evaluations are appropriately trained to carry out such evaluations (BoR Minutes, 1979-80, p. 50; 1983-84, p. 36; May, 1996, p. 52).

Each institution shall conduct in-depth pre-tenure reviews of all faculty in their third year of progress toward tenure. The criteria established for promotion and tenure, emphasizing excellence in teaching, shall be used as the focus for these reviews. The institution shall develop pre-tenure review policies, as well as any subsequent revisions (BoR Minutes, April 1996, p. 39-47; May 1996, p. 52; February 2007).

8.3.5.2 Graduate Teaching/Laboratory Assistants

Institutions employing graduate teaching and/or laboratory assistants shall develop procedures to:

1. Provide appropriate training to support and enhance these assistants' teaching effectiveness;
2. Conduct regular assessments, based on written procedures and including results of student and faculty evaluations, of each assistant's teaching effectiveness and performance; and,
3. Assess competency in English and, if needed, provide training in English language proficiency.

8.3.5.3 Senior Administrators

Senior administrators shall be evaluated by the administrator's supervisor, using a performance management instrument which emphasizes:

1. Leadership qualities;
2. Management style;
3. Planning and organizing capacities;
4. Effective communication skills;
5. Accountability for diversity efforts and results; and;
6. Success at meeting goals and objectives.

All senior administrators shall be evaluated by their subordinates (one level down) at least once every five (5) years. Evaluation results will be the basis for the senior administrator's development plan.

8.3.5.4 Post-Tenure Review for Tenured Faculty and Administrators

Each institution shall conduct post-tenure reviews of all tenured faculty members. Each faculty member is to be reviewed five (5) years after the most recent promotion or personnel action, and reviews shall continue at five-year intervals unless interrupted by a further review for promotion.

Administrators who have tenure and who also have some teaching responsibilities will not be subject to post-tenure review as long as a majority of their duties are administrative in nature. At such time as an administrator may return full-time to the faculty, she/he will be placed into the post-tenure review cycle and will be evaluated under those guidelines as a faculty member in the fifth year following the return to the faculty and at subsequent five year intervals (BoR Minutes, August 2007).

The institution president shall review and approve institutional post-tenure review policies, as well as any subsequent revisions. These institutional policies must conform to the institution's mission and to USG procedures for post-tenure review. Institutional policies also shall address cases in which a tenured faculty member's performance is deemed unsatisfactory (BoR Minutes, April 1996, p. 39-47; May 1996, p. 52; February 2007).

8.3.6 Criteria for Promotion

(Last Modified on January 12, 2017)

Each USG institution shall establish clearly stated promotion criteria and procedures that emphasize excellence in teaching for all teaching faculty. These policies will be submitted to the USG chief academic officer for review.

8.3.6.1 Minimum for All Institutions in All Professorial Ranks

The minimum criteria are:

1. Superior teaching
2. Outstanding professional service to the institution, and/or the community
3. Outstanding research, scholarship, creative activity or academic achievement
4. Professional growth and development

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Noteworthy achievement in all four of the above need not be demanded, but should be expected in at least two. A written recommendation should be submitted by the head of the department concerned setting forth the reasons for promotion. The faculty member's length of service with an institution shall be taken into consideration in determining whether or not the faculty member should be promoted.

8.3.6.2 Research and Comprehensive Universities

In addition to the minimum requirements above, promotion to the rank of associate or full professor requires the terminal degree in the appropriate discipline or its equivalent in training, ability, and/or experience. Neither the possession of a doctorate nor longevity of service is a guarantee per se of promotion.

8.3.6.3 State Universities

In addition to the minimum requirements above, promotion to the rank of professor requires the terminal degree in the appropriate discipline or its equivalent in training, ability, and/or experience. Neither the possession of a doctorate nor longevity of service is a guarantee per se of promotion.

8.3.6.4 State Colleges

In addition to the minimum requirements above, promotion to the rank of professor requires a master's degree in the teaching discipline, or, in rare cases, the equivalent of two (2) years of full-time graduate or first professional study beyond the bachelor's degree. Longevity of service is not a guarantee per se of promotion.

8.3.6.5 Institutions with a Blended Function

In addition to the minimum criteria above, promotion to specific ranks requires faculty to have the degree qualifications or the equivalent in training, ability, and/or experience associated with either the institution's primary or secondary functional sectors, depending on which functional sector of the blended function the faculty member is supporting. Neither the possession of a doctorate nor longevity of service is a guarantee of promotion.

(BoR Minutes, Oct. 2008; Aug. 2014; Oct. 2016)

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8.3.7 Tenure and Criteria for Tenure

(Last Modified on January 12, 2017)

None of the procedures in Section 8.3.7 apply to faculty at Georgia Gwinnett College.

8.3.7.1 General Information Regarding Tenure

Each USG institution, with the exception of Georgia Gwinnett College as noted in [Section 8.3.4.4 of this Policy Manual](#), shall establish clearly stated tenure criteria and procedures that emphasize excellence in teaching for all teaching faculty. Such policies shall conform to the requirements listed below and shall be reviewed and approved by the USG chief academic officer. The requirements listed below shall be the minimum standard for award of tenure, but they are to be sufficiently flexible to permit an institution to make individual adjustments to its own peculiar problems or circumstances.

These policies are to be considered a statement of general requirements which are capable of application throughout the USG and are not a limitation upon any additional standards and requirements which a particular institution may wish to adopt for its own improvement. Such additional standards and requirements, which must be consistent with the Regents' policies and approved by the Board of Regents, shall be incorporated into the statutes of an institution.

(BoR Minutes, Aug. 2007; Oct. 2008)

8.3.7.2 Tenure Requirements

Tenure resides at the institutional level. Institutional responsibility for employment of a tenured individual is to the extent of continued employment on a 100 percent workload basis for two (2) out of every three (3) consecutive academic terms until retirement, dismissal for cause, or release because of financial exigency, or program modification as determined by the Board.

Only assistant professors, associate professors, and professors are eligible for tenure. Normally, only faculty who are employed full-time (as defined by Regents' policies) by an institution are eligible for tenure; however, faculty members holding these professorial ranks who are employed by or on the staff of a USG institution on less than a full-time [↑ Top](#)

basis, and who are assigned by the USG institution to or hold an appointment at a non-USG corporate or governmental entity shall, subject to the approval of the Chancellor, be eligible for promotion and/or the award of tenure by the institution president.

The term “full-time” is used in these tenure regulations to denote service on a 100% work load basis for at least two (2) out of three (3) consecutive academic terms. Faculty with non-tenure track appointments shall not acquire tenure. The award of tenure is limited to the above academic ranks and shall not be construed to include honorific appointments, such as adjunct appointments. (BoR Minutes, Aug. 2007; Oct. 2008; Nov. 2013)

8.3.7.3 Criteria for Tenure

Minimum for All Institutions in All Professorial Ranks

The minimum criteria are:

1. Superior teaching; Demonstrating excellence in instruction
2. Academic achievement, as appropriate to the mission
3. Outstanding service to the institution, profession, or community
4. Professional growth and development

Noteworthy achievement in all four of the above need not be demanded, but should be expected in at least two. A written recommendation should be submitted by the head of the department concerned, setting forth the reasons for tenure. The faculty member's length of service with an institution shall be taken into consideration in determining whether or not the faculty member should be tenured.

Research and Comprehensive Universities

In addition to the minimum criteria above, tenure at the rank of associate or full professor requires the terminal degree in the appropriate discipline or its equivalent in training, ability, and/or experience. Neither the possession of a doctorate nor longevity of service is a guarantee of tenure.

State Universities

In addition to the minimum criteria above, tenure requires the terminal degree in the appropriate discipline or its equivalent in training, ability, and/or experience. Neither the possession of a doctorate nor longevity of service is a guarantee of tenure.

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State and Colleges

In addition to the minimum criteria above, tenure requires at least the equivalent of two years of full-time study beyond the bachelor's degree. Longevity of service is not a guarantee of tenure.

(BoR Minutes, Oct. 2008; Aug. 2014)

8.3.7.4 Award of Tenure

Tenure may be awarded, upon approval of the president, upon completion of a probationary period of at least five (5) years of full-time service at the rank of assistant professor or higher (BoR Minutes, August 2007). The five-year period must be continuous, except that a maximum of two (2) years interruption because of a leave of absence or part-time service may be permitted, provided, however, that an award of credit for the probationary period of an interruption shall be at the discretion of the president.

In all cases in which a leave of absence, approved by the president, is based on birth or adoption of a child, or serious disability or prolonged illness of the employee or immediate family member, the five-year probationary period may be suspended during the leave of absence. A maximum of three (3) years' credit toward the minimum probationary period may be allowed for service in tenure track positions at other institutions or for full-time service at the rank of instructor or lecturer at the same institution. Such credit for prior service shall be approved in writing by the president at the time of the initial appointment at the rank of assistant professor or higher.

Notwithstanding anything to the contrary in this Policy Manual, in exceptional cases an institution president may approve an outstanding distinguished senior faculty member for the award of tenure upon the faculty member's initial appointment; such action is otherwise referred to as tenure upon appointment.

Each such recommendation shall be granted only in cases in which the faculty member, at a minimum, is appointed as an associate or full professor, was already tenured at a prior institution, and brings a demonstrably national reputation to the institution. If the person is being appointed to an administrative position and has not previously held tenure, the award of tenure must be approved by the Chancellor. (BoR Minutes, August 2007)

8.3.7.5 Notification of Tenure Award

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Upon approval of the award of tenure to an individual by the president, that individual shall be notified in writing by the president of his/her institution, with a copy of the notification forwarded to the Executive Vice Chancellor and Chief Academic Officer.

8.3.7.6 Maximum Times Without Award of Tenure

Except for the approved suspension of the probationary period due to a leave of absence, the maximum time that may be served at the rank of assistant professor or above without the award of tenure shall be seven (7) years, provided, however, that a terminal contract for an eighth year may be proffered if a recommendation for tenure is not approved by the president.

The maximum time that may be served in combination of full-time instructional appointments (instructor or professorial ranks) without the award of tenure shall be ten (10) years, provided, however, that a terminal contract for the 11th year may be proffered if a recommendation for tenure is not approved by the president. (BoR Minutes, 1992-93, p. 188; April 2000, pp. 31-32; August 2007)

Except for the approved suspension of the probationary period due to a leave of absence, the maximum period of time that may be served at the rank of full-time instructor shall be seven (7) years (BoR Minutes, April 2000, pp. 31-32).

8.3.7.7 Loss of Tenure or Probationary Credit Towards Tenure

Tenure or probationary credit towards tenure is lost upon:

1. Resignation from an institution; or
2. Written resignation from a tenured position in order to take a non-tenured position; or,
3. Written resignation from a position for which probationary credit toward tenure is given in order to take a position for which no probationary credit is given.

In the event such an individual is again employed as a candidate for tenure, probationary credit for the prior service may be awarded in the same manner as for service at another institution.

8.3.7.8 Institution Tenure Data

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Each institution shall provide data annually to the USG chief academic officer showing the institution's tenure rates by gender and race. Each institution shall provide official data on faculty and other employees each academic term to the Board of Regents. (BoR Minutes, August 2007; October 2008).

8.3.7.9 Augusta University

Anything in this policy manual to the contrary notwithstanding, faculty members employed by the Augusta University who hold a professorial rank in a tenure track position of assistant professor or above and who also hold a part-time or full-time appointment at the Veterans Administration Medical Center-Augusta (VA), shall be eligible for the award of tenure at Augusta University upon completion of at least five (5) years of full-time or part-time service at the rank of assistant professor or higher, as noted in Section 8.3.7.2 of this Policy Manual.

Such faculty members shall otherwise meet the same probationary periods, criteria for promotion, procedures, and other requirements set forth in the Policy Manual of the Board of Regents and Statutes of Augusta University for the award of tenure to full-time faculty, provided, however, that such faculty members who have been employed previously by Augusta University for five (5) consecutive years or more shall be eligible to apply for tenure.

The tenure of a faculty member who also holds a VA appointment shall apply only to that portion of a faculty member's salary and benefits that are provided directly by Augusta University. In no event shall the award of tenure to faculty members holding such joint appointments obligate Augusta University to assume any portion of the salary or other benefits provided by the VA.

In the event a faculty member who has been awarded tenure at Augusta University under the provisions of this section shall for any reason cease to be employed by the VA, Augusta University shall have the right, at its sole discretion, to revoke the tenure, employment, or other affiliation of the faculty member by Augusta University without a hearing or other due process procedures or requirements set forth in the Policy Manual of the Board of Regents and the Statutes of Augusta University for other full-time tenured faculty. After termination of employment or revocation of tenure, Augusta University shall not be obligated to provide such faculty members with any further salary, benefits or other financial support.

(BoR Minutes, February 2015)

8.3.7.10 Termination/Layoff of Tenured Personnel due to Program Modification

As part of its broad constitutional authority to manage the USG, the Board of Regents may exercise its authority to modify programs at various USG institutions. Such modification may result from a significant change of institutional mission or academic priorities that may be influenced by long-term declines in degree program productivity or financial exigency as noted in [Section 8.5 of this Policy Manual](#) (/policymanual/section8/policy/8.5_financial_exigency/).

These changes may result in permanent termination of academic programs or permanent and significant reduction in size thereof. A program modification of such magnitude that requires the termination of tenured faculty members will be implemented only after completion of a study, with institutional administrative and faculty participation, by the Chancellor's staff. The Chancellor will report the results of that study to the Board along with recommended guidelines under which program modification will be effected. The USG chief academic officer shall issue procedures on program modification. (BoR Minutes, 1982-83, p. 254; January 2008)

8.3.8 Non-Tenure Track Personnel

(Last Modified on March 17, 2010)

USG institutions are authorized to establish professional positions designated as non-tenure track positions. Each institution shall prepare annually, along with its budget, a list of positions so designated for signatories submitted during the budget year that must also be approved by the Chancellor or his/her designee. Positions designated as non-tenure track positions or as tenure track positions may be converted to the other type only with approval by the institution president. (BoR Minutes, August 2007).

Non-tenure track positions may be established for full-time professional personnel employed in administrative positions or to staff research, technical, special, career, and public service programs or programs that are anticipated to have a limited lifespan or that are funded, fully or partially, through non-USG sources. There shall be no maximum time limitation for service in positions in this category. [↑]Top

The following provisions shall apply to all non-tenure track professional personnel:

1. Individuals employed in non-tenure track positions shall not be eligible for consideration for the award of tenure.
2. Probationary credit toward tenure shall not be awarded for service in non-tenure track positions, except for lecturers and senior lecturers.
3. Notice of intention not to renew contracts of non-tenure track personnel who have been awarded academic rank (Instructor, Assistant Professor, Associate Professor, Professor) shall follow the schedule required for tenure track personnel. This schedule of notification shall not apply to other professional personnel.
4. Individuals employed in non-tenure track positions may apply on an equal basis with other candidates for tenure track positions which may become available.

The transfer of individuals from tenure-track positions to non-tenure track positions shall be effected on a voluntary basis only (BoR Minutes, 1982-83, pp. 255-256).

8.3.8.1 Employment of Full-Time Lecturers

To carry out special instructional functions such as basic skills instruction, institutions, including Georgia Gwinnett College, universities may appoint instructional staff members to the position of lecturer. Lecturers are not eligible for the award of tenure.

Reappointment of a lecturer who has completed six (6) consecutive years of service to an institution will be permitted only if the lecturer has demonstrated exceptional teaching ability and extraordinary value to the institution. The reappointment process must follow procedures outlined by the institution (BoR Minutes, February 2007).

Not more than 20 percent (20%) of an institution's FTE corps of primarily undergraduate instruction may be lecturers and/or senior lecturers (BoR Minutes, 1992-93, p. 188).

8.3.8.2 Senior Lecturers

The title of senior lecturer may be used at the discretion of institutions that employ lecturers. Institutions are discouraged from initial hiring at the senior lecturer level. Lecturers who have served for a period of at least six (6) years at the employing institution may be considered for promotion to senior lecturer if the institution has adopted this title and has clearly stated promotion criteria.

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Promotion to senior lecturer requires approval by the president. Reappointment procedures for senior lecturers follow the same reappointment procedures as those for lecturers. Senior lecturers are not eligible for the award of tenure (BoR Minutes, August 2002).

Not more than 20 percent (20%) of an institution's FTE corps of primarily undergraduate instruction may be lecturers and/or senior lecturers (BoR Minutes, 1992-93, p. 188).

8.3.8.3 Academic Professionals

Institutions are authorized to establish non-tenure track professional positions, with the approval of the Chancellor, with Academic Professional titles assigned to such appropriate positions as defined below. The title Academic Professional would be similar to those currently in use (BoR Minutes, February, 2007).

Persons in such positions may be involved in duties of a managerial, research, technical, special, career, public service, or instructional support nature. Examples of such positions currently existing are public service professional, research scientist, research associate, research engineer, and research technologist.

The following stipulations apply to all Academic Professional positions:

1. The position requires an appropriate terminal degree, or in rare and extraordinary circumstances, qualification on the basis of demonstrably successful related experience, which exception is expressly approved by the institution president (BoR Minutes, February 2007).
2. The Academic Professional designation may not be assigned to a position where the teaching and research responsibilities total 50% or more of the total assignment.
3. The position is not a tenure-track position, and the holder of the position is not eligible for consideration for the award of tenure, or for probationary credit toward tenure.

The designation Academic Professional would apply to a variety of academic assignments that call for academic background similar to that of a faculty member with professorial rank, but which are distinctly different from professorial positions. Examples include:

1. Managing instructional laboratories;
2. Assuming academic program management roles not suited for expectations applied to tenure-track faculty members, operating instructional technology support programs;

3. Being responsible for general academic advising;
4. Assuming professional student counseling center responsibilities, providing specialized skill acquisition training as support for academic programs; and,
5. Working with tenure-track faculty members in course and curriculum development and in the laboratory.

(BoR Minutes, October 2008)

General categories for Academic Professionals would include:

1. *Training and Instructional Support.* This includes educational needs assessment, program development and coordination, instructional materials and technology development, delivery of specialized or skill acquisition instruction, and program evaluation. In light of the restriction above, Academic Professionals must be persons whose instructional duties account for less than half of their total time.
2. *Technical Assistance.* An advisory or operating role which provides specialized knowledge appropriate for program support and development. The activities range from a significant or advisory or operating role to managing a technical support unit to development of organizational structures and function.
3. *Specialized Management.* This includes supervision of clinical practice or field experience, or providing services or out-of-class educational opportunities for students.

Career ladders may be established for Academic Professionals, using the following titles: Academic Professional Associate, Academic Professional, and Senior Academic Professional (BoR Minutes, February 2007).

All provisions of Section 8.3.8 of the Board of Regents' Policy Manual will apply to the employment of Academic Professionals.

8.3.9 Discipline and Removal of Faculty Members

(Last Modified on February 11, 2015)

The president of an institution may at any time remove any faculty member or other employee of an institution for cause. Cause shall include willful or intentional violation of the policies of the Board of Regents or the approved statutes of an institution. Further ↑ Top

causes or grounds for dismissal are set forth in the tenure regulations of the policies of the Board of Regents and in the approved statutes or bylaws of an institution (BoR Minutes, 1974-75, pp. 304-313; 1982-83, p. 23).

8.3.9.1 Grounds for Removal

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

1. Conviction or admission of guilt of a felony or of a crime involving moral turpitude during the period of employment—or prior thereto if the conviction or admission of guilt was willfully concealed.
2. Professional incompetency, neglect of duty, or default of academic integrity in teaching, in research, or in scholarship.
3. Unlawful manufacture, distribution, sale, use or possession of marijuana, a controlled substance, or other illegal or dangerous drugs as defined by Georgia laws; teaching or working under the influence of alcohol which interferes with the faculty member's performance of duty or his/her responsibilities to the institution or to his/her profession (BoR minutes 1989-90, pp.384-385).
4. Conviction or admission of guilt in a court proceeding of any criminal drug offense (BoR Minutes, 1989-90, pp. 384- 385).
5. Physical or mental incompetency as determined by law or by a medical board of three (3) or more licensed physicians and reviewed by a committee of the faculty.
6. False swearing with respect to official documents filed with the institution.
7. Disruption of any teaching, research, administrative, disciplinary, public service or other authorized activity.
8. Violation of, among other policies, Board Policy 8.2.1 (non-discrimination), Board Policy 8.2.16 (sexual harassment), or Board Policy 8.2.23 (amorous relationships).
9. Such other grounds for dismissal as may be specified in the Statutes of the institution (BoR Minutes, November 2013).

Each institution, as a part of its statutes, may supplement Regents' policies governing causes for dismissal and procedures for dismissal. Each institution should provide for standards governing faculty conduct, including sanctions short of dismissal, and

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procedures for the implementation of such sanctions. In the imposition of sanctions, the burden of proof lies with the institution (BoR Minutes, 1951-52, pp. 315-319, pp. 159-60; 1966-67, p. 206; 1969-70, pp. 21-22; 1974-75, pp. 304-313; 1982-83, p. 254).

8.3.9.2 Procedures for Dismissal

These procedures shall apply only to the dismissal of a faculty member with tenure, or a non-tenured faculty member before the end of the term specified in his/her contract.

It is intended that the procedures set forth below shall be considered as minimum standards of due process and shall not be construed as a limitation upon individual standards or procedures, consistent with the Policy Manual and Bylaws of the Board, which a USG institution may elect to adopt for its own improvement or to make adjustment to its own particular circumstances. Such additional standards or procedures shall be incorporated into the statutes of the institution.

The president may at any time remove any faculty member for cause. Cause or grounds for dismissal are set forth in Section 8.3.9.1 of this Policy Manual and in the approved statutes or bylaws of an institution. Whenever the words “president” or “administration” are used in these procedures, they shall be construed to include the designated representative of the president.

Preliminary Procedures

The dismissal of a tenured faculty member, or a non-tenured faculty member during his/her contract term should be preceded by:

1. Discussion between the faculty member and appropriate administrative officers looking toward a mutual settlement.
2. Informal inquiry by an appropriate faculty committee which may, upon failing to effect an adjustment, advise the president whether dismissal proceedings should be undertaken; its advisory opinion shall not be binding upon the president.
3. A letter to the faculty member forewarning that he/she is about to be terminated for cause and informing him/her that a statement of charges will be forwarded to him/her upon request. The faculty member may also request a formal hearing on the charges before a faculty committee. Failure to request charges or a hearing within a reasonable time shall constitute a waiver of the right to a hearing.

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4. A statement of charges, if requested by the faculty member, framed with reasonable particularity by the president or his or her designated representative. Along with the charges, the faculty member shall be advised of the names of the witnesses to be used against him or her together with the nature of their expected testimony.

Provision for Hearing Committee

A dismissal as defined above shall be preceded by statement of charges or causes (grounds for dismissal) if so requested, including a statement that the faculty member concerned shall have the right to be heard by a faculty hearing committee.

The Hearing Committee shall consist of not fewer than three (3) or more than five (5) impartial faculty members appointed by the executive committee (or its equivalent) of the highest legislative body of the faculty, from among the members of the entire faculty, as defined in Section 8.1.1 of this Policy Manual (/policymanual/section8/policy/8.1_personnel_categories/#p8.1.1_faculty_members), of the institution.

Members of the Hearing Committee may serve concurrently on other committees of the faculty. The Hearing Committee will meet as a body when it is called into session by the chair of the body that selected them either at his/her discretion, or upon the request of the president or the faculty member who is subject to dismissal.

When the Hearing Committee is called into session, it shall elect a chair from among its membership. A member should remove himself/herself from the case, either at the request of a party or on his/her own initiative if he/she deems himself/herself disqualified for bias or interest. Each party shall have a maximum of two (2) challenges without stated cause, provided, however, that all challenges whether with or without cause shall be made in writing and filed with the chair of the Hearing Committee at least five (5) days in advance of the date set for the hearing.

The chair shall have the authority to decide whether a member of the committee is disqualified for cause. If the chair determines that a member is so disqualified or if a committee member removes himself/herself from a case, the replacement shall be made in the same manner as the original committee was selected. If the chair is thus removed, the committee shall elect a new chair after committee replacements have been appointed. A minimum of three (3) members is required for any action to be taken.

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Dismissal Procedures

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

1. Service of notice of the hearing with specific reasons or charges against the faculty member together with the names of the members of the Hearing Committee shall be made in writing at least twenty (20) days prior to the hearing. The faculty member may waive a hearing or he/she may respond to the charges in writing at least five (5) days in advance of the date set for the hearing. If a faculty member waives a hearing, but denies the charges or asserts that the charges do not support a finding of adequate cause, the Hearing Committee shall evaluate all available evidence and rest its recommendation upon the evidence in the record.
2. The Hearing Committee, in consultation with the president and the faculty member, may exercise its judgment as to whether the hearing should be public or private.
3. During the proceedings the faculty member and the administration shall be permitted to have an academic advisor and/or counsel of his/her choice. The Hearing Committee will be permitted to have advisory counsel.
4. At the request of either party or the chair of the Hearing Committee, a representative of a responsible education association shall be permitted to attend as an observer.
5. A tape recording or transcript of the proceedings shall be kept and made available to the faculty member and the administration in the event an appeal is filed.
6. An oath or affirmation shall be administered to all witnesses by any person authorized by law to administer oaths in the State of Georgia.
7. The Hearing Committee may grant adjournments to enable either party to investigate evidence as to which a valid claim of surprise is made.
8. The faculty member and the administration shall be afforded a reasonable opportunity to obtain necessary witnesses and documentary or other evidence.
9. The faculty member and the administration will have the right to confront and cross-examine all witnesses. Where the witness cannot or will not appear but the Committee determines that the interests of justice require the admission of his/her statement, the Committee will identify the witness, disclose his statement and if possible provide for interrogatories.
10. The Hearing Committee will not be bound by strict rules of legal evidence and may admit any evidence which is of probative value in determining the issues involved. Every possible effort will be made to obtain the most reliable evidence available. All questions relating to admissibility of evidence or other legal matters shall be decided by the chair or presiding officer.

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11. The findings of fact and the decision of the Hearing Committee will be based solely on the hearing record.
12. Except for such simple announcements as may be required covering the time of the hearing and similar matters, public statements and publicity about the case by either the faculty member or administrative officers should be avoided until the proceedings have been completed, including consideration by the Board of Regents in the event an appeal is filed. The president and the faculty member will be notified in writing of the decision and recommendation, if any, of the Hearing Committee.
13. If the Committee concludes that adequate cause for dismissal has not been established by the evidence in the record, it will so report to the president. If the president does not approve the report, he/she should state his/her reasons in writing to the Committee for response before rendering his/her final decision. If the Committee concludes that an academic penalty less than dismissal would be more appropriate than dismissal, it may so recommend with supporting reasons. The president may or may not follow the recommendations of the Committee.
14. After complying with the foregoing procedures, the president shall send an official letter to the faculty member notifying him/her of his/her retention or removal for cause. Such letter shall be delivered to addressee only, with receipt to show to whom and when delivered and address where delivered. The letter shall clearly state any charges which the president has found sustained and shall notify such person that he/she may apply for discretionary review as provided for in Policy 8.6. (BoR Minutes, February 2015)
15. Upon dismissal by the president, the faculty member shall be suspended from employment without pay from the date of the final decision of the president. Should the faculty member be reinstated pursuant to an application under Policy 8.6, he/she shall be compensated from the date of the suspension. (BoR Minutes, February 2015)

8.3.9.3 Dismissal of Temporary, Limited Term, or Part-Time Instructional Personnel

Temporary or part-time personnel serving without a written contract hold their employment at the pleasure of the president, chief academic officer, or their immediate supervisor, any of whom may discontinue the employment of such employees without cause or advance notice (BoR Minutes, 1986-87, p. 103).

8.3.9.4 Suspension for Violation of State or Federal Laws

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When a faculty member of any USG institution is charged with the violation of a state or federal law, or is indicted for any such offense, a thorough review of the circumstances shall be carried out by the president.

In the event a faculty member is temporarily suspended, the administration shall immediately convene an ad hoc faculty committee or utilize the services of an appropriate existing faculty committee for the purpose of hearing an appeal by the faculty member. The appeal shall be submitted in writing in accordance with procedures to be established by the hearing committee, which shall render its decision within ten (10) days from the conclusion of the hearing. Thereafter, any further appeal by the faculty member shall be in accordance with the procedures set forth in Policy 8.6. Application for Discretionary Review. (BoR Minutes, 1969-70, p. 394; February 2015)

8.3.10 Faculty Employment Application Forms

(Last Modified on May 13, 2009)

An employment application form shall be completed by each person formally applying for a faculty position in a USG institution. The application must be kept on file at the institution concerned. An applicant will be ineligible for employment if he or she has been convicted of a crime involving moral turpitude, unless the applicant has been pardoned as provided by law (BoR Minutes, 1985, p. 266).

8.3.11 Faculty Contract Forms

(Last Modified on July 28, 2009)

USG institutions shall use the appropriate official contract forms approved by the Board of Regents, which are contained in Section 4.0, Academic Personnel, of the Academic Affairs Handbook. USG institutions should not use the following contracts for full-time temporary, limited-term, or part-time faculty. The administrative contract should only be used for administrators with professorial rank. Failure to sign and return such contracts within the time period specified therein may be construed as an abandonment of employment rights.

Contracts are specified for the following categories of employees at all USG institutions: [Top](#)

1. Fiscal year (twelve month) contract for non-tenured faculty on tenure track, and for non-tenure track personnel including lecturers and senior lecturers
2. Fiscal year (twelve month) contract for tenured faculty
3. Academic year contract for tenured faculty
4. Academic year contract for non-tenured faculty
5. Fiscal year (twelve month) contract for tenured personnel holding joint employment at the Veteran's Affairs Medical Center, Augusta and the Medical College of Georgia
6. Contract for administrators with professorial ranks in the following categories: tenured personnel, non-tenured personnel on tenure track, and non-tenure track personnel
7. Contract forms for faculty at Georgia Gwinnett College: Renewable appointment contract for three (3) or five (5) year terms

(BoR Minutes, October 2008)

Any other provision in these policies to the contrary notwithstanding, faculty members who fail to verify or maintain the credentials, degree, certification or license required to teach the subject matter of their contract shall be subject to immediate dismissal for breach of their employment contract (BoR Minutes 1964-65, pp. 612-614; 1973-74, pp. 403-408; 1975-76, pp. 279-280; 1976-77, p. 84; 1978-79, pp. 247-250; 1979-80, pp. 237-238; 1985-86, p. 266; 1990-91, pp. 331-332).

8.3.12 Compensation

(Last Modified on April 8, 2009)

8.3.12.1 Salaries

The Board receives an annual appropriation from the General Assembly for all phases of its operations. This appropriation may be increased or decreased by the Legislature or the Governor during the period of any fiscal year. Expenditures for USG operation are therefore necessarily contingent upon legislative appropriations.

In the event that the General Assembly or the Governor at any time reduces the amount of funds appropriated to the Board, the compensation of all employees and other operating expenses may as a consequence be correspondingly reduced. It shall, however, be the

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intent of the Board to maintain current salary commitments in so far as possible to every employee, and the Board will exert its composite influence and best efforts to that end (BoR Minutes, 1976-66, p. 184).

8.3.12.2 Criteria for Determining Salaries

Consistent with Regents' policy on nondiscrimination and with the approved purpose of the institution, each USG institution shall utilize specific criteria for the determination of entry-level salaries for full-time members of the Corps of Instruction, as defined in [Section 8.1.1.1 of this Policy Manual \(/policymanual/section8/policy/8.1_personnel_categories/\)](/policymanual/section8/policy/8.1_personnel_categories/), and for the determination of the extent of salary increases awarded to currently employed full-time faculty members.

Entry-Level Salary

Each entry-level salary shall be determined on the basis of the specific requirements of the position and the qualifications of the individual employed to fill the position. Position criteria shall include the academic rank, the academic discipline and the nature of the responsibilities to be performed. Criteria related to the qualifications of the individual shall include:

1. Academic degrees earned;
2. Teaching and other relevant experience;
3. Research and publication record;
4. Academic achievements and honors; and,
5. Relevant professional achievements or recognitions.

Salary Increases for Full-Time Teaching Faculty

Salary increases for full-time teaching faculty shall be awarded on the basis of merit. The criteria for the determination of the extent of such increases shall include:

1. Teaching ability;
2. Completion of significant professional development activities including the attainment of additional academic degrees;
3. Promotion in rank;
4. Research productivity;
5. Academic achievements and publications;
6. Academic honors and recognitions;

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7. Relevant professional achievements and recognitions; and,
8. Non-teaching services to the institution.

Each institution shall identify specific criteria, consistent with this policy, upon which the determination of the extent of salary increases will be based. The institution shall also identify the methods by which the faculty member's performance will be evaluated for purpose of the determination of salary increases. The criteria and the evaluation methods shall be published in the faculty handbook of the institution (BoR Minutes, January 1982, p. 184; February, 2007, pp. 52-53).

Salary for a Fiscal Year Administrative Employee Returning to an Academic Appointment as a Faculty Member

When a fiscal year administrative employee returns to an academic appointment as a faculty member, the salary shall be determined on the same basis as other faculty members with similar rank and experience within the department to which he/she returns or in other similar positions within the institution (BoR Minutes, 1986-87, pp. 103-104).

8.3.12.3 Summer School Salaries

Payment of compensation to faculty members for full-time employment during the summer session shall be at a rate not to exceed 33-1/3% of their regular nine (9) months compensation for the previous academic year (BoR Minutes 1950-51, p.333; 1984-85, p. 80).

8.3.12.4 Research, Saturday Classes, and Off-Campus Continuing Education

Research and Saturday classes will ordinarily be carried by USG personnel as part of their normal work load without additional financial compensation. Adequate allowance in time assigned for the extra duties shall be made by a proportionate decrease in the teaching load.

Extra compensation may be paid, however, when all four of the following conditions exist:

1. The work is carried in addition to a normal full load.
2. No qualified person is available to carry the work as part of his/her normal load.
3. The work produces sufficient income to be self-supporting.

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4. The additional duties are not so heavy as to interfere with the performance of regular duties.

When extra compensation is paid, it shall be in line with compensation paid for performance of the employee's normal duties.

When off-campus services conducted through a continuing education center can be included in the normal work load of an individual, no additional compensation shall be paid. Extra compensation shall be paid when the off-campus service meets the four conditions stated above (BoR Minutes, 1951-52, pp. 96-97).

8.3.12.5 Salary Supplements from Cooperative Organizations

No consideration shall be given to salary supplements that may be paid from cooperative organizations or other sources in order that salary supplements will be over and above the regular salary paid with state funds.

A supplemental budget shall be prepared to include supplements to be paid from cooperative organizations or other sources.

The salary to be paid from state funds for summer school employment or for a leave of absence with pay shall be based on the approved salary exclusive of any supplement.

Each faculty or staff member receiving a salary supplement shall be advised that he/she is receiving the salary supplement with information as to the amount and source of funds and that the salary supplement is provided upon the recommendation of the president of the institution (BoR Minutes, 1957-58, pp. 366-67).

More information on organizations can be found in [Section 17.0, Affiliated Organizations, of the Office of Fiscal Affairs Business Procedures Manual \(/business_procedures_manual/\)](#).

8.3.12.6 Employment of Faculty Members with Agency Funds

Whenever it is desired to employ a person at any USG institution whose salary is to be paid in whole or in part with funds provided by a person, foundation, organization, or any agency other than a governmental agency, the president of the institution concerned shall

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recommend to the Board of Regents, through the Chancellor, the employment of the person, with full details of his/her qualifications and the availability of funds for paying his/her salary (BoR Minutes, 1938-39, pp. 437-438).

More information on Agency Funds can be found in [Section 14.0, Agency Funds, of the Office of Fiscal Affairs Business Procedures Manual \(/business_procedures_manual/\)](/business_procedures_manual/).

8.3.13 Emeritus/a Title

(Last Modified on May 13, 2009)

A president may, at his/her discretion, confer the title of emeritus/a on any retired faculty member or administrative officer who, at the time of retirement, had ten (10) or more years of honorable and distinguished USG service, provided, however, that the title of President Emeritus/a may be conferred only by the Board of Regents on the recommendation of the Chancellor (BoR Minutes, January 2009).

8.3.14 Faculty Development

(Last Modified on October 29, 2010)

In keeping with the University System of Georgia's commitment to excellence, each institution shall have a campus-wide professional growth and development program that supports the continuous improvement of all faculty in their roles as teachers; scholars/researchers; and professionals engaged in service to the institution, the community, and the profession. Each institution's program must be intentionally aligned with the institution's mission, key initiatives, and strategic plan. The program must cultivate and sustain a culture in which faculty professional development is valued and pervasive.

The program should specify how faculty development is incorporated into each area of faculty performance evaluations. Each institution's program should be grounded in best practices for faculty development (see the Academic Affairs Handbook) to inform faculty of opportunities, empower them to stay current, and reward them for enhancing their skills. The program should be goal-driven, include a mechanism to evaluate its

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effectiveness, and explain how the information gathered will be used to enhance faculty development. Programs must be endorsed by the appropriate faculty governance process and the institution's president (BoR Minutes, October 2010).

8.3.15 Enhancing Teaching And Learning In K-12 Schools And USG Institutions

(Last Modified on July 5, 2011)

The BOR recognizes the value of USG faculty engagement in the effort to continuously improve teaching and learning in K-12 schools and USG institutions.

8.3.15.1 Work in K-12 Schools

USG institutions will support and reward faculty who participate in significant and approved efforts to improve teaching and learning in K-13 schools, including teacher preparation, through decisions in promotion and tenure, pre-tenure and post-tenure review, annual review and merit pay, workload, recognition, allocation of resources, and other rewards.

Participation in teacher preparation and in school improvement may include documented efforts of these faculty in:

1. Improving their own teaching so as to model effective teaching practices in courses taken by prospective teachers
2. Contributing scholarship that promotes and improves student learning and achievement in the schools and in the university; and,
3. Collaborating with public schools to strengthen teaching quality and to increase student learning.

8.3.15.2 Work in USG Institutions

USG institutions will support and reward faculty who participate in significant efforts to improve teaching and learning in USG institutions through decisions in promotion and tenure, pre-tenure and post-tenure review, annual review and merit pay, workload, recognition, allocation of resources, and other rewards. ↑ Top

Participation in improving teaching and learning in USG institutions may include documented efforts of these faculty in:

1. Improving their own teaching in ways that enhance student learning;
2. Contributing scholarship that promotes and improves student learning and achievement in the university; and,
3. Contributing scholarship that promotes and improves student learning in other colleges & universities or in their discipline.

The Chancellor shall issue guidelines, to be published in the Academic Affairs Handbook (/academic_affairs_handbook/), which serve to encourage formal institutional recognition and reward for all faculty in realizing the expectations embodied in this policy (BoR Minutes, October 2006).

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