

**DRAFT MINUTES OF THE MEETING OF THE  
BOARD OF REGENTS OF THE UNIVERSITY SYSTEM OF GEORGIA  
Atlanta, Georgia  
May 19, 2015**

**CALL TO ORDER**

The Board of Regents of the University System of Georgia met on Wednesday, May 19, 2015, in the Board Room, 270 Washington Street SW, Atlanta, Georgia. The Chair of the Board, Regent Neil L. Pruitt, Jr., called the meeting to order at approximately 10:06 a.m. Present, in addition to Chair Pruitt, were Vice Chair Kessel D. Stelling, Jr.; and Regents C. Dean Alford; W. Paul Bowers; Lori Durden; Larry R. Ellis; Rutledge A. Griffin, Jr.; C. Thomas Hopkins, Jr.; Donald M. Leebern, Jr.; Doreen Stiles Poitevint; Sachin Shailendra; E. Scott Smith; Benjamin J. Tarbutton, III; Richard L. Tucker; T. Rogers Wade; Larry Walker; and Philip A. Wilheit, Sr. Regents James M. Hull and Don L. Waters were excused.

**INVOCATION AND PLEDGE**

The invocation and Pledge of Allegiance was given by Ms. Azell Frances, Georgia Southern University Student Government Association president.

**SAFETY BRIEFING**

The safety briefing was given by Assistant Vice Chancellor for Compliance & Operations Sandra Neuse.

**APPROVAL OF MINUTES**

With motion made and variously seconded, the Regents who were present voted unanimously to approve the minutes of the Board's April 14-15, 2015, meeting.

**RECOGNITION OF SPECIAL GUESTS**

Chair Pruitt recognized and welcomed to the meeting several Student Government Association presidents.

**REGENT WILLIS POTTS LEADERSHIP AWARD**

At approximately 10:12 a.m., Chancellor Henry M. Huckaby presented to Georgia Southern University Student Government Association President Azell Frances the Regent Willis J. Potts Student Advisory Council Leadership Award, an honor for which she was selected by her peers in the USG's Student Advisory Council, composed of the student government association presidents. An audio recording of Chancellor Huckaby's and Ms. Frances' remarks is on file with, and available for inspection in, the Office of the Secretary to the Board.

**SPECIAL RECOGNITION: DRS. RICARDO AZZIZ, WILLIAM MCKINNEY**

At approximately 10:17 a.m., Chancellor Henry M. Huckaby recognized outgoing presidents Dr. Ricardo Azziz, of Georgia Regents University, and Dr. William McKinney, of Valdosta State University, and thanked them for their service to their institutions and the University System of Georgia. An audio recording of Chancellor Huckaby's remarks is on file with, and available for inspection in, the Office of the Secretary to the Board.

**SALUTE TO MR. TOM DANIEL**

At approximately 10:24 a.m., Chancellor Henry M. Huckaby recognized and lauded Senior Vice Chancellor for External Affairs Tom Daniel for his decades of service to the University System of Georgia, and its stakeholders and constituents. An audio recording of Chancellor Huckaby's and Mr. Daniel's remarks is on file with, and available for inspection in, the Office of the Secretary to the Board.

**SPECIAL GUEST: MR. JAIME RANGEL**

At approximately 10:33 a.m., Chair Pruitt welcomed Mr. Jaime Rangel, a Dalton State College junior, to present remarks concerning Deferred Action for Childhood Arrival (DACA) students. Mr. Rangel spoke against the current tuition policy for those deemed not legally present in the United States, citing the mandatory out-of-state results in a higher cost for classes and bars such students from a decent chance at education. An audio recording of Mr. Rangel's remarks is on file with, and available for inspection in, the Office of the Secretary to the Board.

### **CAMPUS SAFETY & SECURITY COMMITTEE REPORT**

At approximately 10:37 a.m., Chancellor Henry M. Huckaby introduced Georgia College & State University President Steve Dorman, Campus Safety & Security Committee co-chair, and Georgia Institute of Technology Chief of Staff Lynn Durham to make a report on the committee's efforts and findings, the executive summary and recommendations of which are attached hereto as Appendix I. With motion made and variously seconded, the Regents present voted unanimously to approve a resolution adopting the recommendations of the Campus Safety & Security Committee. An audio recording of President Dorman's and Ms. Durham's remarks is on file with, and available for inspection in, the Office of the Secretary to the Board.

### **COMMITTEE ON PERSONNEL & BENEFITS**

The Committee on Personnel & Benefits convened as a committee of the whole at approximately 11:17 a.m. Committee Chair Regent T. Rogers Wade introduced Vice Chancellor for Human Resources Marion Fedrick, who presented the 2014 financial results of the USG Healthcare plan, as well as updated 2015 financial cost projections and initial 2016 financial cost projections, as calculated by the plan actuary, Aon Hewitt. An audio recording of Ms. Fedrick's remarks and a copy of her presentation are on file with, and available for inspection in, the Office of the Secretary to the Board.

### **REMARKS FROM MAYOR KASIM REED**

At approximately 11:40 a.m., Regent Sachin Shailendra introduced and welcomed Atlanta Mayor Kasim Reed to address the Board of Regents. Mayor Reed spoke of the Board's and the University System's roles in ensuring both the City of Atlanta and State of Georgia remain the dominant economy in the southeast. He stated the Board's work contributes to the wellspring of talent available to Atlanta, and declared the need for increased retention in the city and state of talented and skilled graduates. Mayor Reed exhorted the Board to continue focusing on training and retraining citizens of Georgia, stating the marketplace forecasts repeated and regular changes in work. Access to development of technical skills and abilities must accompany conference of degrees, the mayor said. An audio recording of Regent Shailendra's and Mayor Reed's remarks is on file with, and available for inspection in, the Office of the Secretary to the Board.

### **CHANCELLOR'S REPORT**

Chancellor Henry M. Huckaby gave his report at approximately 3:00 p.m. Chancellor Huckaby opened his remarks speaking of increased enrollment of, and services for, veterans and military members, and special efforts to aid them in access to higher education. The Chancellor referenced a Moody's Investor Services report highlighting the University System of Georgia's ability to effect large-scale change efficiently and quickly. He noted the departure of Chief Information Officer Curt Carver for the University of Alabama – Birmingham, and wished him well; and welcomed Executive Director of Education Policy and Partnership Jennifer Ripner to the System staff. Finally, the Chancellor touted recent accomplishments and milestones of several System institutions, and asked for a moment of silence in recognition of an April motor vehicle accident that killed several Georgia Southern University students. An audio recording of Chancellor Huckaby's remarks is on file with, and available for inspection in, the Office of the Secretary to the Board.

### **COMMITTEE REPORTS**

Reports of the standing committees are attached hereto.

**UNFINISHED BUSINESS**

There was none.

**NEW BUSINESS**

With motion made and variously seconded, the Board approved unanimously delegating to Chancellor Henry M. Huckaby authority to take such actions on the Board’s behalf as he deems necessary until the Board reconvenes in August.

**PETITIONS AND COMMUNICATIONS**

The next meeting of the Board of Regents will be Aug. 11-12, 2015, at the Board’s offices in Atlanta, Georgia.

**EXECUTIVE SESSION**

At approximately 3:25 p.m., Chair Pruitt called for an executive session for the purpose of discussing personnel matters. With motion properly made and unanimously seconded, the Regents voted unanimously to go into executive session. University System of Georgia staff members who were also present for portions of the executive session included Chancellor Huckaby and members of his staff. An affidavit regarding this executive session is on file with the Office of the Secretary to the Board. Chair Pruitt reconvened the Board meeting in its regular session at approximately 4:18 p.m., and announced that no actions were taken during the executive session.

With motion made and variously seconded, the Board approved Chancellor Huckaby’s recommendation to adjust former University of Georgia President Mike Adams’s retirement agreement as follows: reduction of his three-year agreement at his base UGA presidential salary of just over \$258,000 to one-third of that annual salary, for each of three years beginning July 1, 2015; that Dr. Adams will teach at UGA at least one semester each academic year until June 2018; and that he will retain his current office and part-time clerical assistance until June 30, 2018.

With motion made and variously seconded, the Board approved Chancellor Henry M. Huckaby’s evaluations of all system presidents, recommended revised compensation for several presidents, and the recommended renewal of 28 USG presidential appointments, noting that Fort Valley State University’s and Valdosta State University’s presidents have resigned.

Following presentation of a 360-degree evaluation of Chancellor Huckaby and his compensation, the Board unanimously approved, with motion made and variously seconded, a 3-percent increase to Chancellor Huckaby’s current salary of approximately \$497,000.

**ADJOURNMENT**

There being no further business to come before the Board, the meeting was adjourned at approximately 4:25 p.m. on Wednesday, May 19, 2015.

Neil L. Pruitt, Jr.  
Chair, Board of Regents  
University System of Georgia

Nels Peterson  
Secretary, Board of Regents  
University System of Georgia

## **MINUTES OF THE MEETING OF THE GRADUATE MEDICAL EDUCATION COMMITTEE**

The Graduate Medical Education Committee of the Board of Regents of the University System of Georgia met on Wednesday, May 19, 2015, in Room 5158 of the Board's offices, 270 Washington Street SW, in Atlanta, Georgia. Committee Chair Don L. Waters called the meeting to order at approximately 8:30 a.m. Present, in addition to Chair Waters, were Regents C. Dean Alford; Lori Durden; C. Thomas Hopkins, Jr.; Doreen Stiles Poitevint; Richard Tucker; and Philip A. Wilheit, Sr.

1. The committee heard an information item on the state legislature's appropriation of \$4.275 million to further support statewide GME efforts and to develop new GME programs.
2. The Board approved providing \$800,000 in GME funds be provided to University Healthcare System in Augusta to restart meaningful levels of GME activities, in partnership with Georgia Regents University.

### **ADJOURNMENT**

There being no further business to come before the committee, the meeting was adjourned at approximately 8:54 a.m. on Wednesday, May 19, 2015.

## **MINUTES OF THE MEETING OF THE EXECUTIVE AND COMPENSATION COMMITTEE**

The Executive and Compensation Committee of the Board of Regents of the University System of Georgia met on Tuesday, May 19, 2015, in Room 7019 of the Board's offices, 270 Washington Street SW, in Atlanta, Georgia. The Chair of the Board, Regent Neil L. Pruitt, Jr., called the meeting to order at approximately 9:07 a.m. Present, in addition to Chair Pruitt, were Vice Chair Kessel D. Stelling, Jr.; and Regents Lori Durden; C. Thomas Hopkins, Jr.; and Philip A. Wilheit, Sr. Regents Larry R. Ellis and James M. Hull were excused. Unless noted otherwise, all items below were unanimously approved.

1. The Board approved Vice Chancellor for Human Resources Marion Fedrick, who serves as 457 (f) plan administrator, to take the necessary actions to bring that plan into compliance with federal regulations.
2. The committee discussed out-of-state waivers for Fort Valley State University.

### **EXECUTIVE SESSION**

At approximately 9:12 a.m., Chair Pruitt called for an executive session for the purpose of discussing personnel matters. With motion made and variously seconded, the Regents who were present voted unanimously to go into executive session. An affidavit regarding this executive session is on file in the Office of the Secretary to the Board.

Chair Pruitt reconvened the committee in its regular session at approximately 9:49 a.m. and announced that no actions were taken during executive session.

### **ADJOURNMENT**

There being no further business to come before the committee, the meeting was adjourned at approximately 9:50 a.m. on Tuesday, May 19, 2015.

## **MINUTES OF THE MEETING OF THE COMMITTEE ON ACADEMIC AFFAIRS**

The Committee on Academic Affairs met at approximately 1:05 p.m. Wednesday, May 19, 2015, in Room 5158 of the Board's offices, 270 Washington St. SW, in Atlanta, Georgia. Committee Chair Lori S. Durden called the meeting to order. Committee members in attendance, in addition to Chair Durden, were Regents Larry R. Ellis; Rutledge A. Griffin, Jr.; Doreen Stiles Poitevint; E. Scott Smith; T. Rogers Wade; Larry Walker; and Philip A. Wilheit, Sr. Board Vice Chair Kessel D. Stelling, Jr., also was present. Unless noted otherwise, all items below were unanimously approved.

1. The Board approved establishment of the following degrees: Bachelor of Arts with a major in Film Production, Clayton State University; Bachelor of Science in Health Information, Management, Dalton State College; Doctor of Philosophy with a major in Quantitative Biosciences, Georgia Institute of Technology Bachelor of Science with a major in Special Education: Deaf Education, Master of Arts with a major in Creative and Innovation Education, Georgia State University; Bachelor of Science in Nursing, Gordon State College; Bachelor of Arts in Film and Digital Media, University of North Georgia; and Bachelor of a Science with a major in Health and Community Wellness, University of West Georgia.
2. The Board approved modifications to Armstrong State University's Bachelor of Science in Education (BSED) with a major in Middle Grades Education to create two stand-alone degree programs: BSED in Secondary Education: General Science Teacher Education; and the BSED in Secondary History Teacher Education; along with reactivation of two BSED programs: BSED in Secondary Education: Mathematics Teacher Education; and BSED in Secondary Education: English/Language Arts Teacher Education.
3. The Board approved substantive changes to the Master of Computer Science at the Georgia Institute of Technology.
4. The Board approved substantive changes to several programs at Savannah State University: the existing Secondary Education Teacher Certification track in the Bachelor of Science with a major in Biology, to create a stand-alone Bachelor of Science in Education (BSED) in Biology Education; the existing Secondary Education Teacher Certification track in the Bachelor of Science with a major in Mathematics to develop a stand-alone Bachelor of Science in Education (BSED) in Mathematics Education; and the existing Technology Education Teacher Certification tracks in Bachelor of Science in Civil Engineering Technology and the Bachelor of Science in Electronics Engineering Technology to establish a standalone Bachelor of Science in Education (BSED) in Engineering and Technology Education.
5. The Board approved the Georgia Institute of Technology's establishment of a dual degree in Mechanical Engineering with Sapienza-University di Roma.
6. The Board approved the addition of Clayton State University and the College of Coastal Georgia as eMajor affiliate institutions to offer the Bachelor of Arts with a major in Spanish in collaboration with Valdosta State University.
7. The Board approved addition of Armstrong State University, Clayton State University and the College of Coastal Georgia as eMajor affiliate institutions to offer the Bachelor of Arts with a major in French in collaboration with Valdosta State University
8. The Board approved termination of the Bachelor of Science in Education with a focus in Middle Grades Education at the University of West Georgia.

9. The Board approved minor changes to Policy 2.10 Institutional Mission, changing the name of Armstrong Atlantic State University to Armstrong State University; Middle Georgia State College to Middle Georgia State University; and removing Southern Polytechnic State University.
10. The Board approved waiver of Board Policy 3.5.1.2 Cumulative Grade Point Average for institutions going through consolidation, specifically, Kennesaw State University and Georgia State University/Georgia Perimeter College, effective May 19, 2015.
11. The Board approved establishment of a number of named faculty positions and appointments, copies of which are on file with, and available for inspection in, the Office of the Secretary to the Board.

**ADJOURNMENT**

There being no further business to come before the committee, the meeting was adjourned at approximately 1:50 p.m. on Wednesday, May 19, 2015.

## **MINUTES OF THE MEETING OF THE COMMITTEE ON PERSONNEL & BENEFITS**

The Committee on Personnel & Benefits met at approximately 1:51 p.m. Wednesday, May 19, 2015, in Room 5158 of the Board's offices, 270 Washington St. SW, in Atlanta, Georgia. Committee Chair T. Rogers Wade called the meeting to order. Committee members in attendance, in addition to Chair Walker, were Regents Lori S. Durden; Larry R. Ellis; Rutledge A. Griffin, Jr.; Doreen Stiles Poitevint; E. Scott Smith; Larry Walker; and Philip A. Wilheit, Sr. Board Vice Chair Kessel D. Stelling, Jr., also was present. Unless noted otherwise, all items below were unanimously approved.

1. The Board approved a revision to Policy 8.2.7.5 Military Leave with Pay, to allow for payment of Military Differential Pay to eligible university system employees with inclusion of the following language:

### **Military Differential Pay**

Institutions of the University System of Georgia may pay an employee Military Differential for absence while engaged in the performance of ordered military duty and while going to and returning from such duty, after expiration of the payment period provided for in the paragraphs above. Military Differential Pay is equal to the amount by which an employee's projected state base pay for a covered pay period exceeds the employee's actual military pay and allowances as applicable to that pay period. Military Differential Pay programs must be applied consistently to all eligible employees within the Institution, not to exceed a total of twelve months in any one federal fiscal year (October 1 - September 30). At the expiration of the maximum Military Differential Pay, continued absence by the employee shall be considered as military leave without pay unless annual leave is allowed. Funding for Military Differential Pay is based on existing institution budgets.

### **ADJOURNMENT**

There being no further business to come before the committee, the meeting was adjourned at approximately 2:01 p.m. on Wednesday, May 19, 2015.



## **MINUTES OF THE MEETING OF THE COMMITTEE ON ORGANIZATION & LAW**

The Committee on Organization & Law met at approximately 2:02 p.m. Wednesday, May 19, 2015, in Room 5158 of the Board's offices, 270 Washington St. SW, in Atlanta, Georgia. Committee Chair Larry Walker called the meeting to order. Committee members in attendance, in addition to Chair Walker, were Regents Lori S. Durden; Larry R. Ellis; Rutledge A. Griffin, Jr.; Doreen Stiles Poitevint; E. Scott Smith; T. Rogers Wade; and Philip A. Wilheit, Sr. Board Vice Chair Kessel D. Stelling, Jr., also was present. Unless noted otherwise, all items below were unanimously approved.

1. The Board approved a request by Georgia College & State University President Steve Dorman to award an honorary degree to Ms. Mary Sue Coleman.

### **EXECUTIVE SESSION**

At approximately 2:05 p.m. on Wednesday, May 19, 2015, Chair Walker called for an executive session for the purpose of discussing litigation, personnel matters and student records. With motion properly made and seconded, the Regents who were present voted unanimously to go into executive session. An affidavit regarding this executive session is on file in the Office of the Secretary to the Board.

Chair Walker reconvened the committee in its regular session at approximately 1:58 p.m. and announced that no actions were taken during executive session.

### **ADJOURNMENT**

There being no further business to come before the committee, the meeting was adjourned at approximately 1:58 p.m. on Wednesday, May 19, 2015.

## **MINUTES OF THE MEETING OF THE COMMITTEE ON REAL ESTATE & FACILITIES**

The Committee on Real Estate & Facilities of the Board of Regents of the University System of Georgia met at approximately 12:58 a.m. on Wednesday, May 19, 2015, in Room 7007 of the Board's offices, 270 Washington St. SW, in Atlanta, Georgia. Committee Chair C. Thomas Hopkins, Jr., called the meeting to order. Present, in addition to Chair Hopkins, were Regents C. Dean Alford; W. Paul Bowers; Donald M. Leebern, Jr.; Sachin Shailendra; Benjamin J. Tarbutton, III; and Richard L. Tucker. Board Chair Neil L. Pruitt, Jr., also was present. Regents James M. Hull and Don L. Waters were excused. Unless noted otherwise, all items below were unanimously approved.

1. The committee heard an informational item concerning the University of North Georgia's proposal to lease approximately 3,200 square feet of academic and administrative support space for a new instructional site in Blue Ridge.
2. The Board authorized a rental Agreement at 110 E. Clayton Street, Athens, for the University of Georgia.
3. The Board authorized project number BR-40-1502, New Operating and Pre-Op/Recovery Rooms, at Georgia Regents University.
4. The Board authorized project number BR-30-1501, Van Leer Interdisciplinary Design Commons, at the Georgia Institute of Technology.
5. The Board authorized project number BR-10-1408, Guaranteed Energy Savings Performance Contract, at the University of Georgia.
6. The Board authorized project number BR-30-1409, Guaranteed Energy Savings Performance Contract, at the Georgia Institute of Technology.
7. The Board authorized project number BR-40-1503, Health Sciences Student Center Renovation, at Georgia Regents University.
8. The Board appointed a construction management firm to project number BR-30-1407, West Campus Dining, at the Georgia Institute of Technology. Should it not be possible to execute a contract with the top-ranked firm, staff will then attempt to negotiate and execute a contract with the other listed firms in rank order.  
  
Number of firms that applied for this commission: 15  
Recommended firms in rank order:
  1. Juneau Construction Company, LLC, Atlanta
  2. New South Construction Company, Inc., Atlanta
  3. Gilbane Building Company, Atlanta
9. The Board approved naming of the Davis Graduate Courtyard at Correll Hall, at the University of Georgia.
10. The Board approved resolution 2016, General Obligation Bond Issue, Georgia State Financing and Investment Commission, University System of Georgia.

11. The Board approved acquisition of real property at 5000 Jasmine Street, Savannah, for the use of Savannah State University.
12. The Board accepted a gift of real property, the Fortson 4-H Center, Hampton, for the use of the University of Georgia.

### **EXECUTIVE SESSION**

At approximately 1:05 p.m. on Wednesday, May 19, 2015, Chair Hopkins called for an executive session for the purpose of discussing real property. With motion properly made and seconded, the Regents who were present voted unanimously to go into executive session. An affidavit regarding this executive session is on file in the Office of the Secretary to the Board.

Chair Hopkins reconvened the committee in its regular session at approximately 1:19 p.m. and announced that no actions were taken during executive session.

### **ADJOURNMENT**

There being no further business to come before the committee, the meeting was adjourned at approximately 1:23 a.m. on Wednesday, May 19, 2015.

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

The Committee on Finance & Business Operations of the Board of Regents of the University System of Georgia met at approximately 1:25 p.m. on Wednesday, May 19, 2015, in Room 7007 of the Board's offices, 270 Washington St. SW, in Atlanta, Georgia. Committee Chair Benjamin J. Tarbutton, III, called the meeting to order. Present, in addition to Chair Tarbutton, were Regents C. Dean Alford; W. Paul Bowers; C. Thomas Hopkins, Jr.; Donald M. Leebern, Jr.; Sachin Shailendra; and Richard L. Tucker. Board Chair Neil L. Pruitt, Jr., also was present. Regents James M. Hull and Don L. Waters were excused. Unless noted otherwise, all items below were unanimously approved.

1. The committee heard an update on the tuition and mandatory fee installment plans.
2. The committee heard a report on the University System of Georgia's third quarter revenues and expenditures for fiscal year 2015.
3. The committee heard an update on the University System of Georgia's debt management plan.
4. The Board approved a request to the Georgia State Financing and Investment Commission (GSFIC) for contract value authority of \$150 million for multi-year office leases for FY 2016.
5. The Board approved fiscal year 2016 operating and capital budgets for the University System of Georgia.

### **ADJOURNMENT**

There being no further business to come before the committee, the meeting was adjourned at approximately 2:18 p.m. on Wednesday, May 19, 2015.

**MINUTES OF THE MEETING OF THE  
COMMITTEE ON INTERNAL & AUDIT, RISK & COMPLIANCE**

The Committee on Finance & Business Operations of the Board of Regents of the University System of Georgia met at approximately 2:20 p.m. on Wednesday, May 19, 2015, in Room 7007 of the Board's offices, 270 Washington St. SW, in Atlanta, Georgia. Committee Chair Richard L. Tucker called the meeting to order. Present, in addition to Chair Tucker, were Regents C. Dean Alford; W. Paul Bowers; C. Thomas Hopkins, Jr.; Donald M. Leebern, Jr.; Sachin Shailendra; and Benjamin J. Tarbutton, III. Board Chair Neil L. Pruitt, Jr., also was present. Regents James M. Hull and Don L. Waters were excused. Unless noted otherwise, all items below were unanimously approved.

1. The Board approved the May 2015 System Office Internal Audit Plan as presented, and further resolved that the University System of Georgia Chief Audit Officer be authorized to approve revisions and modifications to the System Office internal audit plan with timely notification to the Committee on Internal Audit, Risk & Compliance.
2. The Board approved appointment of the Interim Chief Audit Officer, per Chancellor Henry M. Huckaby's recommendation, while the Chief Audit Officer is on active military duty for approximately nine months.

**ADJOURNMENT**

There being no further business to come before the committee, the meeting was adjourned at approximately 2:50 p.m. on Wednesday, May 19, 2015.

## Executive Summary

On Sept. 9, 2014, Chancellor Henry M. Huckaby announced the establishment of the *University System of Georgia Campus Safety and Security Committee* to review and develop recommendations on matters related to public safety at the System's 30 public colleges and universities. The committee was charged with conducting a comprehensive review of the policies and procedures at the institutions, with a focus on those specifically related to Title IX, Campus Law Enforcement, and Campus Safety.

From the committee, three subcommittees were established to review key areas that pertain to the safety of the overall campus environment, faculty, staff, students, and visitors. The three subcommittees were: Campus Safety/Law Enforcement Subcommittee, Clery Act Subcommittee, and Title IX Subcommittee. These subcommittees were charged with taking a high-level overview of their respective areas and bringing to the full committee suggestions and/or recommendations to improve the overall performance and operational excellence in each of their respective areas.

Several consistent themes emerged from the subcommittees' work that provide helpful guideposts as the USG considers how to move forward with the recommendations contained in this report. In addition to those outlined below, recommendations specific to each area are included in the report.

After reviewing current institutional operations in each of the three areas, each subcommittee submitted recommendations designed to enhance the preparation, training, and education of personnel in their respective area of review. The consensus of this review is that all USG employees and students should receive specific education and training related to their reporting responsibilities, requests for confidentiality, and Title IX requirements. Training should be both customized and required for all constituent groups. Adopting a systemwide training process would be prudent and effective. It could help ensure consistency in the training approach, providing assurance that certain standards are met. It would also allow the University System to take advantage of economies of scale.

A single centralized website with an intuitive URL should be developed and maintained to collect and publicize information from various sources in order to promote consistency across system institutions. This website should include clear, specific, and comprehensive information about how the USG defines, investigates, and resolves incidents of sexual assault, sexual harassment, domestic/dating violence, and stalking.

Ongoing research should be conducted by each institution in order to better inform policy and practice among the various institutions within the USG. Member institutions should undertake a review of existing support services and resources for all parties involved on an annual basis.

Because consistency across the USG is important, a "Policy Template" should be created to guide all USG institutions. However, because of the wide range of institutions, locations, and missions, institutions should be provided an opportunity to optimize the policy for their particular campus needs, provided that the policy remains consistent with legal requirements.

The USG should hire a System Title IX Coordinator to provide appropriate oversight for compliance of institutional policies, practices, and programs in coordination with the USG Office of Legal Affairs and USG institutional Title IX Coordinators. This coordinator would serve as a

central resource for information and expertise for the USG on matters related to Title IX and related laws.

In addition, the Title IX Coordinator would be charged with coordination of efforts, where appropriate and advantageous, among the USG, the Technical College System of Georgia (TCSG), and the Georgia Independent College Association (GICA) in order to create synergies throughout the organizational bodies that govern higher education in Georgia. (Note: During the 2015 General Assembly session, it was recommended that the committee include representatives from the TCSG and GICA.) Based on that recommendation, this committee invited representatives to attend the various subcommittee and committee meetings and actively collaborated during the final review process. As a result, this report, although not originally intended to do so, presents what we believe is a shared vision and approach from a substantial majority of all public and private non-profit Georgia colleges and universities in order to provide consistency and raise awareness and effectiveness. As applicable, specific recommendations for the USG, including the systemwide training process could be extended to the Technical College System of Georgia and the independent colleges.

This committee found that the abuse of alcohol and other substances is a significant contributing factor in many of the most serious public safety issues addressed in this report. Alcohol and drug abuse serve as catalysts in property crimes, hate crimes, and many other types of undesirable campus behavior. With respect to sexual assault, alcohol abuse can play an “especially pernicious role...creating circumstances in which sexual violence is both easier to commit and more difficult to prosecute,” as so powerfully stated in the report of the 2013-2014 University of North Carolina Campus Security Initiative.

High-risk drinking and drug abuse also have a negative impact both on academic performance and student retention. Because the risks associated with alcohol and drug abuse extend well beyond matters of public safety, this committee recommends that the chancellor appoint a separate alcohol and drug abuse task force. In the interest of time, Co-Chairs Dorman and Peterson submitted an advance communication to Chancellor Huckaby outlining the recommendation.

## Summary of Recommendations

### Clery Act:

- Require each institution to name a Clery Coordinator and establish a Clery Coordinating Committee on each USG campus.
- Form a standing USG Clery Committee, led by the System's Clery Coordinator, to be composed of Clery Coordinators from each campus.
- Develop consistent reporting guidelines and warning templates, and have each institution prepare geographical maps that clearly outline the Clery reporting boundaries. These should include areas frequented by students and in many cases will extend beyond campus boundaries.
- Make Clery documents, policies, templates, etc., and campus Annual Safety Reports (ASR) available on a common, easily accessible USG website.
- Issue timely warnings, when necessary or prudent, for Clery Act crimes that occur within the above defined Clery geography as well as crimes that occur within the patrol jurisdiction of the campus police or security department, whenever the crime is considered by the institution to represent a serious or continuing threat to students and employees. Timely warning shall also be communicated to the USG Clery Coordinator.

### Campus Law Enforcement:

- Define the essential functions of USG Campus Police Departments by aligning expectations and functions with Board policy.
- Develop, establish and implement a law enforcement assessment program for all USG institutions.
- Convene a USG Public Safety Committee under the direction of the USG Director of Safety and Security to review the findings of the assessment programs.
- Establish a USG training program for the purpose of reviewing current campus law-enforcement agency training needs.
- The USG should ensure that a salary and job description survey of campus public safety positions is performed periodically. Each institution should perform its own salary study, which should include comparison with similar positions local to the institutions and service regions.
- Explore the implementation of a system-wide employee assistance program for public safety personnel to provide support for those employees in handling stressful situations.
- Continue the Chief's Leadership Initiative, chief hiring assessment, and promotional assessment and review hiring standards for campus police departments to ensure that best industry practices and standards are followed when hiring officers.
- Ensure that the head of each institution's police or security department has appropriate access to the institution's president and that the USG Director of Safety and Security has appropriate access to the chancellor to reflect the importance of safety and security.



**Title IX:**

- Develop and adopt policies and procedures that provide clear information dissemination regarding support services and confidential support services available to the campus community in the event of sexual assault, sexual harassment (as defined in BOR policy), domestic violence, dating violence, and/or stalking.
- Require USG employees and all students to receive specific education and training with regard to reporting responsibilities, requests for confidentiality, and other matters related to the prevention of sexual misconduct.
- In consultation with the USG's Title IX Coordinator, conduct a campus climate survey of students periodically in order to better inform policy and practice among institutions within Georgia.
- Ensure that USG institutions' sexual misconduct policies and procedures clearly reflect obligations imposed by Title IX, the Clery Act, VAWA, and the Campus SaVE Act and create a model policy to be used by institutions within Georgia that will allow institutions to customize policies for their particular campus needs as well as meet legal obligations.
- Annually review and publish existing support services and resources for all parties involved in incidents of sexual misconduct.
- USG institutions should establish relationships with local providers and community services that can assist in providing care for victims and possibly facilitate a victim's participation in the reporting process.
- Higher education systems within the State of Georgia will coordinate to ensure adherence to federal rules and regulations relating to Title IX.
- The USG should hire a System Title IX Coordinator to provide appropriate oversight for compliance of campus programs and that coordinator should lead a Regents Administrative Committee on Title IX (RAC-TIX).