

Section 5: Administration and Organization

5.1 The institution has a chief executive officer whose primary responsibility is to the institution. (*Chief Executive Officer*) [CR]

Judgment

☒ Compliance ☐ Non-Compliance ☐ Not Applicable

Narrative

The chief executive officer (CEO) of Fort Valley State University (FVSU) is its president whose primary responsibility is to the university. Dr. Paul Jones has been the president of FVSU since [December 2015](#). Dr. Jones is not a member of the Board of Regents (BoR) of the University System of Georgia (USG), does not serve as presiding officer of the BoR, and is not the Chancellor (i.e., chief operating officer) of the USG. He does not hold other paid or unpaid positions that would pose a potential conflict of interest for him as CEO of FVSU. His primary job duties and responsibilities are to the management and operation of the institution as they are described in the Bylaws of the BoR and the BoR Policy Manual.

Job Responsibilities of the FVSU President

FVSU is one of 26 institutions in the USG that are governed by the policies of the BoR with regard to the responsibilities of the university's CEO. According to the [Bylaws of the Board of Regents of the University System of Georgia, Article VI](#):

Heads of Institutions of the University System

The president of each institution in the University System shall be the executive head of the institution and of all its departments and shall exercise such supervision and direction as will promote the effective and efficient operation of the institution. He or she shall be responsible to the Chancellor for the operation and management of the institution and for the execution of all directives of the Board and the Chancellor.

BoR Policy Manual, Section 2.6, Presidential Authority and Responsibilities defines the role, authority, and responsibilities of a president of a USG institution as follows:

2.6 Presidential Authority and Responsibilities

2.6.1 Executive Head of Institution

The President of each University System of Georgia (USG) institution shall be the executive head of the institution and all its departments and shall exercise supervision and direction to promote the efficient operation of the institution. The President is responsible to the Chancellor for the operation and management of the institution and for the execution of all directives of the Board of Regents and the Chancellor.

2.6.2 Ex-Officio Faculty Chair

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

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

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

2.6.3 Personnel Policies

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

resignation of any employee of his or her institution on behalf of the Board of Regents.

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

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

2.6.4 Agreements

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

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

2.6.5 Delegation of Authority and Responsibilities

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

These policy statements indicate clearly that the president's job responsibilities are primarily focused on the administration of the institution.

Brief Biography of President Jones





[Dr. Paul A. Jones](#) was appointed to serve as the 10th president of FVSU in December 2015. His higher education career spans more than three decades in Colorado, Maryland, Utah, and Georgia. He holds a doctor of philosophy degree in education and human resource studies from Colorado State University and bachelor's and master's degrees from Utah State University.

Before leading FVSU, President Jones served two years as interim president at Darton State College in Albany, Georgia. Prior to his interim presidential appointment, he served in numerous senior leadership roles at Georgia College & State University (GCSU), including senior vice president for finance and administration, vice president and chief of staff, vice president for institutional research and enrollment management, and several interim roles including interim vice president of academic affairs and president. President Jones was also Professor of Educational Administration at GCSU.

While serving in various positions at GCSU, President Jones played a key leadership role in helping the university transform student experiences. Some of these transformations include: expanding experiential learning opportunities (i.e., undergraduate research, study abroad, internships, civic engagement, and service learning), internationalizing the curriculum, and implementing student success programs that raised student retention rates to the top tier in the USG.

In 2007-08, President Jones served as an American Council on Education (ACE) Fellow at the University of West Florida.

Supporting Documentation

-  [BoR Meeting Minutes for the Appointment of Dr. Jones as FVSU President](#)
-  [Bylaws of the Board of Regents of the University System of Georgia, Article VI](#)
-  [BoR Policy Manual, Section 2.6](#)
-  [President Paul Jones Bio](#)

5.2a The chief executive officer has ultimate responsibility for, and exercises appropriate control over, the institution's educational, administrative, and fiscal programs and services.
(CEO control)

Judgment

☒ Compliance ☐ Non-Compliance ☐ Not Applicable

Narrative

FVSU is led by the CEO and president Dr. Paul Jones. The CEO oversees and is responsible for all operations of the institution. This oversight is accomplished by way of a structural arrangement or [organizational chart](#) whereby key academic and administrative officers report directly to the CEO.

The senior leadership team comprises the highest-level administrators at the university. The team of administrators supervises academic programs, operations, and long-range planning for the university. The senior leadership team includes the President Dr. Paul Jones; the Provost and Vice President for Academic Affairs, Dr. T. Ramon Stuart; the Interim Chief of Staff, Dr. Olufunke Fontenot; the Vice President for Advancement and Interim Athletics Director, Mr. Anthony Holloman; the Vice President for Business and Finance, Mr. Dexter Odom; the Vice President for Student Affairs and Enrollment Management, Mr. Jesse Kane; and the Special Assistant to the President for Strategic Marketing and Communications, Mr. Cedric Mobley.

In addition to the senior leadership team, the Chief Information Officer, Mr. Charles Weaver; the Associate Vice President for Academic Affairs and Director of Cooperative Development Extension Program, Dr. Isaac Crumbly; the Chief of Police, Ms. Anita Allen; and the Interim Chief Human Resources (HR) Officer, Ms. Patrice Terrell, serve as members of the president's cabinet. The Provost and Vice President for Academic Affairs oversees all academic officers: the Dean of the College of Arts and Sciences, Dr. Gregory Ford; the Dean of the College of Education, Dr. Rebecca McMullen; and the Dean of the College of Agriculture, Family Sciences and Technology, Dr. Ralph Noble each oversee the faculty of their respective colleges. A complete list of [academic and administrative officers and institution leaders](#) is available on the university's website.

Supporting Documentation



Administration Organizational Chart



Administrative Offices, Departments and Leaders

5.2.b The institution's chief executive officer has ultimate responsibility for, and exercises appropriate administrative and fiscal control over, the institution's intercollegiate athletics program. (*Control of intercollegiate athletics*)

Judgment

☒ Compliance ☐ Non-Compliance ☐ Not Applicable

Narrative

The BoR of the USG has established several policies and directives related to the institutional control of the intercollegiate athletics program. They clearly state that the president has ultimate responsibility for the administrative and fiscal control of the intercollegiate athletics program. As a member institution of the USG, FVSU is subject to these policies and directives, which include the following:

1. [BoR Policy Manual, Section 2.6.1](#), states, “the President of each University System of Georgia (USG) institution shall be the executive head of the institution and all its departments and shall exercise supervision and direction to promote the efficient operation of the institution.”
2. [BoR Policy Manual, Section 4.5](#) addresses the management and control of intercollegiate athletics. Specifically, [Section 4.5.2](#) places the responsibility with the president of the institution by stating, “the President of each USG institution is assigned ultimate responsibility and authority for the operation, fiscal integrity, and personnel of the institution's athletics program, including appointment and supervision of the athletics director or directors. Each President is also responsible for ensuring that the institution's athletics program is in compliance with all applicable federal and state laws, in compliance with the regulations of any athletic conference affiliation, and that the mission, values, and goals of the athletics program are compatible with those of the institution.” Other subsections of BoR Policy 4.5 also reference the central role of the institution's president for oversight and review of the institution's intercollegiate athletics program.

Additionally, FVSU is a member of the National Collegiate Athletic Association (NCAA) Division II and abides by the rules and regulations of the NCAA. [NCAA Constitution, Article 2.1.1](#) states, “the institution’s president or chancellor is responsible for the administration of all aspects of the athletics program, including approval of the budget and audit of all expenditures.”

In compliance with these policies, directives, rules, and regulations, the president of FVSU has ultimate responsibility for and exercises appropriate administrative and fiscal control over the intercollegiate athletics program with the authority to delegate these responsibilities as appropriate. The president has delegated some authority for managing the day-to-day operations of the intercollegiate athletics department to the Director of Athletics (AD) who reports directly to the president. Weekly meetings are held between the AD and the president to discuss matters germane to budgets, personnel, student athletes, academics, fundraising, and other essential matters to ensure the smooth operation of the athletics program. In addition, the AD is a member of the President’s Cabinet and meets regularly with the president and other cabinet members for institutional discussions of issues affecting FVSU’s key administrative officers as evidenced by a sample [cabinet meeting agenda](#).







To ensure that the athletics program complies with all institutional, NCAA, state, and federal guidelines, the president has established a comprehensive system of checks and balances. A committee composed of the president, AD, the faculty representative for intercollegiate athletics, and staff members comprise the University Athletics Council (UAC). This group evaluates the athletics program and ensures compliance with all rules and regulations. A sample of the [meeting agenda](#) of the UAC is provided to demonstrate the council’s essential work and the president’s involvement.

The president’s fiscal oversight and control of intercollegiate athletics is exemplified in the BoR Manual, [Section 4.5.3](#), which states:

The President of each USG institution is assigned ultimate responsibility and authority for the operation, fiscal integrity, and personnel of the institution’s athletics program, including appointment and supervision of the athletics director or directors. Each President is also responsible for ensuring that the institution’s athletics program is in compliance

with all applicable federal and state laws, in compliance with the regulations of any athletic conference affiliation, and that the mission, values, and goals of the athletics program are compatible with those of the institution.

Supporting Documentation

-  [BoR Policy Manual, Section 2.6.1](#)
-  [BoR Policy Manual, Section 4.5](#)
-  [NCAA Constitution, Article 2.1.1](#)
-  [Sample of President's Cabinet Meeting Agenda](#)
-  [Sample of University Athletics Council Meeting Agenda](#)
-  [Board of Regents Manual, Section 4.5.3](#)

5.2.c The chief executive officer has ultimate responsibility for and exercises appropriate control over the institution’s fundraising activities. (*Control of fund-raising activities*)

Judgment

☒ Compliance ☐ Non-Compliance ☐ Not Applicable

Narrative

FVSU places high priority on fundraising, as indicated by the inclusion of fundraising as one of the institution’s strategic initiatives. The specific language of Priority 4 under Strategic Initiative One of the [2015-2020 Strategic Plan](#) is to:

Explore corporate sponsorship opportunities; Encourage entrepreneurship on behalf of FVSU by Faculty/Staff/Students; Develop stronger relationships with key individuals at the University System of Georgia and State Legislature to advocate on behalf of FVSU; Evaluate feasibility of a Capital Campaign; Increase number of qualified grant application submissions; Set goals for Annual Fund giving by stakeholder group; Make it easier for stakeholders to give, especially for small gifts; Increase major gifts (\$25K+); Implement donor recognition programs; Increase scholarship funding (academics, athletics, music, etc.).

The university’s fundraising activities are guided by the president via the institution’s strategic initiatives. The [Board of Regents Policy Manual, Section 2.6.1](#) states, “the President of each University System of Georgia (USG) institution shall be the executive head of the institution and all its departments and shall exercise supervision and direction to promote the efficient operation of the institution.” One of the administrative units at FVSU is the Office of University Advancement, in which all university-related fundraising activities is located.

The president appoints a chief fundraising officer, namely the Vice President for University Advancement, who is charged with the day-to-day operations and management of the university’s fundraising operations, and serves as the Executive Director of the [Fort Valley State University Foundation, Inc.](#) (the Foundation). The chief fundraising officer is also responsible for developing the institution’s fundraising plan, with input from the Foundation Board of Directors, and policy

directions provided by the [FVSU Foundation Bylaws and Policy and Procedures Manual](#). The Foundation and the university function according to clearly defined roles and responsibilities as outlined in the FVSU and FVSU Foundation [memorandum of understanding](#).

The Foundation is a non-profit corporation established on November 15, 1972 to raise and manage private dollars from alumni, friends, industries, and foundations to meet the needs of FVSU which are not funded through state allocations. The Foundation invests and administers funds, acts as trustee, and exercises the powers of a non-for-profit organization under the laws of the state of Georgia. It also administers gifts and bequests of property and funds for scientific, educational, and charitable purposes. The Foundation is qualified by the Internal Revenue Service as a tax exempt 501(c)(3) corporation.

The Foundation was established as a separate incorporated entity for the purpose of conducting private fundraising for the benefit of FVSU. As indicated in the Foundation's Bylaws, FVSU expects all private fundraising and the processing of private funds to be conducted through the FVSU Foundation. Consequently and in accordance with the note in the Commission's Resource Manual for this standard, the President's control over private fundraising for the benefit of FVSU is exerted primarily through his relationship with the FVSU Foundation as explained in greater detail in the narrative for Standard 5.3.

Supporting Documentation



[2015-2020 Strategic Plan](#)



[Board of Regents Policy Manual, Section 2.6.1](#)



[Fort Valley State University Foundation By-Laws](#)



[Memorandum of understanding between FVSU and FVSU Foundation](#)

5.3 For any entity organized separately from the institution and formed primarily for the purpose of supporting the institution or its programs:

- (a) The legal authority and operating control of the institution is clearly defined with respect to that entity;**
- (b) The relationship of that entity to the institution and the extent of any liability arising from that relationship are clearly described in a formal, written manner;**
- (c) The institution demonstrates that (1) the chief executive officer controls any fundraising activities of that entity or (2) the fund-raising activities of that entity are defined in a formal, written manner which assures that those activities further the mission of the institution. *(Institution-related entities)***

Judgment

☒ Compliance ☐ Non-Compliance ☐ Not Applicable

(a) The legal authority and operating control of the institution is clearly defined with respect to that entity.

Narrative

There is only one institution-related entity that operates separately from the institution and that was formed primarily for the purpose of supporting FVSU. The FVSU Foundation is a nonprofit 501(c)(3) corporation and it, along with the university, operates in full compliance with Standard 5.3.

The [FVSU Foundation Bylaws and Policy and Procedures Manual](#), Article I.1 (p.3) specifically states:

... to exercise any, all, and every power, including trust powers, which a corporation not for profit organized under the laws of Georgia for the foregoing purposes can be authorized to exercise and in accordance with Board of Regents of the University System of Georgia Policy 7.4: Private Donations to the USG and Its Institutions.

The above compliance clause is further reinforced by [#12 and #16 of the memorandum of understanding \(MOU\)](#) between FVSU and the Foundation, thus:

12. Notice to and concurrence of the Board of Regents or University is required for change of name, change of mission, or change of governance documents or structure of the Foundation.

16. The Foundation shall agree to comply with all Board of Regents' policies that pertain to cooperative organizations.

The purpose of the Foundation is to support the mission of FVSU. The mission statement of the Foundation clarifies that:

The Fort Valley State University Foundation, Inc., a 501(c)(3) nonprofit corporation, is a cooperative organization as defined by the Board of Regents for the University System of Georgia Policy 11.5: Cooperative Organizations entrusted with the oversight for private fund raising to benefit Fort Valley State University. The Foundation provides volunteer support to the university's development and fund-raising programs. In addition, the board monitors the administration of the assets of the Foundation, resulting in a broadening of opportunities for learning by students and a continued investment in faculty and staff.

Furthermore, #11 of the MOU between FVSU and the Foundation states:

11. The Foundation should always operate in a manner that is consistent with the best interest of the University. The Board of Regents of the University System of Georgia and the President of the University in consultation with the Chancellor may determine that the Foundation's operations and activities are not in the best interest of the University and/or Board of Regents and may take such actions as they deem appropriate.

The [FVSU Foundation Bylaws and Policy and Procedures Manual](#) describe the operating control of this institution-related entity. This entity is administered by the Executive Director of the Foundation (who also serves as FVSU's president-appointed Vice President for University Advancement, reporting directly to the president), under the direction of the Foundation's Board

of Directors. The involvement of the FVSU president is defined in the Foundation Bylaws and Policy and Procedures Manual under Article II Section 1B as:

Twelve (12) of the elected members shall be elected upon nomination by the President of the Fort Valley State University; eight (8) of the elected members shall be elected by the National Alumni Association, Inc. from its membership and shall include the President and Immediate Past President of the National Alumni Association, Inc.; and the remaining fifteen (15) of the elected members shall be elected from candidates proposed by any member of the Board of Directors. The total number of alumni members on the Board shall not exceed fourteen (14).

Collectively, the total number of Board of Directors consist of 5 to 35 elected directors, who are the voting members of the Foundation. The honorary directors are not voting members. The term of office of all directors is three years, with the exception of the president and immediate past president of the National Alumni Association.

Article VII of the Foundation Bylaws addresses the conflict of interest (pp.10-11) of the Board of Directors as follows:

As soon as duality of interest or possible conflicts of interest on the part of any member of the Board of Directors is known, or reasonably should have been known, any such conflict shall be disclosed to the Executive Committee and other members of the Board of Directors and made a matter of record.

Action by the Executive Committee in connection with such interest shall also be disclosed in writing and made a matter of record.

Any member of the Board of Directors having a duality of interest or possible conflict of interest on any matter shall not vote or use his or her personal influence on the matter whenever such duality or possible conflict of interest shall arise.

The minutes of that meeting shall reflect that the conflict was disclosed; the party, who is the subject of the conflict, abstained from voting on the matter; and a quorum was present.

If requested by a majority of the Executive Committee, the foregoing requirements shall not be construed as preventing the member who is the subject of the conflict from briefly stating his or her position in the matter, nor from answering pertinent questions from other members of the Executive Committee since his or her knowledge may be of assistance.

Likewise, #9 of the MOU between FVSU and the Foundation reinforces:

The Foundation shall develop policies and procedures to establish ethical standards to ensure that no conflict of interest occurs between its members and employees and the activities of the Foundation and the University.

As for the fundraising, the FVSU Foundation Bylaws and Policy and Procedures Manual (p.12) states that:

The Fort Valley State University Foundation, Inc. is vested with the authority to accept and dispose of gifts in accordance with the Foundation policy – and to accept or reject the terms of any gift in the best interest of the University and/or the Foundation. All proposed gifts and agreements must be reviewed by the Fort Valley State University Office of External Affairs. That office will refer proposed gifts, which might incur expense, liability, and/or controversy to the Development Committee who will review the gift and its implications and make a recommendation to the Executive Committee for determination.

The Foundation not only operates within the mission, policies and priorities of the BoR and FVSU, it also functions with approval and direction of FVSU president as evident from the following description related to the Executive Director, as published in the FVSU Foundation Bylaws and Policy and Procedures Manual (p.9):

The Vice President for External Affairs shall be the Executive Director of the Foundation. Under the direction of the President of the University in consultation with the Chairman of the Foundation Board, he/she shall be responsible for the routine management of the affairs of the Foundation and shall exercise such authority to accept gifts, collect revenues, and make routine expenditures as may be delegated to him/her by the Board or the Executive

Committee. He/she shall be responsible for the management and promotion of the Foundation's fund-raising activities as may be required by the Board.

(b) The relationship of that entity to the institution and the extent of any liability arising from that relationship are clearly described in a formal, written manner.

Narrative

The Foundation exists for the sole purpose of supporting various operations of FVSU. It complies with USG BoR policies. The [BoR Policy Manual, Section 6.17.1](#) defines institution-related entities as "cooperative organizations" and states:

An organization is a cooperative organization if it:

1. Is organized or operated primarily:
 - For the purpose of soliciting gifts or assisting the University System of Georgia (USG) or a USG institution in soliciting gifts from third persons in the name of the USG institution or any of the institution's programs; or,
 - For soliciting grants and contracts or accepting grants or entering into contracts for research or services to be performed by or in conjunction with a USG institution or using the institution's facilities;
2. Bills or collects professional fees in the name of or on behalf of a USG employee who provides professional services within the scope of their employment by the institution;
3. Includes officials, faculty, staff, or employees of a USG institution as ex-officio members of the organization's board of directors or other governing structure; or,
4. Is formally designated as a cooperative organization by the Board of Regents, the Chancellor, or by the President of the relevant USG institution. The Board of Regents, the Chancellor, or the President of the relevant USG institution may designate certain cooperative organizations that are required to follow the Regents' Guiding Principles for Cooperative Organizations.

BoR Policy 6.17.2, “Relationships Between Cooperative Organizations and the USG and its Institutions,” states:

A relationship, whether formal or informal, between the USG or a USG institution and a cooperative organization may be maintained only if:

1. The relationship is in the best interest of the USG or the USG as determined by the Board of Regents and the President of the relevant institution in consultation with the Chancellor;
2. The financial records of the cooperative organization, including audits, are available for inspection by the Chancellor and the President of the USG institution or the President’s designee;
3. Any use by the cooperative organization of the name of the USG or a USG institution, or of a symbol or trademark of the USG or a USG institution, is approved in advance by the Chancellor, the President of the USG institution, or the President’s designee;
4. The cooperative organization annually presents evidence satisfactory to the President of the USG institution or the President’s designee that the cooperative organization is adequately capitalized for any activities undertaken in the name of, for the benefit of, or in conjunction with the USG institution;
5. The cooperative organization annually presents evidence satisfactory to the President of the USG institution or the president’s designee of insurance or self-insurance adequate in form and amounts to cover foreseeable liability arising from activities undertaken in the name of, for the benefit of, or in conjunction with the USG institution;
6. There is a written general agreement or memorandum of understanding between the USG institution and the cooperative organization describing each party’s responsibilities so that it is clear to third parties dealing with the cooperative organization that the organization is acting as a legal entity separate from the USG institution;
7. Actions of the USG institution’s officials, faculty, staff, or employees pursuant to the relationship are consistent with policies established by the Board of Regents and

the USG institution regarding conflicts of interest, outside activities, and other matters; and,

8. Not less than every two years, the president of the institution documents that he or she is has reviewed the relationship between the institution and the cooperative organization and that all provisions of this policy are met to the president's satisfaction.

The [USG Business Procedures Manual, 17.2](#), MOU requires that:

The relationship that a USG institution has with its affiliated organization or organizations must be defined by a memorandum of agreement that describes each party's roles and responsibilities. Minimally, the memorandum of agreement must address the affiliated organization's authority and responsibilities with regard to the following:

1. Solicitation of gifts, donations and grants;
2. Liability;
3. Adequate capitalization for activities;
4. Evidence of satisfactory insurance coverage;
5. Use of institutional facilities, programs and services subject to established policies and procedures;
6. Expense reimbursement;
7. Use of the institution's name, symbols, and trademarks;
8. Disposition of the affiliate organization assets upon dissolution;
9. Compliance with internal revenue code and state law;
10. Use of generally-accepted accounting principles;
11. Submission of an independent annual audit and financial statements;
12. Elimination of conflicts of interest concerning institutional employees and in the relationship with the institution; and
13. Disclosure of funds and others items of value received by the affiliated organization and assurance that fund intended for institutional accounts are properly deposited.

In the [memorandum of understanding](#) outlining the roles and responsibilities of the Foundation and the university, any liability FVSU would have relative to the Foundation is described as follows:

It is the responsibility of the Board of Regents of the University System of Georgia to provide guidance for and approval of the strategic direction of the University. It is the responsibility of the University to carry out its mission as articulated by the Board of Regents. It is the responsibility of the Foundation to support the University at all times in a cooperative, ethical, and collaborative manner, engage in activities in support of the University and its President, and, where appropriate, assist in securing resources, administer assets and property in accordance with donor intent, manage its assets and resources so that the property, resources, and funds hold their purchasing power into the future.

Finally, neither FVSU nor the BoR are legally liable for the actions and operations of the FVSU Foundation given that the Foundation is an independent and separately organized non-profit corporate entity within the state of Georgia.

(c) The institution demonstrates that (1) the chief executive officer controls any fundraising activities of that entity or (2) the fund-raising activities of that entity are defined in a formal, written manner which assures that those activities further the mission of the institution.
(Institution-related entities)

Narrative

FVSU's president places high priority on fundraising, as indicated by the inclusion of fundraising as one of the institution's strategic initiatives. The specific language of Priority Four Strategic Initiative One of the [2015-2020 Strategic Plan](#) is:

Priority Four Strategic Initiative One: Explore corporate sponsorship opportunities; Encourage entrepreneurship on behalf of FVSU by Faculty/Staff/Students; Develop stronger relationships with key individuals at the University System of Georgia and State Legislature to advocate on behalf of FVSU; Evaluate feasibility of a Capital Campaign;

Increase number of qualified grant application submissions; Set goals for Annual Fund giving by stakeholder group; Make it easier for stakeholders to give, especially for small gifts; Increase major gifts (\$25K+); Implement donor recognition programs; Increase scholarship funding (e.g., academics, athletics, music, etc.).

The university's fundraising activities are guided by the president via the institution's strategic initiatives. The [Board of Regents Policy Manual, Section 2.6.1](#) states, "the president of each institution in the University System shall be the executive head of the institution and of all its departments and shall exercise such supervision and direction as will promote the efficient operation of the institution." One of the administrative units at FVSU is the Office of University Advancement, through which all university-related fundraising activities are coordinated.

The president appoints a chief fundraising officer, namely the Vice President for University Advancement, who is charged with the day-to-day operation and management of the university's fundraising operations, and serves as the Executive Director of the Foundation. The chief fundraising officer is also responsible for developing the institution's fundraising plan, with input from the Foundation Board of Directors.

Since the Foundation's Executive Director is also FVSU's chief advancement officer, reporting directly to the FVSU president, the university's CEO provides substantial direction to and influence over such fundraising plans and the Foundation's fundraising activities. The president's fundraising involvement with the Foundation is laid out in specific written terms in the [FVSU Foundation Bylaws and Policy and Procedure Manual](#) which lists the president of FVSU as sitting on the Foundation Executive Committee and states:

Membership on the Board of Directors of the Fort Valley State University Foundation requires those board members to:

1. Know the mission and purposes of Fort Valley State University;
2. Give or raise \$5,000 annually for the Foundation;
3. Help raise funds to ensure adequate financial resources;
4. Build a list of donor prospects for cultivation and possible solicitation;
5. Be willing to actively cultivate and solicit major donors; and

6. Articulate the University's mission to perspective donors.










Evidence that the FVSU president is firmly committed to the Foundation's fundraising activities, consistent with the university's mission and strategic initiatives, can be seen in several recent examples of fundraising successes. Distinguished FVSU alumna [Dr. Anne Gayles-Felton](#) most recently donated \$300,000 to the university which doubles her lifetime contributions to \$600,000. Additionally, members of [Alpha Kappa Alpha Sorority, Inc.](#) presented the president with a contribution check of \$50,000 as part of a \$100,000 pledge.

Thus, although the FVSU President does not have sole control over all fundraising activities of the Foundation, the extent of his control and influence is great by virtue of the frequent references in formal written documentation of his role in the Foundation's Memorandum and Bylaws, his central involvement and his VP's central involvement in the Foundation's Executive Committee and governing board of the Foundation, and his active and direct participation in many of the Foundation's fundraising activities with prospective donors and recognized benefactors. For example:

1. The president of FVSU coordinates between the Foundation and FVSU administrative units such as the Office of Financial Aid and the Office of Business and Finance (p.45, [FVSU Foundation Bylaws and Policy and Procedure Manual](#)).
2. The president of FVSU nominates 12 of the elected members of the Board of Directors (p.4, [FVSU Foundation Bylaws and Policy and Procedure Manual](#)).
3. The FVSU president serves on the Foundation's Board as a voting member (#4, [MOU between FVSU and the Foundation](#)).
4. The president of FVSU serves on the Executive Committee of Board of Directors, as a voting member (p.5, [FVSU Foundation Bylaws and Policy and Procedure Manual](#); and, #4, [MOU between FVSU and the Foundation](#)).
5. The president of FVSU serves on the Financial Committee of the Board of Directors (p.6, [FVSU Foundation Bylaws and Policy and Procedure Manual](#)).
6. The FVSU president provides input in the development of comprehensive strategic plan for the Foundation (#5, [MOU between FVSU and the Foundation](#)).

7. The president of FVSU directs Executive Director of the Foundation (p.9, FVSU Foundation Bylaws and Policy and Procedure Manual).
8. The president of FVSU, along with the Chairman of the Foundation, approves any proposed solicitation of private resources by individual faculty, staff, and/or university on behalf of the Foundation or any of its programs (p.12, FVSU Foundation Bylaws and Policy and Procedures Manual).

Supporting Documentation

-  FVSU Foundation Bylaws and Policy and Procedures Manual
-  BoR Policy Manual, Section 6.17.1
-  BoR Policy 6.17.2
-  USG Business Procedures Manual, 17.2
-  Memorandum of Understanding between FVSU and FVSU Foundation
-  FVSU 2015-2020 Strategic Plan
-  BoR Policy Manual 2.6.1
-  Dr. Anne Gayles-Felton
-  Alpha Kappa Alpha Sorority, Inc

5.4 The institution employs and regularly evaluates administrative and academic officers with appropriate experience and qualifications to lead the institution. (*Qualified administrative/academic officers*)

Judgment

☒ Compliance ☐ Non-Compliance ☐ Not Applicable

Narrative

FVSU employs administrative and academic officers who are appropriately credentialed and qualified to provide effective leadership within their major divisions of the university's operations. This group of high-level, senior officers includes the president, the provost, three vice presidents and four college deans. An [organizational chart](#) of these senior officers with their names identified in those positions is provided in the supporting documentation.

The Chief Executive Officer of the University

The CEO of FVSU is the president. As indicated in previous sections, the president is ultimately responsible for all operations of the university, both academic and administrative. As such, the president is expected to have had a broad base of progressive educational and administrative responsibilities prior to assuming this key leadership role at FVSU. The broad responsibilities of the president involve providing effective oversight to varied and complex internal operations of the university, as well as to the many demands of external university relations and strategic and financial advancement of the institution.

[Dr. Paul A. Jones](#) was appointed to serve as the 10th president of FVSU in December 2015. His higher education career spans more than three decades in Colorado, Maryland, Utah, and Georgia. He holds a doctor of philosophy degree in education and human resource studies from Colorado State University and bachelor's and master's degrees from Utah State University.

Before leading FVSU, President Jones served two years as interim president at Darton State College in Albany, Georgia. Prior to his interim presidential appointment, he served in numerous senior leadership roles at Georgia College & State University (GCSU), including senior vice

president for finance and administration, vice president and chief of staff, vice president for institutional research and enrollment management, and several interim roles including interim vice president of academic affairs and president. President Jones was also Professor of Educational Administration at GCSU.

While serving in various positions at GCSU, President Jones played a key leadership role in helping the university transform student experiences. Some of these transformations include: expanding experiential learning opportunities (i.e., undergraduate research, study abroad, internships, civic engagement, and service learning), internationalizing the curriculum, and implementing student success programs that raised student retention rates to the top tier in the USG.

In 2007-08, President Jones served as an American Council on Education (ACE) Fellow at the University of West Florida.

The Chief Academic Officer of the University

The chief academic officer (CAO) of the university is the Provost and Vice President for Academic Affairs. The CAO is typically a veteran academic administrator who provides direction for the Office of Academic Affairs, the hub of curricular and co-curricular student programming at the university, as well as the faculty's research and service activities. The Academic Affairs division encompasses the College of Arts and Sciences, the College of Education, and the College of Agriculture, Family Sciences and Technology. The division also includes the University College, the Registrar's Office, Hunt Memorial Library, Office of Institutional Research, Planning and Effectiveness (OIRPE), Quality Enhancement Plan, Upward Bound, TRIO Educational Talent Search, Title III, and Sponsored Programs, among other departments.

The Provost and Vice President for Academic Affairs, [Dr. T. Ramon Stuart](#), assumed his current position as CAO in April 2016 and is a veteran academic administrator with extensive credentials. Dr. Stuart's career in higher education spans more than two decades of service in a variety of areas. He came to FVSU having last served as Associate Provost and Associate Vice President for Academic Affairs at West Virginia State University (WVSU). His accomplishments at WVSU include developing an engineering 2+2 degree program, aiding in increasing retention by almost

10 percent in three academic years, serving on the self-study reaffirmation steering committee responsible for achieving a 10-year reaccreditation, and helping increase overall enrollment by expanding international recruitment. He also assisted in increasing the number of students earning dual credit while in high school and expanding college access for TRIO participants. During his career, Dr. Stuart managed an institutional budget that exceeded \$12 million, and he led various academic and student success administrative areas, including Academic Educational Outreach, the Center for Online Learning, Cultural Activities, Graduate Education, the Honors Program, International Student Services, Registration and Records, and TRIO (i.e., Upward Bound, Upward Bound Math-Science, and Student Support Services). Dr. Stuart is known for his commitment to student success in the classroom and beyond. He previously taught students at K-12, associate, baccalaureate, and graduate levels. His successes in the classroom led his peers to select him as faculty member of the year before electing him to serve two consecutive terms as a faculty senate president.

Since joining FVSU, Dr. Stuart helps manage an annual budget that exceeds \$40 million. He guides all aspects of academic progress at the university under new initiatives known as the Momentum Year and Gateway to Completion - both designed to increase student success while decreasing the time to degree completion. Working with the academic deans, Dr. Stuart has bolstered a sense of accountability and integrity within the academic enterprise that focuses on respect between students and faculty while encouraging students to excel in the classroom and beyond.

Since his arrival, FVSU has sustained a retention rate that averages 75% while creating a new degree program in supply chain and logistics. Dr. Stuart is overseeing an aggressive expansion of online degree offerings as the university looks to continue enrollment growth as witnessed each year during his tenure at FVSU. The university recently underwent a comprehensive technology overhaul in all academic classrooms, and Dr. Stuart has secured additional state and federal resources to help finance these transformations. Academic respaces have been re-envisioned and repurposed to provide better access for students and also more interaction with cutting-edge technologies that help students develop the skills necessary to be valuable contributors to business and industry.

Dr. Stuart works with various institutional constituents to support the institution's sponsored research portfolio that exceeds \$20 million annually. He has worked to grow the number of full-time faculty by 20% and successfully implemented merit-based pay increases. Dr. Stuart believes in the integral role that a university must play in the community. He works to leverage the 1890 Land-Grant status of the university to extend the footprint throughout the state. Dr. Stuart helped develop a public/private partnership with Georgia Power to create a 100 acre solar farm and 9,000 ft² demonstration center. He also worked with Robins Airforce Base to create a pipeline for students to transition from the classroom to full-time employment in civilian jobs. Dr. Stuart worked with the Mayor of Fort Valley to bring a new hotel and conference center to rural Georgia while exploring the possibility of a new degree program in hospitality management.

Dr. Stuart earned his doctorate in higher education administration from the Gladys W. and David H. Patton College of Education at Ohio University. He earned both undergraduate and graduate degrees from the Benjamin M. Statler College of Engineering and Mineral Resources at West Virginia University. Dr. Stuart is well qualified to serve as FVSU's Provost.

The Chief Business Officer of the University

The chief business office (CBO) of the university is the Vice President for Business and Finance. The CBO advises the president and cabinet on financial and budgetary matters and participates in the development and implementation of strategic long-term plans. Additionally, the CBO implements and monitors fiscal policies and procedures and ensures institutional compliance with various laws, rules, and regulations. This includes directing the university's account services, student financial services, payroll, plant operations, procurement, business operations, and information technology operations. The CBO also serves as the university's liaison to the USG for all financial matters and represents the university to external constituents.

The CBO assumed his current position on May 31, 2018, prior to which [Mr. Dexter Odom](#) served as the Vice President for Business and Finance and Chief Financial Officer at Hiram College in Ohio. There, he provided executive leadership for the controller's office, budgets, grants, contracts, accounts payable and receivable, payroll, and purchasing, as well as to the college bookstore, risk management, information technology, human resources, property management,

physical plant, and food services. Odom is an experienced executive with over 31 years of combined work experience in college and universities, not-for-profits, state government, for-profit business consulting, and child care centers ownership. His experience includes: hands-on and managerial experience covering auditing; internal controls development, monitoring, and enhancements; board reports and reporting; comprehensive accounting to include financial statements preparation and analysis; cash flow projections and monitoring; investments oversight, budget planning, preparation, analysis, and monitoring; accounts payable and accounts receivable comprehensive payroll functions; preparing Form 990 and annual property tax returns; developing, negotiating, and authorizing contracts and agreements; and serving as a member of the strategic planning committee. Odom is a certified public accountant and earned an MBA from Keller Graduate School of Management and an accounting degree from Valdosta State University. He was also as a board member and Finance Committee chair for Bauder College.

The Chief Student Affairs Officer of the University

The Chief Student Affairs Officer (CSAO) of the university is the Vice President for Student Affairs and Enrollment Management. This position is responsible for managing the enrollment of students and providing students with an opportunity to succeed through various programs and services. The major duties of the CSAO include acting in an advisory role for the president on student affairs matters; implementing and assessing planning strategies; allocating department resources; administering a variety of comprehensive student programs and services; and creating a positive student experience that affords all students an opportunity to be successful. The CSAO oversees the Admissions Office, Financial Aid, Housing and Residential Life, Registrar's Office, Dean of Students, Counseling Services, Office of Student Conduct, Campus Life, TRIO Programs (i.e., Upward Bound, Talent Search, and McNair Program), and the Center for Student Engagement (i.e., volunteerism and career and professional development).

[Mr. Jesse Kane](#) assumed his position as Vice President for Student Affairs and Enrollment in July 2017. While working as the CSAO, Kane has restructured admissions and recruitment, housing and residence life, and intramural and recreational sports programs to optimize efficiency in the delivery of services to students; worked collaboratively to create the Center for Student Engagement to increase student outcomes in leadership, engagement, academic achievement, and

professionalism; served as the leader in the establishment of the institution's first recruitment, communications, and strategic enrollment management plans; introduced and coordinated the implementation of FVSU's customer relations management software to manage the enrollment application and communications process; served as the Co-PI on a \$986,000 grant from the National Science Foundation to provide full scholarships for students majoring in Plant Science Biotechnology; and secured \$25,000 in grant funding through Trellis to provide emergency grants to students for non-academic financial emergencies.

Jesse Kane has 17 years' experience working in higher education. Prior to joining the administration at FVSU, Kane worked as the Interim Associate Vice President for Enrollment Management Division of Academic Affairs at the University of Maryland Eastern Shore. His resume includes working at the State of Maryland Higher Education Commission as an Education Policy Analyst (i.e., Collegiate Unit and Academic Affairs), at Johns Hopkins University as a Learning/Personal Development Specialist, at Dakota State University as the Vice President for Student Affairs and Enrollment Management, and at Bowie State University as the Dean of Students. Kane holds a Bachelor of Science in Biology from Bowie State University, a Master of Arts in Counseling Psychology from Bowie State University, and is currently pursuing a Doctor of Philosophy in Higher Education Administration with a concentration in student affairs higher education policy from Morgan State University.

The Chief Development Officer of the University & Interim Athletics Director

The Chief Development Officer (CDO) of the university is the Vice President for University Advancement. The CDO is responsible for coordinating all fundraising activities to include major gifts and annual giving. In addition, the development and coordination of strategic partnerships with alumni, friends, corporations, foundations, and other strategic partners. The CDO serves as an advisor to the president on capacity building and strategic fundraising initiatives, and as the liaison between the university and all external constituent groups in relation to philanthropic support. The CDO also provides guidance to the development staff and implements policies and procedures related to fund development.

The Vice President for University Advancement assumed his current position June 1, 2017, prior to which [Mr. Anthony Holloman](#) served as the Vice President for Institutional Advancement at Wiley College in Marshall, Texas. He holds a Bachelor of Arts in Communication from Johnson C. Smith University and a Master of Sport Science in Sport Studies from the United States Sports Academy. He is currently a doctoral candidate at Gwynedd Mercy University for a Doctorate of Education in Leadership in Higher Education. Mr. Holloman's career in higher education spans 20 years of service. Over the course of his career, Holloman has been instrumental in programs that have raised more than \$100 million; successfully generated philanthropic support from individuals, corporations, foundations, and industry associations; developed and implemented marketing strategies through advertising and promotions; managed the Board of Visitors program with over 100 supporters, including major corporations, politicians, and community leaders; coordinated numerous events, which contributed to high increases in revenue. In addition to working as the Vice President for Institutional Advancement at Wiley College prior to joining FVSU, Mr. Holloman served as senior level administrator at Jackson State University, Stillman College, South Carolina State University, and Tuskegee University. He has also worked at Tennessee State University, North Carolina Agricultural and Technical State University, and Johnson C. Smith University. Since being named the Vice President for University Advancement at FVSU, Holloman secured the largest gift in school history from a single alum, and helped lead the university to its most successful fundraising year ever.

The interim AD is the senior-most strategic leader of the athletic department and serves as the university's principle representative in the field of intercollegiate athletics. The AD also provides strategic and visionary leadership, strategic planning, and policy development for the athletics department; establishes and maintains an athletics department that is committed to the university's mission and strategic priorities; administers the overall athletic budget; recruits, manages, and evaluates the athletic staff; executes initiatives and special projects regarding fundraising efforts; and ensures the athletic department remains in compliance with applicable Title IX, NCAA, Southern Intercollegiate Athletic Conference (SIAC), and university rules and regulations governing all facets of intercollegiate athletics programs.

Mr. Holloman was named the interim AD on July 2, 2018. Prior to being named the interim AD at FVSU, Holloman served as the AD at Tuskegee University in the SIAC. During his time at

Tuskegee University, Holloman managed a \$4 million annual budget, oversaw twelve NCAA Division II teams, and won SIAC Championships in football and men's basketball. Since being named interim AD at FVSU, the department has raised \$150,000, and scheduled 10 games that generated \$200,000 in revenue from guarantees. Holloman is responsible for restructuring the athletic department staff to include an Assistant Athletics Director of Operations, Director of Athletic Development, and Assistant Athletic Trainer.

The College Deans of the University

The Dean of the College of Agriculture, Family Sciences and Technology is responsible for directing the operations of this college. The major duties are to recruit, supervise, and evaluate college faculty; make recommendations to the Provost and Vice President for Academic Affairs on matters related to hiring, promotion, tenure, and terms of employment; direct all externally funded projects related to research, education, and extension; oversee all federal and state reporting requirements; and oversee curriculum development, delivery of instruction, and assessment and evaluation of programs in collaboration with faculty.

The Dean of the College of Agriculture, Family Sciences, and Technology, [Dr. Ralph Noble](#), assumed his current position on July 1, 2019. Dr. Noble earned a Bachelor of Science degree in agricultural sciences and a Master of Science degree in animal sciences from Tuskegee University, as well as a Ph.D. in reproductive physiology from the University of Illinois at Champaign-Urbana. His professional experience includes serving as chair of the National Goat Consortium National Conference; coordinating animal, poultry, and veterinary sciences research, outreach, and academic programs at Tuskegee University; and serving as acting director of the George Washington Carver Agricultural Experiment Station at Tuskegee University. His research interests include improving reproductive management, overcoming infertility, food production, and goat production. He has delivered over 100 presentations on livestock production to small and limited resource farmers, agricultural specialists, rural community organizations, and students. His publications and proceedings have included his work on enrollment growth models at an 1890 Land-Grant Institution, life choices for young men, livestock production, and global food security.

The Dean of the College of Arts and Sciences is responsible for directing the operations of this college. The major duties are to recruit, supervise, and evaluate college faculty; make recommendations to the Provost and Vice President for Academic Affairs on matters related to hiring, promotion, tenure, and terms of employment; manage and administer the college budget with regards to faculty travel, professional development, technology purchases, and general operations; foster academic professionalism through participating in professional organizations, engaging in research, publishing scholarly works, and/or through other appropriate methods; and oversee curriculum development, delivery of instruction, and assessment and evaluation of programs in collaboration with faculty.

The Dean of the College of Arts and Sciences, [Dr. Gregory Ford](#), assumed his current position in fall 2018 after having served as the dean of the Division of Natural Science and Physical Education at Georgia Highlands College. There, Dr. Ford was responsible for programming and instruction on five campuses and two satellite instructional sites servicing more than 6,000 students. He oversaw a \$3 million annual budget, 60 faculty and staff members, and laboratory facilities. Ford has been central to several campus-wide initiatives including a recent decennial reaffirmation of accreditation review by the Commission on Colleges of the Southern Association of Colleges which resulted in reaffirmation of accreditation at Georgia Highlands College; a Gateway to Completion program in which he served as a liaison; and the USG's Momentum Year program. Ford earned a Bachelor of Science degree in biology with a minor in chemistry from Grambling State University and a doctorate in biomedical sciences from Meharry Medical College. He completed a post-doctoral fellowship with the American Psychological Association Neuroscience Program at Morehouse School of Medicine.

The Dean of the College of Education and Professional Studies is responsible for directing the operations of this college. The major duties are to recruit, supervise, and evaluate college faculty; make recommendations to the Provost and Vice President for Academic Affairs on matters related to hiring, promotion, tenure, and terms of employment; coordinate accreditation and reaffirmation of accreditation processes; coordinates with the Educational Testing Center to maintain Georgia Assessments for the Certification of Educators (GACE) testing center status; manage and administer the college budget with regards to faculty travel, professional development, technology












purchases, and general operations; plan and prepare the scheduling of classes; and conduct meetings of the college faculty for the purposes of planning, data collection, and reporting.

The Dean of the College of Education, [Dr. Rebecca McMullen](#), assumed her position on August 10, 2018 after having served as Interim Dean of the College of Education since 2016. Dr. McMullen successfully led the College of Education through a Georgia Professional Standards Commission continuing review for elementary education and special education and school counseling. Before she came to FVSU, McMullen served as program coordinator of special education at Georgia College and State University. A native of Columbus, Georgia, McMullen attended Muscogee County public schools. She then studied at Mercer University where she obtained an undergraduate degree in special education before earning her graduate degree in learning disabilities at Augusta Regents University. McMullen earned her doctorate at Georgia State University in teacher preparation and learning disabilities.

Regular Evaluation of the Academic and Administrative Officers

Academic and administrative officers are evaluated on a biannual basis by their superior based on goals set during the evaluation period the previous year. Chief officers (i.e., [vice presidents](#)) are evaluated by the president, and administrative officers (i.e., [deans](#)) are evaluated by the Provost and Vice President for Academic Affairs. In addition to a written evaluative narrative by their supervisor, academic and administrative officers are required to complete a written questionnaire to describe: (1) their overall experience at FVSU; (2) the inherent gaps that prevented them from moving the needle forward; (3) what efforts are underway in their area that support the Strategic Plan and other key priorities; (4) what assistance is needed from the president or their senior leadership colleagues to ensure them meeting their goals; (5) what areas do they need to professionally develop/strengthen; and (6) what three primary goals are they projecting for next year. The evaluations are reviewed with the employee, signed by both the employee and the supervisor, and forwarded to the next level supervisor for review and signature prior to sending the evaluations to the HR office for filing in the employee's personnel file. In addition to serving as a means to evaluate and report performance, the evaluation process is also used for other purposes, such as merit raises, promotions, transfers, demotions, and professional development.

Supporting Documentation

-  Organizational Chart of Academic and Administrative Officers
-  Vitae of CEO/President, Paul Jones
-  Vitae of CAO/Provost/Vice President of Academic Affairs, T. Ramon Stuart
-  Vitae of CBO/Vice President of Business and Finance, Dexter Odom
-  Vitae of CSAO/Vice President for Student Affairs, Jesse Kane
-  Vitae of Vice President of University Advancement/Interim Athletics Director, Anthony Holloman
-  Vitae of Dean of College of Agriculture, Family Sciences and Technology, Ralph Noble
-  Vitae of Dean of the College of Arts and Sciences, Gregory Ford
-  Vitae of Dean of the College of Education, Rebecca McMullen
-  Evaluation of Vice Presidents
-  Evaluation of Deans

5.5 The institution published and implements policies regarding the appointment, employment, and regular evaluation of non-faculty personnel. (*Personnel appointment and evaluation*)

Judgment

☒ Compliance ☐ Non-Compliance ☐ Not Applicable

Narrative

FVSU appoints, employs, and evaluates non-faculty personnel in accordance with defined policies that are based upon the rules and regulations adopted by the BoR and published in [Section 8.0](#) of the BoR Policy Manual. The manual outlines personnel categories and general policies for all personnel. In most instances, BoR and USG-level policies provide general direction for personnel policies, the operational details which are found in institutional employment manuals. FVSU policies and procedures on the employment process reflect adherence to federal and state laws, equal employment opportunity, and affirmative action provisions.

Institutional Personnel Policies and Handbooks

FVSU appreciates that its employees are its greatest asset and endeavors to support excellence by (1) employing personnel with qualifications that support the achievement of institutional goals and fulfill educational mission and vision; (2) promoting employees' efforts to realize their full potential by providing opportunities for training and development to all employees; (3) providing opportunities for advancement; and (4) conducting annual performance reviews to ensure and further support ongoing quality. Policies regarding appointment, employment and evaluation of personnel are published in the [Employee Handbook](#). The FVSU HR department is responsible for maintaining the Employee Handbook; managing payroll and benefits, as well as onboarding all personnel; and managing the appointment, employment, and evaluation processes for administrative and support staff.

Appointment of Administrative and Support Staff

The Employee Handbook contains provisions related specifically to the appointment of staff and administrators, as follows (pp.52-57):

1. Hiring and Termination Guidelines:
 - Pre-Employment Screening
 - Background Investigation
 - Drug Testing
2. Conditions of Employment
3. Provisional Period for New Hires, Transfers, and Rehires

The hiring process begins with the hiring manager completing a [critical hire vacancy form](#) that is forwarded to the HR. At this point, the vacant position's job classification may need updating or reclassification, and sufficient budgetary support for the position is identified. Once approved, HR posts the job listing and description of position on FVSU employment page, and external advertising is secured (as deemed necessary). HR will work directly with hiring managers to fill the position. The hiring manager and/or search committee is responsible for completing the screening, interviewing, references check, and selection process. HR reviews and validates qualifications, conducts background investigation and any other necessary pre-employment checks, when the hiring manager submits the recommendation to hire. Greater detail on this process can be found in the Employee Handbook.

Employment Policies for Personnel

The FVSU Employment Policies section of the [Employee Handbook](#) (pp. 9-46) contains numerous employment policies, many of which cover all (faculty and non-faculty) personnel. Examples of these are as follows:

1. Equal Opportunity/Affirmative Action (p.9);
2. Disabled Veterans and Veterans of Vietnam Era (p.11);
3. American with Disabilities Act (ADA), as amended by the Americans with Disabilities Act Amendments Act (ADAAA);

4. Sexual Harassment Policy (p.12);
5. Title IX Policy and Grievance Procedure (p.13);
6. Discriminatory Harassment Policy and Non-Discrimination Policy Statement (p.24);
7. Non-Retaliation/Non-Retribution Policy (p.25);
8. Drug and Alcohol Policy and Disciplinary Actions (p.27);
9. University Grievance and Conflict Resolution Procedure (p.28);
10. Performance Policy (p.38);
11. Conflict of Interest (p.39); and
12. Possession of Weapons/Workplace Violence Policy (p.46).

Evaluation Policies & Procedures for Administrative and Support Staff

The USG HR Administrative Practice Manual: Employee Relations, Policy on [Performance Evaluation](#) requires that:

Each institution of the University System of Georgia shall establish a system of performance evaluation for all classified employees. This system of performance evaluation shall be for the purpose of career development and merit pay increase recommendation. All classified employees shall be evaluated by the supervisor in a systematic manner at specified time intervals, but in no case less than once each year. An employee in his or her provisional period should be evaluated at least once prior to the completion of the provisional period.

FVSU has established policies, criteria, and procedures by which an employee's contributions to the university can be documented and equitably evaluated. FVSU requires that a formal, written performance evaluation can be completed to all classified, exempt, and non-exempt employees at least once every fiscal year. FVSU [Employee Handbook](#) (p.96) clearly indicates the purpose, criteria, procedures, and due dates, as follows:

Performance evaluations are used for making decisions regarding transfer, promotion, demotion, retention, supervisory assistance, employee training and development and for consideration in salary determination. All classified employees are evaluated by the immediate supervisor or department head on an annual basis, no less frequently than in twelve month intervals. At a minimum, the following elements are considered: job

knowledge, quality of work, customer service, attendance and punctuality, teamwork, timeliness, flexibility and adaptability, organizational skills, communication skills and interpersonal relations/teamwork. The supervisor or department head is not restricted to the foregoing as criteria for performance evaluation. Employees in the six-month provisional period should have an informal written evaluation after four months of employment.

The job performance of each Fort Valley State University staff member should be appraised during the provisional period (first six months of employment) for new University employees and at least once per year for Regular Classified Employees outside of their probationary period.

Performance Evaluation Forms are available on the Human Resources website. Completed evaluations, signed by the immediate supervisor and the employee, are to be submitted to the Department of Human Resources, no later than March 31st each year.

A [sample evaluation for both staff and administrative employee](#) (names redacted) are included in the supporting documents. In addition FVSU also makes provisions for interim evaluation and Performance Improvement Plan, on the need basis, as provided in the Employee Handbook, pp.96-97.

Information Dissemination

In order to ensure that all personnel are informed about appointment, employment, and evaluation policies and procedures, the Office of Human Resources mails each new employee a package that includes a letter of offer, appointment date for a face-to-face HR orientation, and required state, federal, BoR, and institutional forms. Policies and procedures related to appointment, employment, and evaluation of personnel are published and available on the FVSU HR website. All new employees are made aware of the policies and procedures during [New Employee Orientation](#), a one-day orientation session that presents information on FVSU, its structure, benefit plans, and fringe benefits. At the orientation, they are also made aware of the handbook and where they might locate policies and procedures.

FVSU complies with the BoR Policy Manual [Section 8.2.5](#) which stipulates that:





Each new employee shall read and become familiar with the contents of the policies and procedures of the Board of Regents, the University System of Georgia (USG), and the employee's institution that are applicable to the employee.







These policies are reviewed periodically and all policy changes will go through the policy development and approval process, which involves the following steps:

1. Identify need;
2. Draft policy by a designated, but representative, committee or task force;
3. Draft review by administrators, Faculty Senate, and Staff Council in the spirit of shared governance;
4. Review by President's Cabinet;
5. Approval by president or his designee (usually the Provost and Vice President for Academic Affairs);
6. Policy posted on FVSU website;
7. FVSU informs all employees via marketing and communications;
8. Monitor and measure; and
9. Review and update.

The above process allows the shared governance model which includes faculty senate, staff council, chairs' council, dean's council, unit heads, and president's cabinet. It is the responsibility of the various representatives or members of these different bodies to inform their constituencies or colleagues of policy proposals and revisions. Example of a policy, [Smoke-free and Tobacco-free policy](#), that has gone through this approval process is attached hereto. Changes will also be made to the electronic handbooks on the FVSU website and the updated versions are shared with all employees, requiring their acknowledgement of receiving them ([Receipt and Acknowledgement of Employee Handbook](#)).

Supporting Documentation

-  [BoR Policy Manual, Section 8](#)
-  [Employee Handbook](#)
-  [Critical hire vacancy form](#)
-  [FVSU employment page](#)

-  [Performance Evaluation](#)
-  [Sample evaluation for both staff and administrative employee](#)
-  [New Employee Orientation](#)
-  [BoR Policy Manual, Section 8.2.5](#)
-  [Smoke-free and Tobacco-free policy](#)
-  [Receipt and Acknowledgement of Employee Handbook](#)