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**INTRODUCTION**

The information in this manual provides an overview of Nunn School structure and operations. Additional information regarding specific operations may be distributed throughout the year and should be added to your file of information for reference. Faculty and staff should refer to Georgia Tech handbooks and websites for detailed information about personnel issues and business operations.

Georgia Tech Faculty Handbook: [http://www.academic.gatech.edu/handbook/](http://www.academic.gatech.edu/handbook/)
Georgia Tech Human Resources: [http://www.ohr.gatech.edu/](http://www.ohr.gatech.edu/)
**Institute Policies & Procedures:** [http://policies.gatech.edu](http://policies.gatech.edu)

Some Useful Websites:
- Georgia Tech Offices & Departments: [http://www.gatech.edu/departments/](http://www.gatech.edu/departments/)
- Faculty Affairs: [http://www.academic.gatech.edu/](http://www.academic.gatech.edu/)
- Grants & Contracts Accounting: [http://www.grants.gatech.edu/](http://www.grants.gatech.edu/)
- Enhancement of Teaching & Learning: [http://www.cetl.gatech.edu/](http://www.cetl.gatech.edu/)
- Information Technology: [http://www.oit.gatech.edu/](http://www.oit.gatech.edu/)
- GT Fact Book: [http://factbook.gatech.edu/](http://factbook.gatech.edu/)
- Tech Lingo/Acronyms: [http://www.gatech.edu/support/techlingo.html](http://www.gatech.edu/support/techlingo.html)
- University System of Georgia: [http://www.usg.edu/](http://www.usg.edu/)

**GENERAL OFFICE INFORMATION**

**Physical Street Address for visitors, UPS or FEDEX deliveries:**
- The Sam Nunn School of International Affairs
- 781 Marietta Street, NW
- Atlanta, GA 30318

**Nunn School Main Office:** 404-894-3195
**Nunn School Fax:** 404-894-1900

**Campus Mailing Address for USPS mail and packages:**
- The Sam Nunn School of International Affairs
- Georgia Institute of Technology
- 781 Marietta Street, NW
- Atlanta, GA 30332-0610

**Campus Location:** Mail Code, 0610
- Habersham Building, #137 on the Georgia Tech campus map
- [http://gtalumni.org/campusmap/](http://gtalumni.org/campusmap/)
# Nunn School Calendar & Events


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<th>Date(s)</th>
<th>Description</th>
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<td>7-8</td>
<td>IAC Leadership Retreat (Chair Only)</td>
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<td>18</td>
<td>First day of classes</td>
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<td>22</td>
<td>Faculty Retreat, 8am-5pm, Wardlaw Center</td>
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<td>27</td>
<td>Staff Meeting, 10:30-11:30am, Habersham 136</td>
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<td>IAC Dean’s Leadership Meeting w/Chairs, TIME, LOCATION</td>
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<td>GT Undergraduate Curriculum Committee, TIME, LOCATION</td>
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<td>Undergraduate Committee, TIME, LOCATION</td>
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<td>Graduate Committee, TIME, LOCATION</td>
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<td>Steering Committee, TIME, LOCATION</td>
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<td>Awards Committee, TIME, LOCATION</td>
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<tr>
<td>February</td>
<td>3</td>
<td>Faculty Meeting, 11am-noon, Habersham 136</td>
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<td>Graduate Committee, noon, Habersham 136</td>
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<td>4</td>
<td>Staff Meeting, 9:30-10:30am, Habersham 136</td>
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<td>11</td>
<td>IAC Dean’s Leadership Meeting (Chair Only)</td>
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<td>24</td>
<td>Faculty Meeting, 11am-noon, Habersham 136</td>
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<td>Graduate Committee, noon, Habersham 136</td>
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<td></td>
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<td>Progress report grades due for 1000, 2000-level courses</td>
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<td>Last day to withdraw from class with grade “W”</td>
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<td>IAC Dean’s Leadership Meeting w/Chairs, TIME, LOCATION</td>
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<td>GT Undergraduate Curriculum Committee, TIME, LOCATION</td>
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<td>Graduate Committee, TIME, LOCATION</td>
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<td>Date</td>
<td>Event</td>
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<tr>
<td>March 11</td>
<td>IAC Dean’s Leadership Meeting (Chair Only)</td>
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<tr>
<td>16-20</td>
<td>Student recess</td>
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<td>24</td>
<td>Faculty Meeting, 11am-noon, Habersham 136</td>
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<td>25</td>
<td>Graduate Committee, noon, Habersham 136</td>
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<td>Graduate Committee, TIME, LOCATION</td>
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<td>IAST exams, TIME, LOCATION</td>
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<td>Steering Committee, TIME, LOCATION</td>
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<td></td>
<td>Awards Committee, TIME, LOCATION</td>
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<td></td>
<td>RPT/PPR Committee, TIME, LOCATION</td>
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<tr>
<td>April 1</td>
<td>Staff Meeting, 9:30-10:30am, Habersham 136</td>
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<td>7</td>
<td>Faculty Meeting, 11am-noon, Habersham 136</td>
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<td>8</td>
<td>IAC Dean’s Leadership Meeting (Chair Only)</td>
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<td>8</td>
<td>Graduate Committee, noon, Habersham 136</td>
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<td></td>
<td>Student Awards, TIME, LOCATION</td>
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<tr>
<td>21</td>
<td>IAC Year-End Fac./Staff Mtg., 11-noon, Clough Auditorium 144</td>
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<tr>
<td>21</td>
<td>IAC Fac./Staff Reception, 3-5pm, Habersham</td>
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<tr>
<td>24</td>
<td>Last day of classes</td>
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<td>27-05/1</td>
<td>Finals week</td>
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<td>Undergraduate Committee, TIME, LOCATION</td>
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<td>Graduate Committee, TIME, LOCATION</td>
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<td>IAST exams, TIME, LOCATION</td>
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<td>Awards Committee, TIME, LOCATION</td>
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<td>RPT/PPR Committee, TIME, LOCATION</td>
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<tr>
<td>May</td>
<td>2</td>
<td>Commencement</td>
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<td>13</td>
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<td>IAC Dean’s Leadership Meeting (Chair Only)</td>
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<td>Grades due by noon</td>
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<td>IAST exams, TIME, LOCATION</td>
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<td>Steering Committee, TIME, LOCATION</td>
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<td>Awards Committee, TIME, LOCATION</td>
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<td>RPT/PPR Committee, TIME, LOCATION</td>
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<tr>
<td>Name</td>
<td>Title</td>
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<tr>
<td>Bankoff, Joseph</td>
<td>Chair</td>
<td>894-8752</td>
</tr>
<tr>
<td>Best, Michael</td>
<td>Director Ph.D. Program &amp; Associate Professor</td>
<td>894-0298</td>
</tr>
<tr>
<td>Birchfield, Vicki</td>
<td>CETS Co-Director &amp; Associate Professor</td>
<td>385-0604</td>
</tr>
<tr>
<td>Borowitz, Jeffrey</td>
<td>Part-time Lecturer</td>
<td>894-4267</td>
</tr>
<tr>
<td>Borowitz, Mariel</td>
<td>Assistant Professor</td>
<td>385-1494</td>
</tr>
<tr>
<td>Boston, Danny</td>
<td>Professor</td>
<td>894-5020</td>
</tr>
<tr>
<td>Bowman, Kirk</td>
<td>Director Undergraduate Programs &amp; Professor</td>
<td>894-6435</td>
</tr>
<tr>
<td>Brecke, Peter</td>
<td>Associate Professor; IAC Assistant Dean for Information Technology</td>
<td>894-6599</td>
</tr>
<tr>
<td>Carr, Ashley</td>
<td>Admin Professional II</td>
<td>894-3195</td>
</tr>
<tr>
<td>Cheng, Qun</td>
<td>CISTP Visiting Scholar</td>
<td>894-1896</td>
</tr>
<tr>
<td>Fabry, Mikulas</td>
<td>Associate Professor</td>
<td>385-6883</td>
</tr>
<tr>
<td>Fuentes, Alberto</td>
<td>Postdoctoral Fellow</td>
<td>894-9451</td>
</tr>
<tr>
<td>Garver, John W.</td>
<td>Professor</td>
<td>894-6846</td>
</tr>
<tr>
<td>Goodman, Seymour</td>
<td>CISTP Co-Director (Security Program) &amp; Professor</td>
<td>385-1461</td>
</tr>
<tr>
<td>Granden, Jeremiah</td>
<td>CISTP Research Associate I</td>
<td>894-3199</td>
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<tr>
<td>Hayes, Jarrod</td>
<td>Assistant Professor</td>
<td>894-0289</td>
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<tr>
<td>Hoehn, William</td>
<td>Affiliate</td>
<td>894-4267</td>
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<td>Hughee, Maria</td>
<td>Financial Manager I</td>
<td>894-1906</td>
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<td>Jackson, Stephanie</td>
<td>Academic Program Manager II—Undergraduate Programs</td>
<td>894-0342</td>
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<tr>
<td>Jordan, Jennifer E.</td>
<td>Assistant Professor</td>
<td>385-2829</td>
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<tr>
<td>Kazi, Tahseen</td>
<td>Part-time Lecturer</td>
<td>385-6884</td>
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<tr>
<td>Kennedy, Robert</td>
<td>Associate Chair &amp; Professor</td>
<td>894-0682</td>
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<tr>
<td>Kosal, Margaret</td>
<td>Assistant Professor</td>
<td>894-9664</td>
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<tr>
<td>Lincoln, Jennie</td>
<td>Part-time Professor</td>
<td>894-6820</td>
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<tr>
<td>MacPhail, Valeria</td>
<td>Senator Nunn’s Office</td>
<td>385-6546</td>
</tr>
<tr>
<td>Majmundar, Fariah</td>
<td>Administrative Professional Sr.—Finance</td>
<td>894-5601</td>
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<tr>
<td>McDermott, Tom</td>
<td>Director of Technology Policy Initiatives, GTRI/Nunn Sch.</td>
<td>894-9451</td>
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<tr>
<td>Moore, Wanda G.</td>
<td>Administrative Manager II</td>
<td>385-3197</td>
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<tr>
<td>Nadolski, Molly</td>
<td>Research Associate I</td>
<td>898-4399</td>
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<tr>
<td>Nunn, Sen. Sam</td>
<td>Distinguished Professor</td>
<td>385-6544</td>
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<tr>
<td>Pedicino, Vince</td>
<td>Academic Advisor I—Graduate Programs</td>
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<tr>
<td>Pilsch, Tom</td>
<td>Professor of Practice of National Security</td>
<td>894-4128</td>
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<tr>
<td>Rubin, Lawrence</td>
<td>Assistant Professor</td>
<td>385-4081</td>
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<tr>
<td>Salomone, Michael D.</td>
<td>Professor</td>
<td>894-6600</td>
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<tr>
<td>Schneppe, Meredith</td>
<td>Development Associate (50% IAC / 50% Nunn School.)</td>
<td>894-5260</td>
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<td>Stein, Todd</td>
<td>Part-time Lecturer</td>
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<td>Stulberg, Adam</td>
<td>CISTP Co-Director &amp; Associate Professor</td>
<td>385-0090</td>
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<tr>
<td>Suarez, Marilu</td>
<td>Administrative Professional Sr.—Events &amp; Travel</td>
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<td>Taylor, Zak</td>
<td>Director Master’s Program &amp; Associate Professor</td>
<td>385-0600</td>
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<tr>
<td>Wang, Fei-Ling</td>
<td>Professor</td>
<td>894-1904</td>
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<tr>
<td>Weber, Katja</td>
<td>Professor</td>
<td>894-5409</td>
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<tr>
<td>Woodall, Brian</td>
<td>Associate Professor</td>
<td>894-1902</td>
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<tr>
<td>Young, Alasdair</td>
<td>CETS Co-Director &amp; Associate Professor</td>
<td>385-8570</td>
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<tr>
<td>To Be Hired</td>
<td>Replacement, Tenure-Track Faculty Position</td>
<td>New Number</td>
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</table>
STAFF RESPONSIBILITIES
Wanda Moore, Administrative Manager II
IMMEDIATE SUPERVISOR: JOSEPH BANKOFF

POSITION OVERVIEW

Wanda provides management and oversight of Nunn School administrative operations, human resources, and space planning. She is the point of contact for School Chair Joseph Bankoff and direct supervisor for the Administrative Professional Sr.–Events & Travel and the Administrative Professional II.

RESPONSIBILITIES

- Chair’s office
  - facilitate linkages with external agencies and individuals
  - compose/produce correspondence, reports, and related materials
  - compose/compile faculty/staff awards nominations packages
  - maintain Chair’s appointment calendar
  - schedule and coordinate meetings, conferences, and special events
  - take and prepare minutes for faculty and committee meetings

- School Human Resource Coordinator: Faculty, Staff, and Temporary Personnel
  - liaison with Georgia Tech offices to include Human Resources, Diversity, Legal Affairs, Immigration Services, Faculty Support Services, and IAC Dean’s Office
  - oversee administration and prepare related materials for faculty employment: recruiting, hiring, reappointment, promotion/tenure, course reduction, and leave of absence
  - administrator for staff, temporary, and research appointments to include defining responsibilities/workload, classification, postings, employment, and records maintenance
  - approve leave requests and online monthly compensated absences
  - manage support staff attendance and work calendar

- Coordinate provision of administrative services and supervise assigned staff

- Coordinate commencement and special duty assignments for faculty

- Develop unit administrative policies and procedures consistent with Institute policy

- Coordinate space planning: office assignments, building utilization, construction, and furnishings; ensure unit facilities are maintained

- Maintain internal School rosters and administrator for faculty/staff Listserves

- Supervise Administrative Professional Sr.–Events & Travel and Administrative Professional II

- Other duties as assigned
Marilu Suarez, Administrative Professional Sr.—Events & Travel
IMMEDIATE SUPERVISOR: WANDA MOORE

POSITION OVERVIEW

Marilu provides consultation and planning services to secure appropriate venues, catering, send invitations and publicize faculty-led and center events. She organizes air and ground transportation, security, and special details as needed. In addition, she coordinates the Sam Nunn Fellows Program and monitors building access.

RESPONSIBILITIES

• Event management
  • coordinate faculty-led and Center events including events of large-scale and external facing
  • confer with event sponsors to determine scope, budget, and overall objectives associated with an event
  • based on needs and facility availability determines resources required, prepare event schedule, and make necessary reservations
  • arrange for catering requirements, facility set-up, parking, security, attendee travel arrangements, etc.
  • design and create promotional/publicizing materials (print, website, etc.)
  • manage and track event budgets/costs, and maintain associated reports.
  • conduct follow-up to determine adequacy of services provided in support of events
  • maintain event calendar
  • coordinate room reservation requests for G17, 136, and 307

• Travel coordination
  • organize travel arrangements and compile related forms for employees and non-employees/non-residents
  • verify and submit travel authorization requests and travel expense requests

• Coordinate Sam Nunn Fellows Program to include recruiting, course materials, and related activities

• Coordinate building access via BuzzCard through Cintrix access system

• Create and maintain records and databases for various activities; compile data

• Other duties as assigned
Ashley Carr, Administrative Professional II  
IMMEDIATE SUPERVISOR: WANDA MOORE  

POSITION OVERVIEW  
Provide administrative services for school administration and faculty to include organizing and preparing correspondence, reports and other documentation; scheduling meetings; file maintenance, and related administrative activities as directed.

RESPONSIBILITIES  
• Nunn School support  
  • provide general and administrative support to the Chair’s Office, faculty, and Centers  
  • manage UPS account and prepare shipping labels and packages  
  • coordinate general facilities and telephone service/maintenance  
  • manage copier usage: assign access codes and user limits, generate monthly usage reports  
  • answer main School telephone line, address routine inquiries, direct calls  
  • prepare office door signs  
  • maintain faculty/staff mailboxes  
• Provide administrative support for faculty recruiting committees  
  • prepare and maintain applicant files  
  • coordinate meetings and prepare itineraries  
• Originate and process correspondence, reports, and other documentation  
• Compile and organize data for use in reports  
• Develop and maintain databases and records management systems  
• Coordinate meeting arrangements and assist with events as directed  
• Create and maintain records and databases for various activities; compile data  
• Other duties as assigned  

Meredith Schnepp, Development Associate  
IMMEDIATE SUPERVISORS: JOSEPH BANKOFF, NUNN SCHOOL; JUAN MCGRUDER, IAC  

POSITION OVERVIEW  
Meredith provides general professional level support to the Nunn School and its centers to include participation in planning, promotion, donor interaction and record keeping and reporting. She provides support and coordinates activities for the Nunn School Advisory Board and is the coordinator for alumni relations and activities.

RESPONSIBILITIES  
• Provide input to and participate in formulation of unit development plan for Nunn School and Centers
- Interact directly with donors/potential donors to include events, marketing, solicitation, estate planning, provision of information and stewardship
- Provide support for and plan, coordinate, and organize events and activities for the Nunn School Advisory Board
- Apply working knowledge of fundraising processes and protocols to generate funding
- Make arrangements for donor/potential donor and volunteer events and meetings
- Maintain alumni database and interface with alums; plan and coordinate events and activities
- Maintain databases and generate reports, proposals, correspondence, etc.
- Create and maintain files and records for all responsibilities
- 50% of time is designated to the overall development activities of the Ivan Allen College under the direction of Juan McGruder
- Other duties as assigned

Financial Manager I – Maria Hugee  
IMMEDIATE SUPERVISOR: JOSEPH BANKOFF

POSITION OVERVIEW
Maria manages the financial operations of the Nunn School and its centers to include budgetary actions; financial controls, analysis, and reporting; and procurement. She oversees sponsored research and grant activities, and supervises the Administrative Professional Sr.–Finance.

RESPONSIBILITIES
- Grant support for budget development, submission, and monitoring
- State, sponsored, foundation accounts, and agency accounts
  - develop and monitor budgets
  - process budget revisions for sponsored accounts, sub-agreements, cost transfers, journal entries, processing invoices
  - create and maintain tailored financial reports and spreadsheets to include study abroad, endowment, special programs, etc. as directed
  - liaison for and interact with foundation, financial aid, Bursar’s office, and scholarship office
  - prepare and process personal service forms for faculty, staff, graduate and undergraduate personnel
  - prepare and process paperwork for purchases, travel, reimbursements, and equipment
  - deposit checks and pay expenditures to include study abroad programs
  - track and resolve problems with payroll, purchases, reimbursement payments, etc.
  - oversight of center accounts
In collaboration with College Dean’s office, monitor and prepare monthly budget amendments and budgetary administration

Advise and research procedures

Student employment hiring documentation

Coordinate School P-card utilization and redistribute charges as needed

Create and maintain files and records for all responsibilities

Supervise Administrative Professional Sr.–Finance

Other duties as assigned

Fariah Majmundar, Administrative Professional Sr. –Finance
IMMEDIATE SUPERVISOR: MARIA HUGEE

POSITION OVERVIEW

Fariah provides financial support for the Nunn School and its centers to include preparation of budgets and documentation for grants and reports, processing reimbursements and payment, and maintaining office supplies and equipment.

RESPONSIBILITIES

• State, sponsored, activity, and foundation accounts to include Centers
  • process invoices, reimbursements, and check requests
  • prepare and process paperwork for purchases, travel, and equipment
  • prepare deposit transmittals
  • generate reports for GT and other agencies as required

• Assist in the preparation of documents related to proposals, grants and contracts, general appropriations, endowments and other funds
  • assist with development of budget proposals
  • prepare routing sheets for PIs
  • compile necessary documentation for proposal submission to the Financial Manager for review

• On-line time document entry

• Coordinate equipment maintenance agreements and repairs

• Order and maintain office and toner supplies

• Purchase and distribute visitor parking permits

• Generate mail card supply

• Create and maintain files and records for all responsibilities

• Other duties as assigned
Stephanie Jackson, Academic Program Manager II
IMMEDIATE SUPERVISOR: ROBERT KENNEDY

POSITION OVERVIEW
Stephanie provides information and counsel to INTA, EIA, IAML, and International Program undergraduates regarding their academic pursuits and progress and organizes student activities and outreach. She is the career placement coordinator for both the undergraduate and graduate programs.

RESPONSIBILITIES
• Provide general support for the Director of Undergraduate Programs and Undergraduate Program Committee, and backup support for graduate admissions and advisement
• Advise undergraduate students regarding course of study, review on-line dropped course reports, assist with preparation of academic materials and forms (contract admissions, degree petitions, change of grade, change of major, petitions to the faculty, transfer credit, advanced placement, etc.), process and track progression, place and remove student advising holds (midterm, graduation, etc.), and maintain enrolled undergraduate student files
• Actively involved in undergraduate recruiting
• Career placement coordination for undergraduate and graduate programs: facilitate student internships, co-ops, and placement opportunities; maintain intern database; send weekly notices to students of job prospects; APSIA career outreach initiatives, assist in INTA2001
• Plan, coordinate, and/or participate in student activities/events to include undergraduate orientation, FASET, and other special events as arise
• Facilitate undergraduate student organizations and events
• Assist faculty in development of study abroad and generating student participation
• Advise students on School Study Abroad, undergraduate certificate programs, and minor program requirements
• International Plan
  • advise INTA and IAML students on requirements and international internships sponsored through the School
  • develop relationships with international universities to sponsor abroad experiences and support faculty as they initiate and confirm university contacts
  • international internship experience
    • develop opportunities and support faculty as they initiate and confirm internships
    • oversee application process
    • develop and maintain database
    • with UG Director and Office of Assessment create and manage student/employer evaluation and feedback process and maintain records
  • compile, monitor, and maintain international transfer credit requests and documentation
• Research and compile data to produce statistical reports, spreadsheets, and tables
• Review and edit undergraduate program publications and contribute to the production of web updates and other forms of information sharing
• Other duties as assigned
Academic Advisor I – Vince Pedicino
IMMEDIATE SUPERVISOR: ROBERT KENNEDY

POSITION OVERVIEW

Vince provides information and counsel to IAST and MSIA students regarding their academic pursuits and progress and organizes student activities and outreach. He also oversees and administers the School web site and social media content.

RESPONSIBILITIES

• Provide general support for the graduate program directors and graduate program committees, and backup support for undergraduate admissions and advisement

• Administrator for student Listserves

• School program & BANNER support
  • input classes, permits, and overloads and verify curriculum inventory report (CIR)
  • prepare and distribute schedules for course offerings/classroom assignments
  • serve as contact for on-line course/instructor opinion survey (CIOS); on-line grade submission; and Crystal Reports-AFACTS, BANNER, and T-Square access

• Graduate Program
  • advise graduate students regarding course of study, review on-line dropped course reports, assist with preparation of academic materials and forms (thesis applications, degree petitions, change of grade, change of major, petitions to the faculty, transfer credit, etc.), process and track progression, place and remove student advising holds (midterm, graduation, etc.), and maintain enrolled student files
  • provide support for graduate program committees
  • prepare and process program related documents, proposals, new course forms, etc.
  • recruiting support and liaison for prospective and current students
  • monitor student application, admission, visa documents, and enrollment
  • monitor Ph.D. faculty advisor assignments
  • coordinate GTA/GRA assignments and monitor performance
  • plan and oversee production of materials and coordination of student orientation(s)
  • review and edit graduate program publications and contribute to the production of web updates and other forms of information sharing
  • attend Registrar’s Office Information Session
  • facilitate graduate student groups and activities (INTAGO, etc.)

• Communications and social media oversight
  • monitor work of graduate assistant supporting website and communications strategy
  • oversee and administer Nunn School web and social media content

• Coordinate work schedules and supervises student assistants

• Other duties as assigned
ADMINISTRATIVE STRUCTURE AND GOVERNANCE

Service on various school committees and in the various leadership roles is an expected part of the faculty service commitment and responsibility. It is expected that these roles will rotate over time in ways that preserve continuity of school governance while fostering a sense of shared responsibility for the growth and direction of the School. The School Chair, with the approval of the Dean, shall be responsible for all leadership appointments and the major duties and any stipends or course relief for each such position shall be set forth annually in the letters of appointment to those positions.

LEADERSHIP POSITIONS

Chair:  The Chair is accountable to the Dean of the Ivan Allen College (IAC) and has overall responsibility for the operation of the School. With input and support from committees and individual faculty and staff members, the Chair makes decisions regarding facilities, workloads, hiring, purchasing, salaries, operations, etc. The School Chair appoints the Associate Chair and all the program directors, coordinators, and advisers [current appointment list set forth in the text]. The Associate Chair oversees the overall academic curriculum, advisement and teaching assignments. The program directors oversee program functions and curriculum. The Directors of Undergraduate and Graduate Studies serve additionally as the chairs of the Undergraduate and Graduate Committees, respectively. The Associate Chair and the Directors of Undergraduate and Graduate Studies are compensated for each program by one course release per year and financially compensated by one month of salary. The positions of director of the undergraduate and graduate programs are for a period of two to three years with one potential renewed appointment.

Associate Chair: The Associate Chair is appointed by the Chair and serves as the designee in the absence of the Chair. His or her major task is to administer the Academic Programs office and to assist the Chair in bringing order and meaning to the undergraduate and graduate course scheduling that reflects School objectives and overall strategy. The Associate Chair is also responsible to track and oversee connections and relations with School Alumni and to assist in representing the School.

Academic Program Directors: The Chair, with the advice of the Steering Committee, appoints program directors for undergraduate programs, the Master’s program, and the Ph.D. program that are charged oversight of program functions and curriculum. The undergraduate program director chairs the undergraduate committee and the Master’s and Ph.D. program directors co-chair the graduate committee.

STANDING COMMITTEES

Committees shall operate under the direction of the Chair of each Committee. Meetings shall be called by the Committee Chair with provision of a meeting agenda sufficiently in advance to allow members to anticipate and prepare for a useful discussion and/or decision. Voting on contested matters should be done by recorded ballot and should be limited to those who are present (physically or by telecommunication) to participate and hear the discussion where the matter is subject to vote. Except for routine matters or with the approval of the School Chair, the use of proxies is not permitted.

All standing committees, whether elected or appointed, should reflect the diversity of the School with regard to academic discipline, rank, gender, and racial and/or ethnic identity. Members may be elected
at the annual faculty retreat, or at faculty meetings (Habersham 136, 11am-12pms) throughout the academic year.

**Reappointment, Promotion, and Tenure / Periodic Peer Review Committee (RPT/PPR)**
The RPT/PPR Committee is chaired by one senior faculty member (who also serves as the School’s representative on the IAC Dean's Advisory Committee for Reappointment, Promotion, and Tenure / Periodic Peer Review) and composed of all tenured faculty of a rank equal to or higher than the position in consideration. The Committee Chair is responsible for all matters relating to reappointment, promotion, tenure, and periodic peer review.

**Steering Committee**
Steering Committee members serve staggered two-year terms to provide continuity. The committee is comprised of at least three majority appointed faculty members with one untenured representative. This committee provides input to the Chair regarding raise criteria, faculty performance reports, School vision and direction, and faculty governance. The committee is also responsible for coordinating peer teaching review letters for untenured and tenured faculty.

**Undergraduate Programs Committee**
The Undergraduate Programs Committee provides guidance for the program, and is chaired by the Director of Undergraduate Programs. It is comprised of a minimum three majority appointed faculty members.

**Graduate Programs Committee**
The Graduate Programs Committee provides guidance for the program, selects incoming students, aids in marketing and recruiting, and allocates funding support. Members contribute to the designation and monitoring of Graduate Research Assistant and Graduate Teaching Assistant appointments (see [http://www.policylibrary.gatech.edu/student-affairs/graduate-assistantship](http://www.policylibrary.gatech.edu/student-affairs/graduate-assistantship) for Georgia Tech policy). The Committee is co-chaired by the Director of the Master’s Program and the Director of the Ph.D. Program and is composed of a minimum three majority appointed faculty members.

**Awards and Prizes Committee**
The Awards and Prizes Committee is chaired by one faculty member and is comprised of a minimum three majority appointed faculty. This committee is responsible for reviewing and selecting students for School awards that are presented each year at the Georgia Tech Honors Ceremony and announced at the Nunn School’s End-of-Year Reception. In addition, the committee is charged with assisting and encouraging faculty in attaining awards within the Ivan Allen College, the Institute, and the external community.

**Faculty Advisory Board**
In addition to the standing committees, the School also has one representative on the Ivan Allen College Faculty Advisory Board who may be of any rank, serves a three year term, and is elected at the end of the previous representative’s term.
**Search Committees**

Faculty Search Committees are created as needed in a form that best serves the School's need. Their purpose is to recruit full-time, tenure-track faculty positions. The Search Committee is comprised of a minimum three majority appointed faculty members. Responsibilities include drafting a position description to present to the faculty for approval by vote and reviewing applications to create a short list for recommendation to and vote by the faculty.

The Committee Chair is responsible for placing position advertisements in professional publications/websites and with Inside Higher Education (through Faculty Support Services), communicating with applicants to coordinate campus visits and schedules, and maintaining records required in accordance with affirmative action and other administrative procedures. All applicant files will be available for evaluation by tenured/tenure-track faculty members in the School. Communication with or about candidates should be made only by members of the Search Committee or the School Chair and by other members of the faculty only with advance approval by Search Committee Chair.

Once an offer has been authorized to a candidate, all discussions and negotiations regarding salary, summer support, teaching requirements, and other job related issues should involve only the School Chair and the candidate.

**Other Committee Representation**

- INTA Representative to Academic Senate
- IAC Information Technology Representative
- IAC Faculty Advisory Board
- INTA Representative to Campus Security

Service in the above three roles will be requested by the School Chair or Associate Chair subject to faculty vote and willingness to serve.

**Additional Committees or Task Forces** may be created on an ad hoc basis. Such committees are created and members selected by faculty vote and willingness of faculty to serve. Task Forces may be appointed for specific purposes as defined by the Chair.

**Centers**

Centers should perform a function that would not normally be within the reach of a School, the College, or University at large. Contributing intangible assets such as national recognition, special designation, or access to knowledge, research and networks otherwise unavailable, a Center can add value to the academic enterprise. In so doing, a Center should also provide a leveraging platform for further funding opportunities for associated faculty and students.

What originates, sustains, and terminates a Center varies and depends on the specific need it aims to fulfill. Centers can be opportunistic, developed in response to a large or small external funding opportunity, such as a Request for Proposals or an endowment. Centers may also be created out of internal need.
**Center Directors**
Directors for the Center for International Strategy, Technology, and Policy (CISTP) and the Center for European and Transatlantic Studies (CETS) are appointed by and report to the School Chair. Center operations are under the authority of Center Directors who, with the approval of the School Chair, oversee performance of staff and student assistants hired to carry out office functions within their assigned centers.

**Establishing a Center**
The single most important criterion for establishing, evaluating, and terminating Centers is value added. Will the Center add value beyond what is provided by existing organizational and program structures? Will the Center build human and social capital, create learning and networking opportunities, and provide leveraging for research funding and program building? Will the Center engage the broader community, industry or other external stakeholders? Is there commitment by an internal or external sponsor to sustain the Center’s operations with sufficient resources to permit the Center to operate as intended?

Faculty members who wish to establish a center should prepare a proposal covering the following elements:
1. Name
2. Mission and scope
3. Leadership (who will lead, in what roles, for what length of time; how will new leaders be selected; etc.)
4. Affiliation (procedures for naming and removing affiliates and list of initial affiliates)
5. Proposed educational activities, if any
6. Proposed research activities with potential sources of external support
7. Resources required and source that has committed to providing them (space, faculty, time, administrative support)

When faculty members propose a center to be housed within one school, they must have the approval of (1) the School Chair, who may consult with that school’s faculty executive committee or full faculty, and (2) the Dean of the IAC. When faculty propose a center that stretches across schools of the IAC or across colleges, they must have the approval of the IAC Dean, who may consult with the Associate Dean for Research, the School Chairs, and others in making a decision.

**Reporting on Center Activities**
IAC Centers (i.e., those housed administratively within the College and those shared with other colleges) should report their programmatic and financial activity to the Chairs and Deans annually, with reporting lines through the Chair of the School within which the Center Director has his or her primary appointment. The annual report may consist of a copy of reports required by external sponsors, but should be in writing and include the following:
- Organizational structure (chart) and succession plan
- Activities and programs, including workshops, lectures, roundtables, panels, training, and social events
- Annual income and expenditures
• People involved in center activities, including numbers of volunteers and estimates of attendance at events, as well as lists of affiliated faculty and staff funded by the Center
• Publications and other creative products and deliverables
• Self-evaluation of the Center’s contributions to the School, College, Institute, and the broader community within which Georgia Tech is situated

IAC Centers will also participate in and be reviewed as part of external reviews of the programs and activities in their host School, such as the periodic reviews by the Board of Regents.

Dissolution and Termination of Centers
Center Directors should be asked to take steps to terminate a center when they lack both financial resources to perform their mission and the support of the relevant IAC School Chair or the Dean. Dissolution should occur over a period of one year, during which termination will be considered pending or operations suspended. During that period, Centers will have an opportunity to re-calibrate their efforts, seek additional financial support, and present a plan for future operations.

GOVERNANCE
Per regulation of Georgia Tech Faculty Handbook: “Only persons serving at least 0.75 full-time equivalent (FTE) in eligible positions shall qualify to participate in faculty governance, unless otherwise approved by the Executive Board or specified by the Statutes” (Section 2.2.1).

ADMINISTRATIVE OPERATIONS AND INFORMATION TECHNOLOGY
E-MAIL
All School faculty and staff email addresses are firstname.lastname@inta.gatech.edu (i.e., joe.bankoff@inta.gatech.edu). Contact helpdesk@iac.gatech.edu for help with e-mail accounts.

COMPUTER EQUIPMENT AND SUPPORT
The Sam Nunn School of International Affairs operates according to the General IT Policies & Procedures of Ivan Allen College as described online at http://it.iac.gatech.edu. All inquiries or requests relating to computing technology should be directed to the Ivan Allen College Helpdesk by contacting helpdesk@iac.gatech.edu.

CAMPUS AND U.S. MAIL
The School’s campus mail code is 0610. Trays for outgoing mail are located in the main lobby behind the building coordinator’s desk for campus and outgoing mail. Pickup by campus mail staff is once per day.

Faculty and staff are assigned mailboxes in room 129.

EXPRESS MAIL
UPS shipments charged to the School must be pre-approved by the School Chair. “Internal Billing Reference” information is required for all requests and is to be included on the air bill to aid in reconciling charges. Approved shipments must be given to the Administrative Professional II no later than 2:00 p.m. in order to schedule same day pick up by UPS.
BUSINESS CARDS
Employees may order business cards from the Printing and Copying Service Center, http://www.pcs.gatech.edu/ using account information provided by the Financial Manager I. Please select the “FasTrac” order button and follow the given instructions.

OFFICE SUPPLIES
Standard office supplies are maintained on-site and are requested through the Administrative Professional Sr.—Finance. Supplies not in stock may be requested although items of significant expense require the Chair’s approval.

FACILITIES
Office Assignments and Access Keys
Office assignments and access keys are issued by the Administrative Manager II. All keys must be returned to the Administrative Manager II upon request and before termination. Keys will not be issued to students other than Ph.D. students/candidates and only for their office assignment.

Habersham Student Computer Lab (Hab Lab)
The Hab Lab is located in the basement of Habersham. This lab is a resource for Nunn School students through their computer accounts and is open during business hours.

MSIA students receive after-hour building access through the basement using their BuzzCards, Monday–Sunday, 7:00 a.m.-11:00 p.m. PhD students have 24-7 access.

All students who have classes in the building are given building access via their Buzzcard, usually beginning the second week of the semester. If there are access issues, faculty should contact the Assistant Director of Graduate Programs or the Assistant Director of Undergraduate Advising and Professional Development. Access will be deleted at the end of the term.

Supplies: Printer paper and toner are supplied by the School; see the Administrative Professional Sr.—Finance for computer lab paper (do not take paper from the copy room as this is a different grade purchased from a different account). Toner cartridges are available from the Assistant Director of Graduate Programs or IT Support.

Conference Room Reservations
There are several rooms in Habersham available for reservation for events and meetings. Persons reserving these rooms are responsible for set-up and clean up. Any food or beverage brought into any of these rooms must be cleared, furniture cleaned and returned to standard configuration, and garbage removed to the dumpsters or the kitchen—do not leave trash from food or beverages in these rooms. All are strongly encouraged to utilize recycling bins located in the kitchen for cans and plastic bottles.

The Sam Nunn Conference Room, room 123: Contact IAC personnel, Carol Silvers at 404-894-9539 or the Assistant to the Dean at 404-894-0511. The Nunn Conference Room will hold 10-12 seated individuals.
Room 136: Contact the Administrative Professional Sr.—Events & Travel. Room 136 will hold 14-24 seated individuals, depending on furniture configurations.

Room 307: Contact the Administrative Professional Sr.—Events & Travel. Room 307 will hold eight seated individuals and has videoconference capability.

Room G-17: This room is primarily used for classes and will host 25 seated individuals. Contact the Administrative Professional Sr.—Events & Travel to reserve this space.

Chair’s Conference Room, room 207: Primary use is by the Chair’s Office but can be reserved on limited basis through the Administrative Manager II at 404-894-3197.

Dean’s Conference Room, room 103: Primary use is by the Dean’s Office and should be considered a last resort request to the Dean’s Assistant at 404-894-0511, Dean’s Suite, room 112.

EVENTS–CAMPUS, IAC, AND NUNN SCHOOL
News and event information is available from various sources:
• Nunn School web site, www.inta.gatech.edu
• The Whistle, weekly campus newsletter
• IAC calendar, www.iac.gatech.edu
• Nunn School and IAC e-mail updates
• GT newsroom, www.gatech.edu/newsroom/

Send noteworthy information regarding events and publications to webmaster@inta.gatech.edu and the IAC Communications Officer, rebecca.keane@iac.gatech.edu.

EQUIPMENT
Use of office equipment is restricted to activity in support of general education, administrative, or research activities. Faculty, PIs, or Instructors are responsible for ensuring authorized use of equipment and utilization of individual or group copy accounts.

Phone and Long Distance Policies
All faculty and staff offices are equipped with a phone line with local/international access and voice mail. Maintenance issues and questions pertaining to service should be directed to the Administrative Professional II.

It is the policy of Georgia Tech that use of the Institute’s long distance telephone service is limited to official Georgia Tech business. Further, State law precludes Georgia Tech employees from using State resources for personal gain or benefit.

Unofficial Calls: Long distance calls other than those on official Georgia Tech business are to be charged to home telephones or personal telephone calling cards.
• Personal use of long-distance is prohibited.
• Charges identified as unofficial are to be reimbursed by the caller.
• Violation of this policy may result in disciplinary action, up to and including termination.
Helpful Dialing Procedures
Local Calling: dial 9 + (area code) + number
National Calling: dial 9 + 1 + (area code) + number
International Calling: dial 9 + 011 + (country & city code) + number

Copier Machine
Personal account numbers are created by the Administrative Professional II and should not be disclosed to any other person. Each account has a set limit and is monitored monthly. The School has two copiers: a large volume, multi-function Cannon copier (room 125A) and a small desktop copier (room 212C). In addition to advanced copy processing, the copier in room 125A is able to scan, e-mail, and store materials. General information (fax cover, Faculty/Staff Roster, Staff Responsibilities, staff Planned Absence Request forms, etc.) is stored in the copier.

Fax Machine
The fax machine is located in the Nunn School reception area, 125. The fax number is 404-894-1900.

Audio/Visual Equipment
Projectors and laptop computers are available for sign out by faculty and staff through the Administrative Professional II. Equipment must be returned immediately after use. Any problems, faulty parts, etc. should be reported at that time.

Publications
All publication materials must be coordinated through the School Chair and the IAC. This includes marketing literature such as brochures, pamphlets, handouts, and media presentations created for external audiences. Significant time must be allowed for the publication approval process.

Nunn School Website
The School’s official website is www.inta.gatech.edu. The website is coordinated by Vince Pedicino, vince.pedicino@inta.gatech.edu, and all inquiries pertaining to the website should be directed to him.

Vacation, Sick, and Business Absence from Office
Hourly employees (regular non-exempt staff, temporary staff, and student assistants) are required to complete bi-weekly time documents that are due to the Administrative Professional Sr.—Finance by 4:00 p.m. on the Wednesday during the final week of the pay period.

Staff must request all planned absences, including business absences off-campus, through TimeOut (exempt) or by submission of the Planned Absence Form (non-exempt). A statement that the supervisor supports the requested absence should be noted in the comments section of the TimeOut request or by signature of the employee’s supervisor on the Planned Absence Form to be submitted to the Administrative Manager II for final authorization by the Chair.

Earned vacation time for staff shall be taken at times mutually acceptable to the employee and his or her immediate supervisor and the Chair’s Office.
**Sick leave** is earned in proportion to the time worked. All absences due to illness or injury to the employee or the employee's immediate family or because of bereavement should be reported to the employee's immediate supervisor and the Chair’s Office as soon as possible. If sick leave is claimed for a continuous period in excess of five days, a physician's statement is required to permit further leave with pay. Sick leave will not be paid out upon termination of employment.

http://www.ohr.gatech.edu/benefits/timeoff

**ACTIVE SERVICE MODIFIED DUTIES**
As part of Georgia Tech’s NSF ADVANCE Program, faculty may apply for funding available for supplementing teaching loads related to childbirth or family leave. These applications must be approved by the School Chair, Dean and Provost. This funding is limited and must be shared across Colleges based on the number of requests and departmental budgetary constraints.

At this time, because of certain restrictions inherent in the NSF program guidelines, this funding is only available to academic tenure-track faculty members whose applications are approved.

http://www.advance.gatech.edu/archive/asmdp.html

**FAMILY LEAVE (FMLA)**
A full-time employee having completed at least twelve months service is eligible for twelve work weeks of family leave during a twelve month period commencing on the date the family leave begins. Staff may use accrued vacation and/or sick leave during a family leave with the permission of the Chair. If vacation and/or sick hours are not an option, time taken will be unpaid, with insurance payments being solely the responsibility of the employee. http://policies.gatech.edu/family-leave

**WORKER’S COMPENSATION**
All work related injuries must be reported immediately to the Administrative Manager II.

**ANNUAL CONFLICT OF INTEREST DISCLOSURE**
Each Georgia Tech employee is required to submit an Annual Conflict of Interest (COI) Disclosure online form. The form and detailed information and policy resources about conflict of interest are available at: http://coi.research.gatech.edu/

**INSTITUTE ETHICS**
Georgia Tech is committed to ethical conduct from all employees. The ethics policy may be viewed online at www.usg.edu/compliance/ethics/. Consistent with this policy, Georgia Tech employees are required to complete ethics certification annually as a condition of employment. This includes faculty, staff, retired but working, Tech Temps, and student employees. Notification will be sent from the Chair’s Office regarding annual refresher training and certification.

**EthicsPoint Hotline**
EthicsPoint is an online portal that allows employees to report incidents that are against company policy without fear of jeopardizing their career. It enables organizations to foster a business culture of integrity and compliance. Access the Georgia Tech hotline here.
DRESS CODE
Each employee's dress and grooming is to be appropriate for our work environment. The normal dress code will be relaxed during the summer to provide a more practical and comfortable clothing standard. Fridays throughout the year are designated as business casual dress day. It is the intent that each employee may choose to wear less formal attire as long as clothing is in good taste and will not negatively affect the Institute's image. Employees should not wear athletic clothing, shorts, T-shirts, novelty buttons, baseball hats, and similar items of casual attire that do not present a business-like image. Supervisors are responsible for determining appropriate dress for each specific work situation or environment. Radical departures from conventional dress or personal grooming standards will not be permitted. When dealing with customers and the public, your attire should be consistent with a positive business image.

VISITORS IN THE WORKPLACE
The workplace should be professional and free from distraction. Individual department managers may impose appropriate restrictions on visitors in the workplace. Except when authorized by the department-head/manager, all visitors including relatives of employees, who do not have official business with the department may be restricted from prolonged visits to the workplace. Time spent attending to a personal visitor, especially a child, detracts from work production of not only the employee, but also co-workers. In no case should the work site become a substitute for a day care center. Work areas, laboratories, closed stacks, trade shops, machine rooms, and other Institute work areas should be off limits to anyone but employees authorized access to minimize physical risk to the individual as well as risk to the Institute. However, if visitors must visit risk-associated areas, they are to be accompanied by an authorized employee.

SMOKING
Georgia Tech is a tobacco-free campus, in accordance with the Tobacco- and Smoke-Free Campus Policy passed by the Board of Regents in March 2014.

This policy bans all forms of tobacco on all university and college campuses in the University System of Georgia (USG). The ban includes traditional cigarettes and chewing tobacco as well as e-cigarettes, clove cigarettes, pipes, and hookahs. The goal of the policy is to protect and improve the health, comfort, and environment of students, employees, and any persons occupying USG campuses. http://www.policylibrary.gatech.edu/node/1811

SECURITY
All concerns and emergencies should be reported to the campus police at 404-894-2500. Georgia Tech Information can be reached at 404-894-2000 with operators available to connect callers to campus.

FACULTY POLICIES
EXPECTATIONS OF FACULTY
Professional Criteria
The Sam Nunn School values high standards in teaching, research, and service, with teaching and research of primary importance in reappointment, promotion, and tenure decisions. Ideally, untenured faculty should focus on building strong research and teaching records, being selective about committee service prior to their third year critical review. Conversely, expectations for service are greater for
senior faculty with well-established research and teaching records, and may receive greater significance in post tenure reviews.

A standard measure for research includes substantial publications in refereed journals, top tiered journals, and books and book chapters. Consideration will also be given to papers presented at professional conferences, successful grant applications, and innovative pedagogical research.

Effective teaching is measured by student evaluations of teaching, classroom observation, course development, innovative instructional methods, teaching awards, and participation in Faculty Fellow seminars offered by the Center for the Enhancement of Teaching and Learning (CETL).

Service to the School, College, Institute, and vocation exceeding membership in professional organizations or committees is expected. To be viewed favorably, demonstrated leadership or contribution to the group should be evident. Service may also include publication reviews and mentoring colleagues or students.

These standards are consistent with Guiding Principles for Faculty Productivity as outlined in the IAC Pattern of Administration document (http://www.iac.gatech.edu/faculty-and-staff/resources).

Joint Appointments
Joint appointments must involve a budgetary commitment to the individual by each Unit. Normally, this would involve teaching and/or research activity. Each Faculty member with a joint appointment should have a Home Unit that has responsibility for administrative activity for the individual. Evaluation and promotion, tenure, and reappointment decisions should involve all affected Units.

Course Release/Reduction
Faculty are required to submit notification of course release/reduction to the Administrative Manager II as early as possible to ensure appropriate notice is provided for course scheduling and that any additional information/documentation is processed as required. This includes personnel with administrative course reductions and course buyouts who will need to provide/receive notice of the semester to which the reduction/release will be applied.

Reappointment, Promotion, Tenure, and Periodic Peer Reviews
The RPT Committees should have fixed meeting date(s) well published in advance to discuss and act on P&T, third-year review, and PPR cases.

Promotion and/or Tenure
Criteria for Evaluation of Faculty (see professional criteria above)

Committee Composition:
- For Tenure: All tenured faculty
- For Promotion: All faculty at or above the level sought by the candidate
Procedures:

- **By November 15, Fall Semester: Notification of Intent.** Candidates for Promotion and Tenure notify School Chair and the Chair of the P&T committee of intent to seek promotion and/or tenure in following year’s cycle.
- **By February 15, Spring Semester: External References.** Candidates for promotion and/or tenure shall propose another list of up to eight names of external reviewers. The P&T Committee Chair, in consultation with the committee members, shall ask up to eight (minimum six) external reviewers to write the external review letters, chosen from the two lists. If the eight external reviewers asked are not chosen equally (four and four) from the two lists, the P&T Committee Chair should write a justification for doing so.
- **By March 1:** Requests for letter of reference sent to external reviewers.
- **By April 15:** All other materials required for P &/or T submitted by faculty candidate to the School Chair.
- **By September 15:** All letters of reference from external reviewers which are to be included in P&T package must be received. If fewer than six are received by September 15, the Committee Chair will contact appropriate external reviewers seeking their responses immediately. If letters are not received prior to the meeting of the School’s P&T Committee, the P &/or T package will not be sent forward to the IAC.
- **Between September 15 and October 10:**
  - Candidate materials will be made available for review by members of the Promotion and Tenure Committee.
  - The P&T Committee will meet during these dates.
- **By October 15:** RPT Committee recommendations forwarded to Chair
  - One member may sign on behalf of the others if it is so agreed by the committee.
- **Late October:** As required by the Dean, Chair and Committee letters and supporting documentations forwarded to Dean of the IAC.
- **Documents:** Documents are uploaded into secure folders at inta-commons. Those materials should be available to the P&T Committee members at least three weeks in advance of the Committee meeting.

The School Chair and RPT Committee Chair schedule the P&T meeting to ensure full participation of the P&T Committee members. Proxy votes are discouraged in tenure cases and permitted only with advance approval of the Committee Chair and the School Chair. Committee members are encouraged to vote either in favor of or against promotion and/or tenure. An abstention is likely to be viewed as a presumptively negative vote unless the absent committee member is on pre-arranged leave of absence and is physically out of town thus unable to attend the Committee meeting. Absent Committee members will be required to submit a written statement of their views to the Committee Chair for reflection in the Committee letter.

**Reappointments**
Requirements: Full (critical) Review is required if a faculty member is in his or her third year of tenure-track service; or receives a negative recommendation from any administrative level; or is in his or her terminal year and requests such a review; or received a warning in a full review in
the previous year; or requests such a review or his/her School Chair requests such a review. (See IAC Guidelines and Standard Documentation for Reappointment, Promotion and Tenure at http://www.iac.gatech.edu/faculty-and-staff/resources.

Consistent with Georgia Tech policy, tenure-track faculty members undergo a third year critical review. The outcome of this process leads to a recommendation of “Reappointment,” “Reappointment with Counseling,” “Reappointment with Warning,” or “Non-Reappointment.” A decision of Reappointment suggests a candidate is on track for a positive promotion and tenure decision. “Reappointment with counseling” implies that academic performance, in most respects, is positive and appropriate, but that some ‘mid-course corrections’ are needed prior to the tenure decision. “Reappointment with warning” implies that as the candidate moves toward the tenure decision, some substantial adjustments must be made in the academic performance if the outcome of that decision is to be positive. “Non-reappointment” means that the candidate should expect no contract to offered beyond the following academic year.

If the Critical Review at the end of the third year (as described above) results in a positive reappointment decision, the fourth and fifth year review will be processed in the same way that the initial reappointment reviews are conducted. If the decision is 'reappoint with warning' then the fourth year review process will be the same as the third year review. Similarly, if the fourth year decision is 'reappoint with warning' then the fifth year review process will be the same as the third year review.

Committee Composition
All faculty at or above the rank of the candidate (i.e., promotion to Associate Professor with tenure will include all tenured Associate and Full Professors with majority appointments in the Nunn School; promotion to Full Professor will include all tenured Full Professors with majority appointments in the Nunn School). If a candidate has a minority appointment in another unit, an appropriate representative from that unit must be included in the Committee.

Procedures:
• Candidates notified in spring semester of year preceding by Office of the School Chair.
• By November 15: All required materials are provided to RPT Committee.
• By January 30: RPT Committee recommendation forwarded to Chair.
• By February 15: Chair letter with completed package forwarded to Dean.

Documents are uploaded into secure folders at inta-commons. Those materials should be available to the Reappointment Committee members at least three weeks in advance of the Committee meeting.

School Chair and RPT Committee Chair schedule the Reappointment Committee meeting to ensure full participation of the Committee members. Proxy vote is not accepted and all Committee members sign the Committee letter for Reappointment composed by the Committee chair based on the discussion and vote of the Committee. An abstention is counted as a negative vote unless the absent committee member is on pre-arranged leave of absence and is physically
out of town thus unable to attend the Committee meeting. *The committee member who votes no by his/her discretionary absence must submit a written justification for that action.*

*Feedback to Faculty Members*
It is important for the faculty member to receive feedback regarding the assessments involved. The appropriate place for the individual faculty member to receive this feedback is from the unit head(s). The unit head shall receive a copy of the recommendations prepared by each committee and by all other administrators with direct responsibility for reviewing the candidate, including the Dean (for those units where the Dean does not serve as the unit head), the Provost, and the President. The unit head shall review each recommendation, including his/her own, with the candidate, and counsel the candidate appropriately.

*Extension of the Probationary Period for Tenure*
The five (5) year probationary period must be continuous except that a maximum of two (2) years interruption because of a leave of absence or part-time service may be permitted, provided, however, that an award of credit for the period of an interruption shall be at the discretion of the President. In all cases in which a leave of absence, approved by the President, is based on birth or adoption of a child, serious disability, or prolonged illness of the employee or immediate family member, the five (5) year probationary period may be suspended during the leave of absence.

Extension of the probationary period for tenure is not automatic upon approval of

*Unit-Level Periodic Peer Review*

**Committee Composition**
The Committee is composed of all tenured, non-administrative, academic faculty at or above the level of the faculty member under review—minimum three members. If a candidate has a minority appointment in another unit, an appropriate representative from that unit must be included in the Committee. “Faculty members to be reviewed can provide input regarding the composition of their unit-level review committee. The reviewee may select a member of the committee to serve as “advocate” or choose to add another tenured faculty member to serve on the committee in that role, with voice and vote. The reviewee may also exercise the option of “removing” one person from the unit-level Periodic Peer Review committee.” (Faculty Handbook, Para 23.3.4)

**Procedures**
- Candidates notified in Spring Semester of preceding year by Office of the School Chair.
- By November 15: All required materials are provided to PPR Committee. The faculty member’s personal statement should include both accomplishments and future goals.
- By January 30: PPR Committee will forward its letter of assessment to the reviewee, with a three or five year cycle for the next review. The vote total for and against the decision is to be recorded and the letter is to be signed by all members of the Periodic Peer Review Committee. The committee’s letter shall include a narrative text containing commendation for positive performance, a critique of substandard performance, recommendations for corrective actions, if any, an overall evaluation score (five or three years), and a record of the committee’s vote. In the case of Associate Professors, the report will include guidance
on activities that would enhance prospects for a successful promotion review. Regardless of whether the decision is for a five or three year cycle, the committee’s report will include specific comments on faculty development and the resources appropriate for the execution of the individual faculty development plan. The vote total for and against the decision is to be recorded and the letter is to be signed by all members of the Periodic Peer Review Committee.

- By February 15: The letter of the unit-level review committee, along with all supporting documentation including the unit-chair's assessment of reviewee’s goals shall be transmitted to the Dean of the IAC and a copy provided to the unit chair and the Vice Provost for Academic Affairs.

Documents are uploaded into secure folders at inta-commons. Those materials should be available to the Reappointment Committee members at least three weeks in advance of the Committee meeting.

School Chair and RPT Committee Chair schedule the PPR meeting to ensure participation of the PPR Committee members. Proxy vote is not accepted and all PPR Committee members sign the Committee letter for PPR composed by the Committee chair based on the discussion and vote of the Committee.

**Peer Reviewed Teaching Evaluations**

In spring 2001, Georgia Tech adopted a policy that Schools develop procedures for evaluating the teaching and instructional activities of permanent faculty. Teaching is inherently a multi-dimensional activity that typically encompasses lectures, assignments, in and out of classroom interaction with students, and classroom assistance. Further, there is a large variety of means that faculty members use to implement their instructional responsibilities. As a result, the Course/Instructor Opinion Survey (CIOS) is an incomplete mechanism for faculty assessment.

Peer reviewed teaching assessment complements, but is independent of student assessments. Just as a faculty member develops a record of research during one’s career, a primary intent of peer reviewed teaching assessments is to develop a more complete and tangible record of a faculty member’s career teaching effectiveness. Not only are peer reviews used as a feedback mechanism to help faculty improve their instructional activities, they also provide additional support in reappointment, promotion, and tenure (RPT) and periodic peer review (PPR) decisions.

**Process for obtaining peer reviewed teaching evaluations**

**Untenured faculty:** At least once a year prior to the Third Year Review & Reappointment and then once every two years. The School Steering Committee will assign a tenured faculty member to evaluate classroom instruction of non-tenured faculty.

**Tenured faculty:** On planned rotation, at least once per every PPR (periodical peer review) cycle (either three or five years). The School Steering Committee will assign one of the School’s tenured faculty members to evaluate the classroom instruction of scheduled tenured faculty. The peer reviewer must be of equal or higher rank than the faculty member whose teaching is being reviewed.
Peer Reviewer
It is the responsibility of the peer reviewer to:
   a. review the faculty member’s teaching materials;
   b. visit the faculty member’s class and observe his/her teaching;
   c. submit to the Administrative Manager II a one-page assessment addressed to the
faculty member that summarizes teaching effectiveness. This document will be
reviewed by the Steering Committee and become part of the faculty member’s
record for inclusion in the next RPT/PPR.

Annual Evaluation and Reporting
Faculty are required to submit annual report data and updated vitae annually upon request by the
Administrative Manager II. The Administrative Manager II will, in turn, forward a copy of
information to the Steering Committee for its use in providing input to the Chair concerning
faculty performance reports. This information is used to generate the School’s Annual Report
and faculty evaluation letters. Untenured faculty are required to meet with the Chair following
receipt of their annual evaluation letter; a meeting with tenured faculty is by request. Faculty
evaluation letters include an evaluation acknowledgement page for faculty to sign and return to
the Administrative Manager II.

TEACHING AND STUDENTS
The Georgia Institute of Technology believes that it is important to continually strive for an
atmosphere of mutual respect, acknowledgement, and responsibility between faculty members
and the student body. Therefore, the Georgia Tech community strives here to enumerate the
specific expectations of each side. However, this document is not intended to be either
comprehensive or limiting in regards to the Institute's statutes. In the end, simple respect for
knowledge, hard work, and cordial interactions will help build the environment we seek.
Therefore, we remain committed to the ideals of Georgia Tech, agree to abide by these
principles in our time here, and will encourage each other to uphold these responsibilities.

Student Academic Grievance Reporting
http://www.academicgrievance.gatech.edu/
The Office of the Provost is committed to assisting students who have questions, concerns, or
grievances regarding the academic policies and regulations outlined in the Georgia Tech
Catalog. The purpose of this site is to serve as a reference for many of the questions students
have. Student concerns may be discussed with the faculty member, reported to the chief
academic officer of the department of instruction, or reported to the Assistant Vice Provost for
Academic Affairs.

Student Expectations
We hold that all students have the right to expect:
   1. a positive, respectful, and engaged academic environment inside and outside the
      classroom;
2. to attend classes at regularly scheduled times without undue variations and without penalty if the student cannot attend instructional, lab, or examination hours not institutionally scheduled;
3. to receive a syllabus which should include an outline of the course objectives, evaluation criteria, and any other requirements for successful completion of each course during the first week of class meetings and to be clearly informed of any changes made to the syllabus during the semester with reasonable time to adjust to these changes;
4. to consult with faculty outside of usual classroom times through regularly scheduled office hours or a mutually convenient appointment;
5. to have reasonable access to Institute facilities and equipment in order to complete course assignments and/or objectives;
6. to have reasonable time to learn course material prior to the administration of an examination;
7. to receive a clear explanation of the faculty's definition and interpretation of academic misconduct within the course that extends over and beyond those clearly defined in the Georgia Tech Honor Code;
8. to have reasonable access to grading instruments and/or grading criteria for individual assignments, projects, or exams and to review graded material in a timely fashion;
9. to consult with each course’s faculty regarding the petition process for graded coursework;
10. faculty to adhere to formal Institute policies, rules and regulations, such as the Week Preceding Final Examinations Policy and the confidentiality policies of FERPA.

Faculty Expectations
We hold that all faculty members have the right to expect:
1. a positive, respectful, and engaged academic environment inside and outside the classroom;
2. students to appear regularly for class meetings in a timely fashion;
3. to select qualified Teaching Assistants in accordance with departmental protocols as well as the right to delegate grading, studio and laboratory instruction, tutoring, and other academic activities to these individuals;
4. students to appear at office hours or a mutually convenient appointment for official matters of academic concern;
5. full attendance at examination, midterms, presentations, studios, and laboratories, with the exception of formal pre-approved excused absences or emergency situations;
6. students to be prepared for class, appearing with appropriate materials and having completed assigned readings and homework;
7. full engagement within the classroom, including meaningful focus during lectures, appropriate and relevant questions, and class participation;
8. to cancel class due to emergency situations and to cover missed material during subsequent class meeting times at the discretion of the instructor;
9. students to act with integrity and to adhere to the principles of the Georgia Tech Student Honor Code;
10. students to adhere to the formal Institute policies, such as the Student Code of Conduct.
Class Scheduling
The Associate Chair coordinates course schedules. Teaching assignments reflect School and Institute needs as well as scheduling and classroom constraints. An effort is made to accommodate faculty interests and needs in the assignment and scheduling of courses. Any special circumstances should be discussed with the Associate Chair as soon as possible. Concerns regarding the final course schedule should be resolved at the earliest possible opportunity as scheduling changes become increasingly difficult after the submission deadline has passed and even more so after registration begins.

Schedule Changes
Changes to the originally scheduled class meeting times are not allowed. Any proposed changes to the class schedule must be discussed and approved by the Associate Chair as soon as possible.

Class Times: Monday-Wednesday-Friday (MWF) classes begin five minutes after the hour and last 50 minutes (example: 8:05 - 8:55); Tuesday-Thursday (TR) classes begin five minutes after the hour or half hour and last 80 minutes (examples: 8:05 - 9:25 or 8:35 - 9:55). Seminars can be scheduled on one day for three hours. Instructors should clarify attendance policies with students and set a good example by arriving to class on time and prepared. Traditionally, classes are not scheduled Tuesdays or Thursdays between 11:00 a.m. to 12:00 p.m.

Summer class times and schedules vary.

Classroom Assignments
The Assistant Director of Graduate Programs obtains classroom assignments in coordination with Georgia Tech Capital Planning and Space Management. Faculty should periodically check OSCAR as classroom assignments are subject to change.

Classroom Equipment
Inform the Assistant Director of Graduate Programs of any classroom equipment requirements—white boards, overhead projectors, LCD projectors, microphones, displays, etc. Most classrooms are equipped with overhead projectors and chalk/white boards; room details can be reviewed at http://www.oit.gatech.edu/service/classroom-support/classroom-details.

Registration / Drop Deadlines
The Institute calendar provides important dates during each semester—add/drop deadlines, course overload requirements, course withdrawal deadlines, etc. Instructors should provide students with sufficient feedback (graded coursework, midterms, etc.) for students to make informed scheduling decisions by the withdrawal date.

Dead-Week Policy
Georgia Tech policy disallows tests or quizzes to be given during the week before finals or during finals week (other than the scheduled final exam). Carefully consider any exceptions to this policy and direct any questions to the Associate Chair.
**Textbook and Desk Copy Orders**
Textbook orders are submitted online at [http://gatech.bkstore.com/](http://gatech.bkstore.com/). Due to the volume of textbooks ordered campus-wide, Georgia Tech can encounter backorders and delayed orders. Therefore, you are urged to order your textbooks as soon as your final selection is made.

The Assistant Director of Graduate Programs can assist with textbook orders and desk copy requests. Please provide as much information as you have available (Author, Title, Publisher, Edition and ISBN number) when making your request.

**BuzzPort**
BuzzPort is a secure site that facilitates faculty-student communication, including discussion boards, e-mail, posting of web links and lecture notes. [https://buzzport.gatech.edu/cp/home/displaylogin](https://buzzport.gatech.edu/cp/home/displaylogin)

**Office Hours**
Office hours should be included on course syllabi. Completed syllabi should be forwarded to the Assistant Director of Graduate Programs by the start of each semester.

**Center for the Enhancement of Teaching & Learning (CETL)**
CETL has a number of programs to help improve teaching delivery. They also offer small grants and fellowships for teaching and curriculum development. [http://www.cetl.gatech.edu/](http://www.cetl.gatech.edu/)

**DURING THE SEMESTER – FACULTY INFORMATION**

**Faculty Absences from Class**
Instructors are responsible for scheduling a colleague to assume class responsibilities in the event of a planned absence. It is not appropriate to ask a staff member or a student assistant to cover a class or exams. In the event of an emergency or illness, the instructor should send an e-mail to enrolled students and copy the Chair’s office (wanda.moore@inta.gatech.edu).

According to Georgia Tech policy, a faculty member who misses class is required to deduct the entire eight-hour day as sick leave in TimeOut.

**Academic Integrity and Honor Code Violations**
A copy of the Georgia Tech Honor Code regarding academic integrity is available online at [http://www.honor.gatech.edu/](http://www.honor.gatech.edu/). All potential Honor Code violations should be directed to the Dean of Students to discuss the incident and follow procedures for filing a complaint. Do not attempt to handle such issues independently. [http://deanofstudents.gatech.edu/index.php](http://deanofstudents.gatech.edu/index.php)

**Library Use and Support**
Library main website: [http://www.library.gatech.edu/](http://www.library.gatech.edu/)
Available resources: Interlibrary Loan/LENS/Research Services; e-Journals; course reserves; etc.
Subject Librarian for International Affairs: Mary Axford, 404-894-1392, mary.axford@library.gatech.edu.
Faculty and GRAs may utilize the Library’s third floor copy center. Students must be informed their access is only for Nunn School business as requested by the faculty member holding the account. Contact the library for more information about library copy privileges.

**Graduate Assistantship**
The School Graduate Committee, under direct funding approval of the School Chair, determines graduate Research Assistant (GRA) and Graduate Teaching Assistant (GTA) awards. GRAs participate in faculty research while GTAs help faculty with courses (preparing course materials/copies, grading, running labs, holding tutorials, etc.). Faculty with available funding for assistantships should relay detailed information to the Master’s and Ph.D. Program Directors as early as possible to ensure required documents are processed in a timely manner.

**Undergraduate Research Opportunities Program (UROP)**
The Institute competitively funds individual requests by student/faculty teams for funds to be used in support of undergraduate student involvement in faculty research. Projects may be initiated by either faculty or students, but the proposal must be written by the student. For more information, see: [http://www.urop.gatech.edu](http://www.urop.gatech.edu)

**END OF SEMESTER FACULTY RESPONSIBILITIES**

**Online Course/Instructor Opinion Survey (CIOS)**
Students access course opinion surveys to rate teacher/class effectiveness; [https://oscar.gatech.edu/](https://oscar.gatech.edu/). The “write-in” portion is often very helpful in improving both the effectiveness of the teaching style and course content. Surveys are available online approximately two weeks prior to the end of the semester. Survey questions are set, but instructors may add up to three additional questions. Instructors access CIOS at [http://www.cetl.gatech.edu/](http://www.cetl.gatech.edu/).

**Assigning Grades**
Refer to [http://www.registrar.gatech.edu/faculty/grading_information.php](http://www.registrar.gatech.edu/faculty/grading_information.php) for grading information.

Incomplete grades, “I,” may only be assigned for non-academic reasons beyond a student’s control—documented medical problems, jury duty, etc. The “I” must be removed by the end of the following semester or it will automatically change to "F."

**T-Square**
T-Square is an enterprise collaboration and learning environment management system at Georgia Tech based on Sakai software. It is recommended that faculty use T-Square to regularly update grades, post syllabi, and communicate with students. [https://t-square.gatech.edu/portal](https://t-square.gatech.edu/portal)

**Posting Grades**
All grades are posted electronically through OSCAR, [https://oscar.gatech.edu/](https://oscar.gatech.edu/). All courses at the 1000 and 2000-level require submission of mid-term grades.
**Grade Correction**

Completed Grade Correction forms must be submitted by the course instructor to the School academic office. Forms are available from the Nunn School’s academic program personnel.

**ACADEMIC PROGRAMS**

**UNDERGRADUATE PROGRAMS**

The Sam Nunn School of International Affairs offers three BS degrees: International Affairs (INTA), International Affairs and Modern Languages (IAML), and Economics and International Affairs (EIA). The programs are run under the oversight of the Director of Undergraduate Programs and the Undergraduate Committee and in conjunction with degree partner units and senior staff.

The Assistant Director of Undergraduate Advising and Professional Development is in charge of the advising INTA and IAML undergraduate students, professional development, internships, international activities, the international plan, and registration logistics.

**MASTER’S OF SCIENCE IN INTERNATIONAL AFFAIRS (MSIA) PROGRAM**

The Master’s of Science in International Affairs (MSIA) program is run under the oversight of the Director of the Master’s Program and the Graduate Committee. The Graduate Committee is composed of permanent members of the Sam Nunn School faculty including the Director of Master’s Programs as its co-chair. The other co-chair of the Graduate Committee is the Director of the Doctorate Program. It is this committee that deliberates upon and proposes major changes to the graduate program, which are then voted on by the faculty. The Committee also determines acceptance, declines, and readmission to the MSIA program; and assigns assistantships and awards financial aid.

The Assistant Director of Graduate Programs is in charge of the administration of Graduate admissions, registration logistics (this includes creation of special topics classes and permits) and coordination of assistantships. S/he assists students with planning their program of study. In addition, students should consult with the Assistant Director if they have any serious issues or concerns with their coursework, classmates, instructors, or any matter pertaining to the MSIA program.

The Assistant Director of Undergraduate Advising and Professional Development also has duties relevant to the MSIA program. For MSIA students, s/he serves as a resource for career guidance. Specifically, s/he helps students to navigate the appropriate resources for researching internships and full-time employment opportunities.

MSIA students who receive an assistantship or other financial award from the School may work with the Nunn School’s Financial Manager I.

A complete description of policies and guidelines for the Master of Science in International Affairs program can be found in the MSIA Student Handbook.
PhD Program

Faculty Advisor
All PhD students must have a Faculty Advisor. At the start of each academic year the PhD Director informs the student of their Faculty Advisor assignment for that academic year.

All faculty may request an incoming student as their advisee. The initial Faculty Advisor assignment is made by majority vote of the Graduate Committee from among all faculty who have requested that particular student. The Graduate Committee will take into account requests made by the student; the intellectual goodness of fit; balance load, and breadth; and funding considerations when making these assignments.

A student’s Faculty Advisor can be changed by written agreement between the prospective new advisor and the PhD Director, should the Director not be the current or prospective advisor; or written agreement between the prospective advisor and the Chair should the PhD Director be the current or prospective advisor.

If a student wishes to switch advisors—not uncommon for students in their initial year—they should first consult with the PhD Director. A next step, entailed in the above process, is the identification and agreement of a prospective new advisor.

Thesis Proposal
Within one year of completing the doctoral course requirements, the student will form a Thesis Advisory Committee chaired by his or her Faculty Advisor and will submit to this committee a Thesis Proposal. The proposal should include a summary of the following: the purpose of the study; the nature of the subject to be investigated and its importance; a brief review of the literature; the nature of the hypotheses to be developed or tested; the methodology, techniques, and data sources, if any, to be used; and a time frame for completion of the dissertation. In most cases the proposal does not exceed 30 pages however, the format may change depending upon advice from the Chair.

The proposal will then be presented at a public proposal defense Colloquium. The Colloquium must be publicly announced with at least two weeks of advance notice to the School community. At the proposal defense, the Thesis Advisory Committee will judge the student’s performance as one of the following: accepted, with or without minor revisions to be approved by the student’s Faculty Advisor; not accepted, major revisions needed, committee needs to approve.

If the committee accepts the proposal it will provide a list of suggestions and requirements, which they must address in conducting the dissertation research. If the proposal is accepted, the dissertation proposal committee will sign the dissertation proposal defense approval form. Upon submission of the proposal defense approval form, the student is admitted to candidacy for the degree. Submission of the approval form does not constitute a contractual agreement between the student and the dissertation committee. It is within the scope and function of the dissertation committee to recommend modifications to the research as it proceeds. If the committee does not accept the proposal, the committee will provide the student with a list of further requirements deemed essential to the completion of the proposed research.
Admissions
All applicants to the PhD program will be initially triaged by the Assistant Director of Graduate Programs ensuring compliance with basic requirements. The Graduate Committee will then assign each applicant who passes the triage to two or more faculty members for review, at least one of which will not be a member of the Committee. Reviewers will be selected based upon intellectual match. In addition, if a student explicitly names a faculty member in their application or supporting material, then that faculty member will be invited to review that applicant. Snowballing of applicant reviewers is allowed and encouraged; each applicant reviewer can further assign a faculty member to join in to the process. A useful way to think about the assignment of faculty to review an applicant is this: Hey take a look at this PhD applicant; I think you might be interested in them!

All PhD applications will be made available for perusal by all faculty and any faculty can self-assign themselves as a reviewer to any PhD applicant by informing the PhD Director.

Reviewers will provide written input for each of their applicants. In addition, each reviewer will score each applicant against a pre-determined scale (e.g., Very Strong, Strong, Neutral, etc.). Finally, each reviewer will state whether they are interested in serving as that applicant’s Faculty Advisor and whether they are or may be willing to provide sponsored support to that student. The reviewer will also be asked to estimate, if possible, the likelihood that the student would attend if offered admission.

The Graduate Committee will admit students based upon the strength of their application as determined by the applicant’s pool of reviewers and the fit of the student to the faculty as evidenced by the willingness of faculty to advise and/or fund the student. No student will be admitted without at least one prospective Faculty Advisor. Final admission decisions will also take into account anticipated yield and the availability of funding from sponsored and non-sponsored sources for this student. In the absence of funding–or strong funding prospects–a student cannot be admitted.

Before admission decisions are finalized for each prospective student, the Director will provide the Committee and the Chair a financial plan that details anticipated yield, a long-term funding plan, and a first-year funding commitment (including perhaps in rare circumstances no commitment at all).

Annual and bi-Annual Student Review
Institute and School policy details the possibility of dismissal from the program and other sanctions based upon violation of timely progress and performance requirements. This review letter process is intended to be consistent with and complimentary to all of those policies. The purpose of this review letter process is to allow students an opportunity to reflect on their own progress, facilitate formal communication of this progress from the School to the students, as well as provide a mechanism for defunding of students–a sanction which is outside of the existing structure.
In November of the Fall term, each PhD student will receive a formal letter of progress and status from the PhD Director. One month prior to the Fall review, based on dates detailed to them by the Assistant Director of Graduate Programs, each PhD student will provide to the Director and their Faculty Advisor a short status update and an updated resume. While the progress letter will be under the signature of the Director, in order to signal School level awareness and agreement, the letter will consider the materials provided by the student as well as written input provided by the student’s Faculty Advisor to the Director. The Director’s letter will highlight the student’s just concluding academic year including publications, program milestones, and good progress. In the event of problems and challenges, the letter will detail those as well. Based upon the recommendation of the Faculty Advisor and the majority consent of the Graduate Committee, the letter will place the student in Good Standing, Cautionary Standing, or Probation. Save in extraordinary circumstances, students will only move up or down this scale in single steps (Good to Cautionary, Cautionary to Probation, and reverse).

At the conclusion of the Spring term, students in Cautionary Standing or Probation will receive a term review letter which will be written using an identical process as the end of year letter.

First-year PhD students will receive a Spring term progress letter but will not receive a Fall review in their first year.

Institute and School policy details timeliness to degree and performance requirements. In addition, School policy (below) provides a customary timeline with annual milestones. Any time a student violates the Institute timeliness policy or is determined by the Graduate Committee to have violated without just cause the School timeline, the student will be placed in Cautionary Standing should their previous standing be Good, or Probationary standing should their previous standing be Cautionary or Probationary.

After two full terms (Fall and Spring) on Probation, the student becomes ineligible to receive non-sponsored assistantships for a minimum of the next two full terms and any intervening summer term. In addition, only in extraordinary circumstances would a faculty member offer a student a sponsored assistantship during an exclusionary period.

**Science and Technology Paper**

The final step in the qualifying exam process is to complete and have accepted a science and technology research paper. This paper must focus on some aspect of science and technology and its relationship with international affairs. It is expected that the paper will be of publication quality and will be written for submission to a relevant publication venue. In order for the paper to be accepted, it must be presented to an open audience and signed off on by the student’s Faculty Advisor and the PhD Director.

**Timely Progress and Milestones for Fall Review**

The following are the milestones for the Fall review in November of each year.

Fall Year 1: Students will have a Faculty Advisor. The student should have regular meetings with at least one faculty member. If their initial Faculty Advisor does not have an intellectual connection with the student’s work, then the student should have regular meetings with another
faculty member who is connected to his/her intellectual interests. The motivation for this is that there be someone by the Fall review period who can vouch for the student’s intellectual progress.

Fall Year 2: The student should have a Faculty Advisor for research. The student should also show evidence of having worked on one research project. This is compatible with the kind of evidence of research progress that is needed in the science and technology paper. Starting this year (AY2014), the student is expected to have submitted at least one publication per year (see below).

Fall Year 3: The student should have attempted the Qualifying Exam for their degree program during the previous spring. If the student failed the Qualifying Exam, a plan for the second and final attempt at the Qualifier must be provided, which we expect will happen during the third year in most cases. The student should present a plan for a thesis proposal, including identification of the research area and a schedule for when the thesis proposal will tentatively happen.

Fall Year 4: The student will have finished their thesis proposal, be well on their way in research, and have a concrete plan for completing their thesis.

Fall Year 5: The student should have graduated or have a concrete plan for graduation before the next fall review.

Additionally, students are expected to have submitted at least one publication to a peer-reviewed venue each year, starting at their review in fall of year 2 and onwards. Note that this requirement refers to submissions, and the faculty understands that not all submissions will be accepted for publication.

There are many good reasons for moving at a slower (or faster) pace than the suggestions here. For example, students may switch advisors. A student’s progress might also be delayed by major life events such as birth of a child, visa processing delays, logistical issues beyond the student’s control, health issues, etc. These reasons should be clearly explained in the student’s self-assessment. The Graduate Committee decides whether a student’s particular situation justifies missing milestones. Thus, it is important for students to be explicit in their self-review about why specific milestones have been missed and how/when the student plans to meet the previously missed milestones.

SUMMER STUDY ABROAD PROGRAMS
The Nunn School runs several faculty-led and taught summer study abroad programs. Currently, these programs take place in Asia, Europe, and Latin America.

Faculty members of the Nunn School are encouraged to propose to the School Chair new study abroad programs and to contact the chair if there are major modifications to existing programs. By the end of spring semester in the year prior, the School Chair (in consultation with the Associate Chair and the directors of the graduate and undergraduate programs) approves the programs and appoints or reappoints the summer study abroad program directors.
The Program Director submits the program design and budget to the School Chair for approval by the beginning of the fall semester in the year prior. The Program Director seeks and secures the approval of the program from the relevant Georgia Tech offices, such as the Office of International Education (OIE), before student recruitment begins.

With the specified subsidies from the Nunn School (see below), Georgia Tech (summer course tuition), and external grants (such as The Coca Cola Foundation Grant), each study abroad program should be financially self-sufficient with program fees and other grants and income.

The Program Director is responsible for the design, organization, and teaching of the program and receives a one-course reduction of teaching load during the academic year prior to the summer. The Program Director also receives summer pay following Georgia Tech regulations, conditioned by the program budget and approval by the School Chair.

The Program Director, in consultation with the School Chair, may appoint a co-director or engage additional faculty for instruction. The co-director/teaching faculty receives summer teaching pay following Georgia Tech regulations, conditioned by the program budget, and approved by the School Chair.

Program Directors are encouraged to partner with different co-directors/teaching faculty at different reiterations of the program, chosen from the School’s faculty, to expand faculty participation in the summer study abroad programs and thereby enrich the School’s research and teaching.

**RESEARCH LEAVE, COURSE BUY-OUT, AND CONSULTING**

There are four main variants regarding leave and course buy-out:
- Research leave subsidized by School
- Wholly externally funded leave
- Course buy-out for administrative work
- Externally funded course buy-out

**RESEARCH LEAVE**

It is Board of Regents policy that faculty must be placed on leave of absence for any semester in which you will spend more than half of your time away from campus.

With regard to research leave subsidized by the School, a faculty member can generally expect a positive answer if: (1) the request is received by February 1 of the academic year before it would be in effect, (2) the faculty member can provide at least the normal buyout rate for relief from teaching, (3) the faculty member has not had research leave recently, and (4) the leave would still allow coverage of key courses in the curriculum. If these conditions are not met, approval of the leave is not precluded but is much less certain as approvals from the Chair, Dean, and Provost are necessary.

Research leave completely covered by external funding sources requires Chair approval.
Faculty on leave are generally relieved of School service activities such as serving on committees.

**COURSE BUY-OUT**
Course buy-out does not release faculty from School service duties. It requires Chair approval.

For externally funded course-buyouts, the faculty member should provide as a minimum 1.0 of one month’s salary. Electives are bought out first.

**NUNN SCHOOL POLICY ON COURSE-REDUCTION AND RESEARCH LEAVE (ADOPTED IN 2008)**

**Untenured Faculty**
Each untenured faculty member may have one two-course teaching load reduction so as to have a one-time, semester-long, leave of absence. This school-funded leave of absence is in addition to other, externally funded research leaves.

**Tenured Faculty**
Each tenured faculty, after five years service to the School as a tenured faculty, and after having successfully passed the five-year review process, may receive a one-course reduction of teaching load every five years to conduct research. In the academic year of the course reduction, the tenured faculty may stack courses so as to have a leave of absence for one semester (a 3-0 or 0-3 teaching load). This school-funded leave of absence is in addition to other, externally funded research leaves.

The eligible tenured faculty must submit a proposal when applying for the course-reduction and should make a report (including publications resulting from the leave or giving a seminar about activities during the leave) similar to that normally expected for receiving a research grant.

The eligible tenured faculty must discuss with the School Chair, in advance, of his/her desire to stack courses. In the event that more than one tenured faculty member wants to leave in a given semester, a lottery system may be used to determine the order. Faculty members may swap their slots but are required to provide written notification of any changes to the Chair’s Office.

**Implementation**
To ensure continuity of School administration, the School Chair, Associate Chair, and directors of graduate and undergraduate programs are not eligible for this policy while holding their administrative positions.

In consultation with the Associate Chair who schedules courses and the Steering Committee, the School Chair approves the faculty member’s application for course-reduction, or advises for a different time due to overriding School needs.

**Workload**
Full-time permanent faculties have a standard teaching load of two courses per semester. Teaching and service responsibilities are expected to reflect 50% of a faculty member’s work effort during the academic year. The other 50% of a faculty member’s work effort should be
devoted to research and presentations at workshops, seminars, and academic conferences. It is expected that these pursuits will lead to scholarly and policy-relevant publications in peer reviewed journals and books.

**Faculty Consulting**
In recognition of the benefits gained through experience working with external agencies, the Institute encourages faculty consulting, defined as “professional activity related to the person's field or discipline, where a fee-for-service or equivalent relationship with a third party exists.” The maximum number of permissible consulting days is 13 days per quarter, or 52 days per fiscal year. The faculty member must complete a consulting form naming each client and the total number of consulting days. [http://coi.research.gatech.edu/](http://coi.research.gatech.edu/). These forms must be resubmitted to the Chair at the start of every fiscal year.

Teaching a class at Emory falls under consulting provided the class does not exceed the “one day per week” rule. Consulting should be scheduled so classes are not missed. Consulting should be reported on the monthly TimeOut report.

The complete policy is detailed in the Faculty Handbook, General Institute Policies, 38. Conflict of Interest, Consulting, and Disclosure. [http://www.academic.gatech.edu/handbook/](http://www.academic.gatech.edu/handbook/)

**Human Subjects and the GT Institutional Review Board**
Information regarding the Institutional Review process for research involving human subjects (interviews, surveys, etc.) can be found online at the Office of Sponsored Programs, [www.osp.gatech.edu](http://www.osp.gatech.edu).

**FACULTY SEARCH AND HIRING**

**SEARCH COMMITTEE**
In consultation with the faculty, the School Chair appoints a Faculty Search Committee Chair primarily based on expertise and other relevant considerations. In turn, with faculty consultation, three to five committee members are appointed by the School Chair and Faculty Search Committee Chair. The School Chair is an ex officio member.

Faculty may recommend and make input about the search and hire to the search committee and/or to the School Chair.

**PROCESS FOR HIRING**
Hiring a routine, tenure-track faculty member requires a full faculty discussion of options. The search committee refines a position announcement with the School Chair that must receive final faculty approval via a meeting vote or e-mail vote.
The School Chair must obtain permission to search from the IAC Dean and the Provost before posting the announcement.

The search and interview process must include active outreach to minority colleagues and institutions. All files of applicants will be made available to all regular faculties for perusal. The search committee brings as many as eight to ten names to the faculty for discussion and ranking for priority to interview. Interviews take place with full faculty involvement.

Based on faculty input during the search, the Search Committee makes recommendations to the faculty to discuss and rank order candidates who have interviewed. From this discussion, the School Chair submits a recommendation to the IAC Dean, who carries the recommendation to the Provost who will either approve or disapprove the hire. See also the Policy Library for Tenure-Track Faculty Appointments: http://www.policylibrary.gatech.edu/faculty-handbook/3.3.1-tenure-track-faculty-appointments

GUIDELINES FOR SEARCH PROCESS

Faculty searches should start by the very beginning of the academic year, if not the spring before. Applications should be due no later than November 15 and screening should occur before winter break. Interviews should be scheduled in January at the latest. Under the guidance of the Search Committee Chair, the Search Committee should seek to:

- Actively recruit women, people of color, and senior candidates as soon as the position announcement is set.
- Set and use explicit criteria, for screening, feedback, and ranking.
- Make room for all voices on the search committee and in the faculty. As the process narrows, ask each person to give pros and cons on each candidate.

RESPONSIBILITIES DURING THE SEARCH PROCESS

Responsibilities of the Search Committee Chair

Search committee chair convenes a first meeting of the committee to discuss how the search fits into the School’s strategic goals, develop proposed criteria for screening and evaluation, set a procedure for screening, and set future meetings and a general time-line for the search. Committee suggests places for advertisement. (School Chair follows through with the administrative staff to make sure these have been placed.)

Responsibilities of the Administrative Staff

Once the position announcement has been approved by the faculty and put into final form by the School Chair, the Administrative Manager II places the advertisement in the recommended publications and other locations and informs the Search Committee Chair that this has been done. The Administrative Manager II is responsible for the day-to-day administration of the search including the following:

a) Oversee Administrative Professional II who:
   1) opens applications promptly and acknowledges each by e-mail or letter within a week of receipt, with affirmative action form;
2) maintains applicant email addresses in a form that allows easy distribution of decline letters to those who are no longer under consideration at each stage of the process;
3) keeps a spreadsheet of applications submitted, including name, current position, degree, year of degree, and institution of degree for each applicant. Sends this weekly to the search committee; and
4) maintains applicant files in good order, with letters of application and resumes at the front and letters of recommendation at the back.

b) After the committee has made a first cut, makes all remaining cover letters and resumes available in a secure file on inta-commons and informs faculty of the site and how it is accessed. Keeps the site updated with information pertaining to those candidates on that first short list and in particular those candidates recommended for interview. Uploads additional documents for these candidates as requested by the Search Committee Chair.

c) Assists the Search Committee Chair as needed on arrangements for screening interviews.

d) Connects interviewees with Administrative Professional Sr.-Events & Travel to make all arrangements for travel, accommodations, and meals for candidate visits to campus, along with prompt reimbursements to candidates, and maintain a standard form for interviewees to provide the necessary information.

e) Prepares decline letters for Search Committee Chair signature. Works with the Search Committee Chair so that decline letters are sent when an offer has been accepted if some candidates have been held in reserve but not interviewed.

f) Works with the candidate on assembling items for the hiring paperwork, and prepares it for the School Chair’s signature.

g) Connects new hires with the IAC Computer Support Representative and the Financial Manager I to make sure their computer equipment has been ordered, arrives, and is set up before arrival.

h) Assigns office space and ensures offices are equipped and ready for operation prior to arrival.

Responsibilities of the School Chair in the Search
The School Chair meets with Search Committee to help articulate the strategic goals of the search and their fit with school goals.

a) Ensures there has been adequate discussion at each stage of the process so that all faculty understand the hiring decision and that the Search Committee has been sufficiently consultative in its internal and School-wide processes.
b) Gives candidates basic background information on the School and its operation.

c) Informs successful candidate that he or she is getting an offer, and negotiates the terms of that offer.

d) Through the Administrative Manager II and Search Committee Chair, informs unsuccessful interviewees when the offer has been accepted.

TRAVEL PROCEDURES

FACULTY TRAVEL SUPPORT
The School Chair will support one trip per year and up to $1,200 per faculty member to attend a conference and/or present a paper; usual restrictions apply. A request for faculty support can be obtained by sending an e-mail to the School Chair specifying the conference type, purpose, location, dates of travel, and estimated expenses.

Travel Authority Policy
The Travel Authority Request form (TAR) gives departmental employees pre-approval for travel leave and provides a budgeting tool for estimating the cost of trips. TARs are maintained in departmental files. Prior authorization from the School Chair should be obtained for all official travel (even in cases when no charges to the Institute are involved, the TAR serves as documentation of approved absence from campus and for insurance purposes).

International Travel
Compliance with federal laws related to export controls and embargoes require all faculty and staff planning international travel and international collaborations to be aware of these regulations. Travelers must ensure that any information that will be discussed or any items that accompany the traveler are either not controlled or, if controlled, proper licenses are in place. More information regarding export controls and how they relate to employee travel is available at: http://www.export.gatech.edu/index.php?section=travel.

The TAR for international travel includes a second page that must be completed. If all answers are “no,” both pages of the TAR will remain on file in the department. If any answers are “yes,” the Office of Legal Affairs will review the form and collect additional information from the traveler. The Office of Legal Affairs must receive the TAR at least 30 days prior to the first day of travel to ensure adequate time to audit the traveler’s questionnaire and acquire any necessary licenses. In all cases, both pages of the TAR must be submitted for all international travel.

Travel Authority Procedure
The Travel Authority Request form is available at https://techworks.psauth.gatech.edu:5943/psp/paprod/EMPLOYEE/ERP/c/GT_TE.GT_TE_INTRO.GBL?FolderPath=PORTAL_ROOT_OBJECT.EPCO_TRAVEL_EXPENSES.GT_TE.GT_TE_INTRO_GBL&ticket=ST-43695-i6FgovWKfh4YITyp1rmu-cas2.oit.gatech.edu

The Travel Authorization must be completed and properly approved prior to the first day of travel for all travel outside the state of Georgia. The TAR must be filled out electronically via
TechWorks. In case of a Non-Employee, a Travel Authority form for Non-Employee’s should be filled out and submitted to the Financial Manager I for approval and submission to Accounts Payable. http://www.procurement.gatech.edu/travel/forms

Fill out the forms as completely as possible. Employees should attempt to estimate the cost of the trip to best of his or her ability. The detailed trip destination / business purpose for the expense is a point-to-point description of the destinations to be visited during the trip as well as an explanation and reason for the trip. It should be complete and explicit. All expected excessive expenditures must be justified on the Travel Authority Request form and be e-signed by the traveler.

AIR TRANSPORTATION

Airline Contracts
GT has special contract rates with Delta and AirTran/Southwest Airlines. These special rates can only be accessed via the web booking tool, Concur, or by contacting Travel Incorporated at 770-291-5190. The special contract rates may be used by employees traveling on official state business. Independent contractors and non-employee students, guests, and visitors may use the contract if they are traveling on Institute business.

Restrictions on Class
Reimbursement is limited to coach fare unless:

1. There is no other space available on the needed flight (supporting documentation from a travel agency must be included with the travel reimbursement request).
2. A licensed medical practitioner certifies that because of a person’s mental or physical condition, specific air travel arrangements are required. It is the responsibility of institution officials to obtain necessary medical certifications for any employee that requires special air travel arrangements due to a medical condition. Information should also be obtained specifying the expected length of time such condition would have an impact on travel needs. Supporting documentation must be retained within the department.
3. The Commissioner of Public Safety certifies that specific air travel arrangements are necessary for security reasons.
4. Overseas foreign travel—with appropriate approval and funding; see First/Business Class-Foreign Travel section below.

These exceptions should be approved in advance on the TA and noted in the “comments” section of the expense report in the TechWorks Employee Travel and Expense System. If free upgrades/frequent flier miles are used for an upgrade, this should be noted in the “comments” section of the expense report in the TechWorks Employee Travel & Expense System.

Airline Frequent Flyer Programs
Traveling employees may retain frequent flyer program benefits. However, participation in these programs must not influence flight selection which would result in incremental cost to the Institute beyond the lowest available airfare, as defined in this policy.
First / Business Class Airfare - Foreign Travel

State regulations now allow reimbursement of first class or business class airfare using state funds. In certain circumstances, Georgia Tech Foundation funds, Georgia Tech Research Corporation funds, or sponsored funds may permit reimbursement or direct payment of business class airfare for International travel that does not meet the 10-hour requirement for State funds.

Georgia Tech will allow the use of state funds for international flights where the portion of the flight that is non-stop exceeds 10 hours.

- Pre-trip approval for the additional expense is required via the Travel Authority.
- This does not include any time spent between flights during a connection.

Business class airfare for international flights that are pre-approved by the appropriate unit officer in accordance with Georgia Tech travel authorization policy may be processed through the Institute (Accounts Payable) from Foundation funds available to the school or department. The expense report in the TechWorks Employee Travel & Expense System is used for reimbursement with appropriate receipts and approvals. Direct billing is available through Travel Incorporated.

Transaction Fees / Service Fees
The transaction or service fees associated with booking airfare are authorized items for travel reimbursement. Additionally, baggage fees, change fees, etc. associated with official business are reimbursable.

Travel Agent for Direct Airfare Billing
Direct Billing of Airfare for Employees

The Institute has entered into an agreement with Travel Incorporated to arrange for the prepayment of air travel for faculty and staff. They are the only travel agency authorized to directly bill the Institute for airline tickets. Contact the Travel Incorporated team assigned to GT traveler’s at (770) 291-5190. Travelers may also utilize the web booking tool, Concur, to direct bill airfare.

Approval to direct bill must be obtained prior to ordering any airline ticket, either through Travel Incorporated or Concur.

In order to access the web booking tool, employees much first complete an e-Profile with Travel Incorporated. If a traveler wishes to direct bill through the web booking tool, a request for Direct Billing Form must first be submitted to the GT Travel Team. Employees may access the web booking tool at: https://www.concursolutions.com

A copy of the Approval for Direct Billing Form should be faxed to the Accounts Payable Travel Team at 404-385-3305 (One Time Only). The Approval for Direct Billing Form may be found on the Business Services Travel Forms bank at: http://www.procurement.gatech.edu/travel_forms.php. When filling out this form, be sure that you add the Financial Manager I as a person to receive a copy of your itinerary.
After 24 hours of creating the E-profile, the traveler submits a Request for Direct Billing. The following information must be provided at the time the ticket is ordered:

- Ten digit campus reference number
- PeopleSoft project account to charge
- Employee ID number
- Business purpose of trip

- Phone (770) 291-5190
- Toll Free (877) 548-2996
- Fax (770) 291-4150
direct billing airfare for students / visitors

The Institute has entered into an agreement with Travel Incorporated for the prepayment of air travel for official guests, visitors, students, and independent contractors. Contact Travel Incorporated by phone at (770) 291-5190 or by fax at (770) 291-5175 to make reservation and obtain a record locator number. Then, prepare a non-employee travel authorization request form and send this to the Financial Manager. The appropriate accounting information will be entered and this will be faxed to Accounts Payable for approval. Once approved, this will be sent to Travel Inc.

Airfare needs to be booked through Travel Inc. for direct billing airfare. Name matching official government issue ID, date of birth and contact number are required when making the reservation.

Final arrangements should be subjected to an administrative review by the Administrative Professional Sr.—Events & Travel and a financial review by the Financial Manager. Approval to travel must be obtained prior to ordering any airline ticket.

Per Diem Allowance for Meals

Meal Expenses Associated with Overnight Travel within Georgia

Employees traveling overnight may be paid a per diem amount designed to cover the cost of three meals per day for all days of travel other than the day of departure and return. The maximum per diem for three meals is $28.00 per day for travel within most areas of Georgia. Reimbursement for meals within a 50-mile radius of an employee’s headquarters or residence is generally not allowable, unless in conjunction with a Georgia Tech sponsored event (see section 6.14 - Retreats and Campus Workshops for Faculty and Staff). If meals are included with a conference registration, the associated meal costs are to be deducted from the daily meal limitation.

Meal Expenses Associated with Overnight Travel within High Cost Areas in Georgia

Employees are considered traveling in high cost areas of Georgia when their official responsibilities must be performed at a location in the high cost area. The maximum per diem for three meals per day is $36 for the following counties: Chatham, Clayton, Cobb, Coweta, DeKalb, Fayette, Fulton, Glynn, Gwinnett and Richmond.
The meal limits may be considered as a single daily total. When working and spending the night in lodging, the following meal limits (including partial day reimbursements) apply.

**Meal Expenses Associated with Overnight Travel outside Georgia (Domestic U.S. and International Travel)**

Meal expenses will be paid for the federal per diem (less the federal “incidents” allowance) rate established for the travel destination. Reimbursement for alcoholic beverages is not permitted. The TechWorks Employee Travel & Expense System will pull rates effective at the time of travel. This system will only allow employees to claim per diem based on destination. Employees may not claim more than the allowable amount.

Federal per diem rates may be accessed at the following address: http://www.defensetravel.dod.mil/site/perdiemCalc.cfm. Choose your destination and then look to see what the per diem is in the Local Meals column and this will be maximum daily per diem allowed. Taxes and tips should be included in the price of the meal.

**Per Diem Meal Allowance Calculations**

As of August 6, 2012, Georgia Tech will implement the new State of Georgia travel regulations for meals which change the way per diems are calculated.

- The **Departure Time** and **Return Time** are no longer used. Instead, the per diem meal amounts on the first and last days of business travel will be calculated as 75% of the regular per diem meal amount (i.e., reduced by 25% on those days).

<table>
<thead>
<tr>
<th>Travel with Overnight Lodging</th>
<th>One-Day Trips</th>
</tr>
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<tbody>
<tr>
<td>- Travelers will receive 75% of allowable per diem on days of departure and return, regardless of the time of day that traveler departed/returned.</td>
<td>- For trips that do not include overnight lodging, travelers will receive 75% of the allowable per diem if trip length is 12+ hours and travel is more than 50 miles from home or headquarters.</td>
</tr>
<tr>
<td>- Meals provided by a sponsor or conference should be deducted or reduced, as appropriate.</td>
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<tr>
<td>- The allowable meal calculation is automated within the T&amp;E system and allows for the exception associated with partial trip reimbursement for “continuous” trips</td>
<td></td>
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<tr>
<td>- Back-to-back trips, study abroad, extended research</td>
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<td>[Diagram: ATLANTA to MACON]</td>
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</table>
**Ground Transportation (Mileage, Parking, Taxi and Rail)**

**Mode of Transportation**
Reimbursement will be authorized for the most economical mode of transportation consistent with the purpose of the travel. Out-of-state reimbursement will be limited to the contract airfare rate for that location. Using the state contract for airfare is not required if a less expensive fare is available and desired. Shuttle service, taxi or public transport fees may be reimbursed when incurred in connection with common carrier transportation to and from airport or meeting places. If receipts are not available, a point-to-point explanation must be given for each such item.

**Use of Private Vehicle for Out-of-State Travel**
Travel outside of Georgia will be reimbursed on the basis of: (1) the lower of the lowest available coach airfare, or (2) the actual mileage rate.

Meals and lodging en route to the destination may not be claimed for reimbursement during the period when the traveler would not be en route if he/she were traveling by common air carrier.

**Use of Private Vehicle for Travel to Airport**
Reimbursement to the home airport may be made for one round-trip to the airport and parking or two round-trips to the airport if no parking is claimed. Mileage is calculated from home or headquarters (whichever is closer) on regular workdays. The standard mileage from GT is 15 miles and from GTRI-Cobb is 25 miles.

The departure point for weekend or holiday travel is the employee’s actual point of departure. During the normal workweek, the departure point is the traveler’s residence or headquarters, whichever is nearer the destination, **regardless the time of day traveled.**

**Mileage Rate**
Transportation expenses incurred for use of personally owned automobiles will be reimbursed at the rate per mile as provided by the U.S. General Services Administration (GSA). Reimbursement will only be allowed for actual miles traveled in the performance of official duties. The rate is currently $0.565 per mile for actual official mileage traveled.

**Mileage Reporting**
Employees may be reimbursed for the mileage incurred from one point of departure to travel destinations as listed below:

- If an employee departs from headquarters, mileage is calculated from headquarters to the destination point.
- If an employee departs from his/her residence, mileage is calculated from the residence to the destination point, **with a reduction** for normal one-way commuting miles. For the return trip, if an employee returns to headquarters, mileage is calculated based on the distance to such headquarters.
- If an employee returns to his/her residence, mileage is calculated based on the distance to the residence, **with a reduction** for normal one-way commuting miles.
Claims for mileage in excess of the most direct route from the point of departure to destination (due to field visits, picking up passengers, etc.) must be explained in the comments section of the expense report.

**Shuttle / Taxi / Other Public Transportation**
Shuttle service, taxi or trolley fares may be reimbursed when actually incurred in connection with common carrier transportation to and from railroad, plane, bus terminals or meeting places if necessary.

Although receipts are recommended, employees are not required to submit receipts for travel by mass transportation, taxi, or airport vans. **However, a point-to-point explanation is required for each item reimbursed.** All transportation expenses should be itemized in the expense report in the TechWorks Employee Travel & Expense System.

**Travel by Railroad**
State agencies may reimburse employees for the actual cost of rail transportation, provided the appropriate personnel authorized the travel expense in advance. Employees traveling by rail are to obtain the lowest possible fare.

**Other Expenses**
In addition to the mileage reimbursement, an employee may be reimbursed for costs associated with official use of the vehicle. These costs include:

- **Tolls** - Actual toll expenses may be reimbursed. A receipt should be provided when possible; if not, a written explanation should be in the comments section of the expense report for these items.
- **Parking** - Actual parking fees may be reimbursed. A receipt should be provided when possible; if not, a written explanation should be included in the comments section of the expense report for these items.
- **Lodging** - Minimum rate accommodation should be utilized and luxury accommodation should be avoided, unless hotel is the site for a conference. Bed and Breakfast lodging is acceptable.

Reimbursement is limited to the actual cost of lodging and is limited to the single room rate. When the room is shared with other state employees on travel status, reimbursement will be calculated on a pro rata share of the total cost and must be claimed separately by each employee. Each traveler’s (if both are GT employees) Expense Report in the TechWorks Employee Travel & Expense System should indicate the name of the traveler with whom the room was shared and the project number of the other traveler’s TES.

Employees who stay at a hotel that is holding a scheduled meeting or seminar may incur lodging expenses that exceed the rates generally considered reasonable. The higher cost may be justified in order to avoid excessive transportation costs between a lower cost hotel and the location of the meeting.

Charges for in-room movies and health/fitness club fees are not reimbursable. Laundry/Valet services are reimbursable for trips that exceed seven consecutive nights of business travel. Reasonable expenses for porters and baggage handling are reimbursable.
When traveling within the state of Georgia on official business, the traveler is exempt from county and municipal excise tax. Copies of this form are available on the Accounts Payable website.

Payment for hotel and motel expenses will be made in the form of reimbursement to the traveler and cannot be paid directly to the hotel unless the hotel has authorized direct payment. Claims should provide the date, location, and amount of each lodging expense and supported by a “paid” copy of the bill. The original, itemized receipt is required.

**Registration Policy**
Reimbursement requests for registration fees required for participation in conventions or conferences should be made via the TechWorks Employee Travel & Expense System and must be supported by a “paid” receipt or a copy of the front and back of a canceled check or a bank statement showing date and amount. A copy of the registration form/brochure indicating the conference name, dates and cost must accompany the request.

Payment for registration may be done in one of four ways:
1. Procurement Card (PCard) - the preferred method of payment and a best practice;
2. Reimbursement to the traveler via the TechWorks Employee Travel & Expense System or
3. Prepaid using the BuzzMart e-payment Request Form or
4. Check Request Form

**Miscellaneous Travel Expenses**
*Telephone / Telecommunication Charges*
Expenses for official telecommunication charges that must be paid by the traveler while on official travel are reimbursable. Please see wireless communication devices cellular telephone service for further details.

Official phone calls are reimbursable under the "Miscellaneous Expenses" tab in the TechWorks Employee Travel & Expense System. Personal phone calls are not reimbursable. Per state policy, travelers must document the person contacted and the business purpose.

*Passports / Visas*
Fees for obtaining passports and/or visas necessary to conduct official travel outside the United States may be reimbursed when documented by a receipt.

*Miscellaneous*
Certain other miscellaneous expenses may be reimbursed if they are related to the official purpose of a trip. These include excess baggage charges, postage charges, and necessary supply purchases. Amounts should be reasonable to be allowable. Claims should be accompanied by a written explanation and receipt (where applicable).

Summary of Reimbursable and Non-Reimbursable Expenses can be found in the following link: [http://www.policylibrary.gatech.edu/miscellaneous-travel-expenses](http://www.policylibrary.gatech.edu/miscellaneous-travel-expenses)
**Rental Vehicle**

Rental transportation will not be authorized routinely for the execution of official duties involving high volume travel for which transportation by a personally owned or institutionally owned vehicle would be more appropriate. Employees must pay for rental cars at time of rental and seek reimbursement via the TechWorks Employee Travel & Reimbursement System.

Authorization to rent a vehicle must be granted prior to travel via the TechWorks T&E System.

Georgia Tech employees now have additional options for out-of-state car rentals. DOAS State Purchasing has approved Georgia Tech’s waiver request to grant exception from mandatory use of the Hertz contract for rentals at airport locations, including out-of-state rentals. Employees may still use the Hertz contract, if the vehicle availability and customer service levels meet their business needs.

The in-state rental contract with Enterprise and Hertz continue to be mandatory supplier contacts for rentals within the State of Georgia. Both of these contracts include CDW and LDW liability insurance.

For car rentals outside of Georgia, as well as rentals that originate at Atlanta Hartsfield-Jackson airport, travelers may use the supplier that best meets their business needs. National Car rental offers special pricing for Georgia Tech travelers that includes CDW and LDW insurance coverage. **Travelers must quote the state contract number (5500078) in order to receive the collision and liability insurance coverage.** If you use National Car Rental you can sign in for National Emerald Club for free and receive Emerald Club Benefits.

<table>
<thead>
<tr>
<th>Rental Location</th>
<th>Contract Vendor/CDP#</th>
<th>Contract Use</th>
</tr>
</thead>
<tbody>
<tr>
<td>Georgia</td>
<td>Enterprise (CDP#03W1179) Hertz (CDP#2018737)</td>
<td>Mandatory Suppliers</td>
</tr>
<tr>
<td>All Out-of-State and Atlanta Hartsfield-Jackson Airort</td>
<td>Hertz (CDP#2108737) National (CDP#5500078)</td>
<td>Optional</td>
</tr>
</tbody>
</table>

**All rentals that initiate in Georgia can be used in surrounding states.**

**Insurance**

Personal accident and effects insurance on rental vehicles is **not** reimbursable (PAI, PEP, PEI). Collision and liability insurance costs are reimbursable (CDW, LCW), if not using one of the mandatory state contracts. Supplemental liability insurance is not reimbursable (SLI, LIS).

The National and Enterprise Car Rental contracts provide for domestic collision and liability insurance in contracted rates at no additional cost, when the contract ID is included in the Rental Agreement. The contract ID must be quoted at the time of reservation in order to receive the CDW and LDW at no additional cost.
Other Considerations

- When traveling internationally, all rental car insurance offered should be purchased. These expenses are fully reimbursable via the TechWorks T&E System.
- Rental of luxury vehicles is not permitted.
- When employees share a rental vehicle, that information should be indicated in the TechWorks T&E System with the name of the travelers with whom the vehicle was shared.

Reimbursement

In addition to rental fees, an employee may be reimbursed for costs associated with official use of the vehicle. These costs include:

- **Gasoline** - Original receipts must be submitted.
- **Additional Drivers** - This is reimbursable only if the additional driver is on travel status with the Institute.
- **Navigation Systems** - Reimbursable if required for remote locations and a business justification is provided.
- **Tolls** - Actual toll expenses may be reimbursable. A receipt should be provided when possible; if not, a written explanation should be entered into the description field in the TechWorks T&E System.
- **Parking** - Actual parking fees may be reimbursable. A receipt should be provided when possible; if not, a written explanation should be entered into the description field in the TechWorks T&E System.

Off-Site Parking - Atlanta Hartsfield-Jackson Airport

Georgia Tech has discount agreements with two off-site parking companies.

**Pre-Flight Parking**: Rates are discounted 35% off regular rates. They are located at the Global Gateway Connector and have covered and uncovered spaces. The uncovered rate with GT discount is $3.87 per day and the covered rate with GT discount is $7.12 per day. You get 250 Delta Skymiles when you spend $160 on parking; you must put your Delta Frequent Flyer number when signing up for the program. For the **Frequent Parker Program** you can register via web (use corporate code #1172) at [www.preflightparking.com](http://www.preflightparking.com) or fax, 404-767-0133. With the Frequent Parker Program you can earn a free day for every five days parked and guaranteed parking space during peak travel periods in any Preflight lot (type of parking cannot be guaranteed).

**The Parking Spot**: Rates are discounted 30% off regular rates. They have two locations on Camp Creek Parkway and have both covered and uncovered spaces. They do not service the International Terminal. You can register at the Parking Spot’s customized GT web page, [https://www.theparkingspot.com/promotions/corporatehome.aspx?CCode=Geor1693](https://www.theparkingspot.com/promotions/corporatehome.aspx?CCode=Geor1693)

Travel Advances

Travel advances are not offered through the Institute using Institute funds. If travelers do not want to wait until after they return from a trip to be reimbursed for airfare, they can use direct billing via Travel Incorporated (see Air Transportation).
**Procedures**

**Georgia Tech Research Corporation (GTRC) Travel Advances**

Travel advances are available to support personnel in the performance of their professional responsibilities via GTRC. Travel Incorporated direct billing of airfare should be used to minimize requests. Because of the large amount of funds required for travel advances, the following procedures must be observed:

1. Requests for travel advances are made on the **Request for Travel Advance Form** (or contact GTRC at 404-894-7043). The request form must be approved prior to preparation and release of travel advance checks by GTRC. A Georgia Tech Travel Authority form can be printed from the TechWorks Employee Travel & Expense System. It must accompany the **Request for Travel Advance form**.

2. Requests for travel advances should be submitted to GTRC at least three business days before departure. Please avoid special last minute requests.

3. Travel advances may **not** include airfare. Airfare should be directly billed via Travel Incorporated.

4. Travel advance checks will be available no later than 12:00 Noon on the last working day before departure and are to be picked up in the GTRC office located in the Research Administration Building at 505 10th Street. Travel advance checks must be picked up prior to departure or will be considered null and void unless prior arrangements are made for pickup.

5. Repayment of travel advance funds must be made in full no later than 15 working days after the employee’s return to campus, or upon reimbursement of travel expenses, whichever comes FIRST. Repayment may be made in cash or by personal check payable to GTRC. Please keep the 15-day reimbursement in mind when submitting expenses.

6. Reimbursement will be made to the traveler for the full amount of the travel expense submitted in the T&E System. The traveler is responsible for repaying the travel advance, in full, to GTRC.

7. Only one travel advance may be outstanding from any individual at any time unless there is a sound, mitigating circumstance (for example, trip spaced less than 15 working days apart).

**Travel Expense Statement**

The TechWorks Employee Travel & Expense System must be used by employees to request reimbursement for expenses associated with official business. The T&E System is accessed via the **TechWorks main page**. It can also be accessed from off campus computers with internet access.

The policies provided in Sections 6.1-6.18 indicate allowable expenses and required documentation per the Board of Regents and State of Georgia regulations.

**Procedures**

**Certification / Approval of Travel Expense Statements**

All travel expense statements should be e-submitted to the Financial Manager I with original receipts for processing and approval. The traveler is required to sign an oath by logging into the T&E System. By taking this oath, the traveler is attesting to the accuracy and completeness of...
the claim for travel reimbursement. Travelers may not approve their own Travel Expense Report. Approval attests to the agreement by the approver that the travel was authorized, directed, necessary, and that the claim is complete, correct and proper. In no case is a subordinate authorized to approve travel expenses for his/her superior.

The following guidelines should be followed to ensure prompt reimbursement of travel expenses:

- To ensure timely reimbursement, claims should be submitted to Accounts Payable via the T&E System within 45 calendar days of the last day of travel.
- Georgia Tech’s IRS Accountable Plan rules regarding travel reimbursements require timely submission of expense reports and related receipts. Reimbursement requests that are not supported with a reasonable justification for late submission beyond 60 days may be reported as taxable income on the employee’s W-2, as per IRS regulation. A memo that describes the reason for the late submission should be submitted with the barcode expense report receipt documents.
- Reimbursement to an employee may cover only those expenses pertaining to that employee’s travel. It may not include expenses pertaining to other GT employees, regardless of who paid the expense.
- Itemized receipts are required for lodging, rental car, air travel and supplies associated with the trip. If receipts for expenses less than $25 are not available, a description and business purpose are required. All receipts and paid bills should be original and are required (except meals). Tape all receipts to 8 ½” by 11” white sheets of paper. This process cuts down on the loss of small receipts and makes it easier to compare the receipts and amounts on the form.

The traveler should also remove/block any sensitive information (social security number, all but the last four digits of a credit card, etc.) on the receipts.

**Payment of Airfare**

Travel expenses are reimbursed upon completion of the trip and submittal of properly documented and approved expense report in the TechWorks Employee Travel & Expense System. Airfare can be direct billed to the Institute through the existing program with Travel Incorporated. In either case, an itinerary showing the dates of travel, seat assignment and form of payment, including purchase price, must be presented when submitting an expense report in the TechWorks Employee Travel & Expense System.

Airfare reimbursements involving study abroad, student group travel and extended research/employment assignments may be reimbursed prior to the trip under certain circumstances. Requests to be reimbursed prior to the trip must include the following documentation:

- Explanation for using a travel agency other than Travel Incorporated; and/or
- Price quotes from Travel Incorporated and the travel agency from which the tickets were purchased
Conversion Rates
When requesting reimbursement, all amounts claimed should be in US dollars. Each receipt should have the conversion to US dollars clearly noted next to the foreign charge. Conversion rates can vary, the rate used should be included with the backup documentation. Travelers may submit documentation for currency exchange centers, web currency conversion rates (oanda.com, xe.com, etc.), or may calculate the conversion used by credit card providers on the traveler’s statement. Travelers can also use the following link to do their conversion http://www.xe.com/travel-expenses-calculator/

MENTORING
The Nunn School encourages and facilitates voluntary and informal faculty mentoring relationships between senior (tenured) and junior ( untenured) faculty members.

The School Chair may take the initiative, or at the request or suggestion of a faculty member, to ask one or more members of the faculty to serve as a mentor for a faculty colleague.

The faculty mentor may informally provide advice, guidance, and other professional help to the junior faculty member regarding research, publication, and teaching. Following the third-year review of the junior faculty member, faculty mentors should assist the junior faculty member with identifying a professional trajectory for demonstrating leadership and making contributions to the School post-tenure. The mentor may also make special input to the RPT process of the junior faculty member. Such mentoring work is voluntary and informal but will be considered by the School as a service performed by the faculty mentor.

EMERGENCY PREPAREDNESS
See, http://www.gatech.edu/emergency

AWARDS
The Nunn School has a faculty Awards Committee in charge of nominating and selecting recipients of the school’s awards and recognitions.

Based on established criteria, the Awards Committee meets to set the deadline for the nominations and select the candidates by a majority vote. The committee chair recommends the candidates to the general faculty and the School Chair for approval.

The Awards Committee, in consultation with the School Chair and with the approval of the faculty, may create new awards and recognitions.

OUTSTANDING ALUMNI

FACULTY MEMBER OF THE YEAR

OUTSTANDING GRADUATE STUDENT AWARD
Criteria/Intent:

The Sam Nunn School of International Affairs Outstanding Graduate Student Award recognizes the student or students who have made substantial contributions to and achievement in the International Affairs program and the intellectual climate of the Nunn School. Evaluation is based on participation in classes and seminars, demonstrated excellence in research, communication and analytical skills, and leadership ability.

The award is presented to one or two first or second year International Affairs graduate student(s). If two students are selected, the award check is split with each receiving $250. Nominations are submitted to the School’s Award Committee, and the members solicit input to select the recipient that best embodies the qualities of an outstanding student.

Monetary Value/Source:

The award recipient receives a check for $500 ($250 each if two awards are conferred), a plaque, and their name is added to a plaque displayed in The Sam Nunn School. This award is paid from interest accrued on the School’s Sam Nunn Foundation Account.

Frequency/Date/Event:

The award is given once a year in the spring at the GT student honors day luncheon in April.

Outstanding Undergraduate Student Award

Criteria/Intent:

The Sam Nunn School of International Affairs Outstanding Undergraduate Student Award recognizes the student or students who have made substantial contributions to and achievement in the International Affairs program and the intellectual climate of the Nunn School. Evaluation is based on participation in classes and seminars, demonstrated excellence in research, communication and analytical skills, and leadership ability.

The award is presented to one or two International Affairs undergraduate student(s). If two students are selected, the award check is split with each receiving $250. Nominations are submitted to the School’s Award Committee, and the members solicit input to select the recipient that best embodies the qualities of an outstanding student.

Monetary Value/Source:

The award recipient receives a check for $500 ($250 each if two awards are conferred), a plaque, and their name is added to a plaque displayed in The Sam Nunn School. This award is paid from interest accrued on the School’s Sam Nunn Foundation Account.
**Frequency/Date/Event:**

The award is given once a year in the spring at the GT student honors day luncheon in April.

**STAFF POLICIES**

Due to the small size of the Nunn School administrative and Center staff, it is very important to work as a team in fulfilling the academic, research, programs, and service missions of the School. This is particularly important as we continue to expand our full-time faculty, develop additional degree programs, and engage in increased outreach and developmental activities.

In addition, it is important that all staff are subject to the same set of policies as these relate to hours of work, reporting of hours of work, personal phone calls, absences from campus, and information given/received or relayed in communicating and/or reporting time out of office.

**STANDARD GUIDELINES**

a. **Eight-Hour Day:** Each staff member is expected to work an eight-hour day, Monday through Friday. Standard lunch breaks are 30 minutes to one hour. Subject to the requirement that at least one staff member be in the office between 8:00 a.m. and 5:00 p.m., there is flexibility in staff starting times. For example, one staff member might work between 8:00 a.m. and 4:30 p.m. with a 30-minute lunch while another works between 8:30 a.m. and 5:30 p.m. with a one-hour lunch. Standard work hours and changes to standard work hours are subject to pre-approval by the School Chair.

b. **Comp Time:** As an employer, Georgia Tech is subject to the Fair Labor Standards Act (FLSA). Under FLSA provisions, all clerical, technical, maintenance, custodial and undergraduate student employees are considered nonexempt employees and, as such, are covered by the FLSA (hourly employees). Overtime hours worked that will require additional pay or consideration for compensatory time off for nonexempt employees must be pre-approved by the School Chair prior to accumulation of additional work hours or release from standard work hours. All executive, research, and professional employees are exempt (salaried employees). Under no circumstances will overtime be paid or compensatory time granted to employees who are exempt from the provisions of the FLSA.

c. FLSA requires all non-exempt employees report hours worked on a weekly basis. Biweekly time documents are the mechanism used for reporting hours worked and must be signed by the employee and the supervisor no later than the day after the last work-day on the time document. Time documents are distributed by and returned to the Administrative Professional Sr.—Finance. Notices for changes to time document submission (holiday schedule, inclement weather, etc.) will be sent to the employee by e-mail. Late submission of time documents creates an added burden to personnel from the Nunn School through Payroll as well as delay in payment to the employee. It is the responsibility of the supervisor to ensure time documents are submitted accurately and on time.
d. **Personal phone calls** are to be made and received sparingly. Personal cell phones should be turned off during work hours.

e. **Personal business** is to be conducted either during the lunch period or outside of a staff member’s workday. Absences for personal business must be requested in advance, when possible, through TimeOut (exempt) or using the Planned Absence Form (non-exempt). In the event of an emergency, staff should notify their supervisor and the Administrative Manager II as soon as possible. Absences for personal business must be deducted from vacation/sick leave.

**Performance Evaluation**

Each employee receives an annual performance evaluation conducted by the supervisor and authorized by the Chair prior to the performance review. Evaluations are conducted during Spring term. Supervisors may elect to conduct interim performance reviews during the course of the year.

**FINANCIAL PROCEDURES**

**Proposal Submission – Sponsored Projects**

All sponsored funds are monies given to the Institute for individual faculty to perform research activities and present agreed upon deliverables to the sponsor. Each account may have its own restrictions based upon the sponsoring agency and the proposal itself. For instance, sponsors often restrict the purchase of equipment and foreign travel. Before making any travel arrangements or equipment purchases on a sponsored account, employees must check with the Financial Manager I. This is to ensure that the purchase of equipment and foreign travel is allowed and sufficient funds are available. Center coordinators who are trained and set up for PeopleSoft and BuzzMart access should enter travel authorization requests and purchasing requisitions into the system with the Financial Manager I selected as the Approver. All questions regarding these funds should be directed to the Financial Manager I.

**Research Proposal Routing Policy**

Routing of research proposals should be submitted to the Financial Manager I for review of the proposal routing form, budget, budget justification, and applicable rates. The Financial Manager I will also obtain the necessary signatures prior to forwarding to the IAC Dean’s Office.

1. Fill out the OSP proposal routing form in its entirety.
2. Complete the proposed budget.
3. Fixed price letters will need to be provided when necessary.
4. Export control review is required for foreign sponsors.

Cost-sharing commitments on proposals are frequently desirable and sometimes required.

Matching will be provided for those programs with explicit matching requirements. Otherwise, matching will be provided only in critical circumstances. Sources for matching funds are The Sam Nunn School of International Affairs, Ivan Allen College, and Georgia Tech Research Corporation (GTRC). If matching is not required, but may be needed, the faculty member should first discuss the situation with the School Chair.
a) School matching is available primarily for faculty personal services. **The School’s matching commitments are integral to, not in addition to, this allocation.** Implied matching commitments (e.g., reduced maximum teaching load or a commitment to develop/offer a specific course) must be identified and approved by the School Chair prior to proposal submission.

b) Dean’s Office matching is available primarily for large proposals having College-wide impact.

c) GTRC matching is available primarily for equipment and is approved on a case-by-case basis. These matters need to be discussed with and approved by the School Chair; approvals from the Associate Dean for Finance and Administration and the Executive Vice President for Research are also required.

- The OSP cost-sharing form is available at http://www.osp.gatech.edu/forms/costshareform.pdf.
- Proposals to foreign entities with overhead rates lower than the published industry rate must be approved by the Executive Vice President for Research. This could cause a delay in processing.

6. Completed grant proposal packages should be submitted to the Financial Manager I at least 10 business days before the actual proposal submission date required by the sponsor.

Research Project Deliverables
Reports must be completed on time and submitted through the Office of Sponsored Program’s WebWise deliverable system. This system will enable the PI’s to submit deliverables directly to the sponsor (electronically or via hard copy). A project’s deliverable schedule is contained in the awarded proposal and is the PI’s responsibility to ensure the timely submission of such requirements. For details and training information on how to satisfy these requirements please refer to the Office of Sponsored Programs: http://www.osp.gatech.edu/deliverables/

PAYROLL
Direct deposit is required for all employees. A direct deposit enrollment form is available from the Office of Human Resources / Payroll: http://www.ohr.gatech.edu/payroll/paycheck

Payroll schedules:
- Monthly employees (Academic & Research faculty, salaried staff and GRA/GTA’s): last working day of the month.
- Hourly employees (students and non-exempt staff – time sheets required): bi-weekly employees are paid every other Friday. There are twenty-six paydays in the calendar year.

Paycheck information, tax forms and other employee information, can be accessed online through TechWorks (via the Employee Self Service box) at: http://www.techworks.gatech.edu

PURCHASING
All non-sponsored purchases must have prior approval from the School Chair.
CHECK REQUEST / REIMBURSEMENT PROCEDURE FOR EMPLOYEES
Access the GT Travel & Expense reimbursement portal within TechWorks. Within this portal, the type of expense and necessary information to request a reimbursement check to be issued should be entered. The specific details and training information on how to enter this data can be obtained by accessing the Organization of Development’s web online training program: http://www.trainsweb.gatech.edu/index.asp?page=multirec. This specific tutorial is titled “(FS) – Travel & Expense System: Create, Maintain and Approve Expense Reports and Travel Authorizations.” For those individuals that will be assisting other employees in preparing reimbursement requests, please notify the Financial Manager I so that the necessary access can be setup in the system. Once the employee, or their designee, submits this request it will automatically be routed to the Supervisor / and or Financial Manager I for approval.

CHECK REQUEST PROCEDURE FOR NON-EMPLOYEES
Download a Check Request Form from the Georgia Tech Accounts Payable website, http://www.procurement.gatech.edu/accounts_forms.php, fill in the Business Purpose, Payment Categories, and Payee Info. Be sure to include the necessary backup information, i.e. receipts / proof of payment, event flyers, registration forms, etc. Do not write in the Account Information or Approval sections; the Financial Manager I will complete these portions.

Lecturers must have the contract, letter of invitation or event publication, flyers, or announcement in order to get an honorarium check cut. Registration requests must include the dates of attendance and a flyer for the event being attended. Non-resident aliens can also be paid honorariums and reimbursed for expenses depending on their VISA type. A breakdown of VISA types and approved payments are available via the Georgia Tech Accounts Payable website.

REQUEST FOR CONSULTING / SERVICES
A consulting / service information form as well as a sole source / sole brand justification form (if applicable) should be completed, http://www.procurement.gatech.edu/purchasing_forms.php. These forms should be used to request the procurement and encumbrance of or amendments to existing contracts for any type of service payment and should be submitted to the Financial Manager I so that a purchasing requisition can be entered into BuzzMart.

NO REQUEST FOR SERVICES CAN BE PROCESSED AFTER THE FACT.

CATERING
Catering request should be placed at least two weeks prior to the event and must be pre-approved by the School Chair. Forward original approved catering request form to the Financial Manager I. Direct billing of event is preferred. If direct billing is not allowed, the employee will be allowed to secure catering, and receive full reimbursement via Georgia Tech Foundation funds. Please allow two weeks to receive reimbursements from the Georgia Tech Foundation.

The primary source for campus catering is Georgia Tech Dining Services, 404-894-2383, www.gatechdining.com/catering.html. A list of approved secondary caterers is maintained at http://studentcenter.gatech.edu/catering/Pages/default.aspx
GEORGIA TECH FOUNDATION
All GTF Purchases must be approved by the School Chair and processed by the Financial Manager.

Georgia Tech Foundation Expenditure Policy
The Georgia Tech Foundation (GTF) receives and manages private contributions made for the support of the Georgia Institute of Technology. All expenditures of funds from Foundation accounts must be consistent with the intention of the donor and the purpose and mission of the Institute.

Restricted Funds
Any restriction imposed by a donor on the use of funds will be strictly observed. Questions concerning the specific application of donor-imposed restrictions will be resolved by consultation with the donor if feasible. If the donor cannot be consulted, any such question will be resolved by the officers of the Foundation.

Funds that are restricted by the donor for the general support of a school, college or other campus unit may be used at the discretion of the School Chair for any purpose that in his or her judgment supports or enhances the educational or research functions of the unit.

Unrestricted Funds
Expenditures from the unrestricted income of the Foundation must fall within the annual budget approved by the Board of Trustees and must be used for the purpose specified by the administration in its budget request or in any amendment thereto.

Curriculum Development and Other Small Grants
These may be made from budgeted funds on approval by the Vice Provost of the Institute, and must be used for the professional development of the faculty or staff of the Institute or in connection with curriculum development or other programs or projects of benefit to the Institute, as specified at the time the grant application is made.

Moving Expenses
The New Academic Faculty Relocation Program is administered by the Office of Faculty Affairs. That office authorizes a moving company to contact the new faculty hire. One-time relocation can be scheduled up to one year from the employee’s appointment effective date. Allowable expenses and additional information is located at http://www.admin-fin.gatech.edu/human/benefits/061500.html.

Title to Property
Items purchased with Foundation funds become the property of the Georgia Institute of Technology. Exceptions are made in the case of personal computers purchased through the Faculty Computer Program.
GEORGIA TECH FOUNDATION CHECK REQUEST POLICY

Check Request Guidelines
All requests for expenditures of Foundation funds are subject to review by the Board of Trustees of the Foundation. The administrative head of any unit receiving Foundation funds may be asked from time to time to provide the Board of Trustees with an explanation of the relationship of expenditures by the unit to the academic and research mission of the Georgia Institute of Technology. Please make sure you submit signed original receipts.

The Institute allows Georgia Tech Foundation funds to be used for reimbursements of approved entertainment expenses and other purchases.

Foundation funds are limited; therefore the School Chair must pre-approve all expenditures.

Georgia Tech Foundation Check Request Procedure
Provide a specific detailed description and business purpose of the expense as well as the original itemized receipt (a summarized receipt is not sufficient).
Please write the account number or name of the project that this will be charged to and submit this to the Financial Manager I.
A GTF check request will be prepared and the payee will have to sign this form.
Once processed, the reimbursement check will be sent to the Financial Manager I for distribution to the payee.

Miscellaneous Small Needs
Miscellaneous Small Needs and other discretionary funds are budgeted specifically to cover expenses of campus units, which may not be paid from state funds. These funds may be expended up to the approved budgeted amount upon approval by the School Chair.

Reimbursable Expenditures
The campus administrator to whom the requester reports must approve all reimbursement requests, including direct payments on credit cards, within ten days of purchase.

Computer Equipment
Coordination of computer needs is done with Peter Brecke, peter.brecke@inta.gatech.edu, to generate and forward an E-quote or Web proposal to the Financial Manager I to secure the purchase.

Equipment Loan/Movement Policy and Procedure
Full-time employees are allowed to borrow Georgia Tech equipment for further benefit of their job performance. Equipment Loan can only be moved from one place to another if a form has been completed and submitted to the Financial Manager I who must be notified prior to moving any computer equipment.
**NEW EMPLOYEE CHECKLIST**

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<table>
<thead>
<tr>
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<tbody>
<tr>
<td><strong>1. Introduce yourself:</strong></td>
<td>The faculty, staff, and students are very helpful in answering your questions. A list of all faculty and staff members and their contact information is distributed annually.</td>
</tr>
<tr>
<td><strong>2. Offices:</strong></td>
<td>Obtain your office assignment and key from the Administrative Manager II. Keys must be returned to the Administrative Manager II if there are any changes in office assignments, key cores, or when an employee/visitor terminates/leaves.</td>
</tr>
<tr>
<td><strong>3. Business Cards:</strong></td>
<td>Contact the Financial Manager I to obtain account and document numbers order your business cards online at <a href="http://www.pcs.gatech.edu/">http://www.pcs.gatech.edu/</a>. Our business address is: The Sam Nunn School of International Affairs – Georgia Institute of Technology – 781 Marietta Street, NW – Atlanta, Georgia 30332-0610; fax number: 404-894-1900.</td>
</tr>
<tr>
<td><strong>4. Phone and Voicemail:</strong></td>
<td>Please see the Administrative Professional II for questions about the voicemail system and to report any telephone problems.</td>
</tr>
<tr>
<td><strong>4. Mail:</strong></td>
<td>Office mail, both internal (campus mail) and external, is delivered daily and placed in the faculty/staff mailboxes located in the room 129. A mail card must be attached to all outgoing metered mail picked up in the main lobby. UPS: All UPS packages will require pre-approval by the Chair.</td>
</tr>
<tr>
<td><strong>5. Photocopying:</strong></td>
<td>Two copiers are available—a large volume copier in room 125A and a small copier in 212C. Each faculty/staff member is assigned a code for the large volume copier.</td>
</tr>
<tr>
<td><strong>6. Office Supplies:</strong></td>
<td>Basic office supplies/materials are normally stocked and available. Orders for special items can be submitted with Chair’s approval. See the Administrative Professional Sr.—Finance for supplies.</td>
</tr>
<tr>
<td><strong>7. Personnel Documents:</strong></td>
<td>The Personnel Service Form (PSF) and GTID number are generated by the Financial Manager I. The Financial Manager I is also responsible for the student hiring process. All other personnel documents and records for faculty, staff, and visitors are managed by the Administrative Manager II.</td>
</tr>
<tr>
<td><strong>8. OSCAR (Online Student Computer Assisted Registration):</strong></td>
<td>OSCAR is the online resource for posting grades, verifying class location, and accessing semester course offerings. <a href="https://oscar.gatech.edu">https://oscar.gatech.edu</a> Academic staff can assist faculty with any questions.</td>
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</tbody>
</table>

Online campus map: [http://gtalumni.org/map/](http://gtalumni.org/map/)
Free shuttle bus service is available on campus. The Stinger schedule is at [http://pts.gatech.edu/ride/routes_schedules/Pages/routes_schedules.aspx](http://pts.gatech.edu/ride/routes_schedules/Pages/routes_schedules.aspx)

1. **Important Documents:** All new employees are required to complete employment paperwork no later than their first day of employment. Check-in points and required documentation are listed at [http://www.ohr.gatech.edu/newemployees](http://www.ohr.gatech.edu/newemployees)

2. **Campus Parking:** All vehicles on campus must be registered and display a valid Georgia Tech parking permit. The parking lot for the Habersham Building is “W06.” [http://pts.gatech.edu/PARK/PERMITS/Pages/Permits.aspx](http://pts.gatech.edu/PARK/PERMITS/Pages/Permits.aspx)

3. **Georgia Tech ID Card** (BuzzCard): Building access is by use of BuzzCard alone—there is no key access through the building entrances. Access is authorized by the Administrative Professional Sr.—Events & Travel. Any access problems should be reported to the Administrative Professional Sr.—Events & Travel. [http://buzzcard.gatech.edu/Pages/Get%20Your%20Card.aspx](http://buzzcard.gatech.edu/Pages/Get%20Your%20Card.aspx)

4. **Email Account and Computer account:** Visit the Technology Support Center located on the ground floor of the Georgia Tech Library to receive your Prism account number and password. This information is necessary for the IAC Computer Support Representative to set up your computer account. You will need to take your Georgia Tech ID card or a copy of your PSF to have the account established. [http://www.oit.gatech.edu/service/tsc/technology-support-center](http://www.oit.gatech.edu/service/tsc/technology-support-center)

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**TERMINATING EMPLOYEE CHECKLIST**

1. **Contact Human Resources:**
   - Benefits Eligible Employees, [http://www.ohr.gatech.edu/employeeseparation-benefits](http://www.ohr.gatech.edu/employeeseparation-benefits)
   - Non-benefits Eligible Employees, [http://www.ohr.gatech.edu/employeeseparation-nonbenefit](http://www.ohr.gatech.edu/employeeseparation-nonbenefit)

2. **Termination Process:** [http://www.ohr.gatech.edu/termination](http://www.ohr.gatech.edu/termination)

3. **Notify the Administrative Manager II:** Submit any documents received from Human Resources/Retirement (not all employees will receive this information). The Administrative Manager II will review the Exit Checklist with the separating employee and schedule an appointment for the last day of employment.

4. **Schedule an Exit Appointment at Human Resources:** [http://www.ohr.gatech.edu](http://www.ohr.gatech.edu)

5. **Forwarding Address:** Provide a forwarding address to the Administrative Manager II and Administrative Professional II. First class mail delivered to the Nunn School will be forwarded for three months following employee separation. After that time period, first class mail will be returned to sender.

6. **Remove Personal Files From Computer:** Following separation of employment, all computer files will be cleared and the computer will be allocated to the next user.

7. **Return Equipment and State Purchased Materials:** All items purchased by Georgia Tech are Georgia Tech property and must remain in the office or returned to the School on or before the last day of employment. This includes items purchased with start-up funds such as computer equipment, books, furniture, and office décor. Equipment loans must be cleared through the Financial Manager I with notification received by the Administrative Manager II.
6. **Clear Phone Messages; Change Password to Your 10-Digit Phone Number:** See the Administrative Professional II for assistance.

8. **Leave Your Office Clean:** All trash should be cleared from the office. Papers should be recycled or shredded and desks and files should be emptied. Unwanted books can be given to students or colleagues but should not be left in the office, hallways, or other areas of the building.

9. **Last Day of Employment:** Meet with the Administrative Manager II as scheduled to return your office keys and receive the completed Exit Checklist. The separating employee will take the Exit Checklist to Human Resources for the scheduled separation appointment.

Online campus map:  [http://gtalumni.org/map/](http://gtalumni.org/map/)

Free shuttle bus service is available on campus. The Stinger schedule is at [http://pts.gatech.edu/ride/routes_schedules/Pages/routes_schedules.aspx](http://pts.gatech.edu/ride/routes_schedules/Pages/routes_schedules.aspx)

1. **Important Documents:** Complete the confidential Exit Survey at [http://gtohr.gtexit.sgizmo.com](http://gtohr.gtexit.sgizmo.com).

2. **Campus Parking:** Contact the Parking Office to cancel your parking permit and receive any applicable reimbursements. [http://pts.gatech.edu/park/permits/Pages/Permits.aspx](http://pts.gatech.edu/park/permits/Pages/Permits.aspx)

3. **Georgia Tech ID Card (BuzzCard):** BuzzCard building access will be terminated following separation though the BuzzCard itself does not need to be returned.

4. **Email Account and Computer Account:** Contact the IAC CSR for assistance, helpdesk@iac.gatech.edu.
## NUNN SCHOOL PERSONNEL

### Chair’s Office

<table>
<thead>
<tr>
<th>Position</th>
<th>Name</th>
<th>Phone</th>
<th>Room</th>
</tr>
</thead>
<tbody>
<tr>
<td>School Chair</td>
<td>Joseph Bankoff</td>
<td>404-894-8752</td>
<td>203</td>
</tr>
<tr>
<td>Administrative Manager II</td>
<td>Wanda Moore</td>
<td>404-894-3197</td>
<td>202</td>
</tr>
<tr>
<td>Administrative Professional Sr.</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>—Events &amp; Travel</td>
<td>Marilu Suarez</td>
<td>404-894-4452</td>
<td>205</td>
</tr>
<tr>
<td>Administrative Professional II</td>
<td>Ashley Carr</td>
<td>404-894-3195</td>
<td>206</td>
</tr>
<tr>
<td>Development Associate</td>
<td>Meredith Schnepp</td>
<td>404-894-5260</td>
<td>212D</td>
</tr>
<tr>
<td>Financial Manager I</td>
<td>Maria Hugee</td>
<td>404-894-1906</td>
<td>218</td>
</tr>
<tr>
<td>Administrative Professional Sr.</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>—Finance</td>
<td>Fariah Majmundar</td>
<td>404-894-5601</td>
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### Academic Programs Office

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<thead>
<tr>
<th>Position</th>
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<tr>
<td>Associate Chair</td>
<td>Robert Kennedy</td>
<td>404-894-0682</td>
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<tr>
<td>Director-Ph.D. Program</td>
<td>Michael Best</td>
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<tr>
<td>Director-Master’s Program</td>
<td>Zak Taylor</td>
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<tr>
<td>Director-Undergraduate Programs</td>
<td>Kirk Bowman</td>
<td>404-894-6435</td>
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<tr>
<td>Academic Program Manager II</td>
<td>Stephanie Jackson</td>
<td>404-894-0342</td>
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<tr>
<td>Academic Advisor I</td>
<td>Vince Pedicino</td>
<td>404-894-1905</td>
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### Center for European and Transatlantic Studies (CETS)

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<tbody>
<tr>
<td>Co-Director</td>
<td>Vicki Birchfield</td>
<td>404-385-0604</td>
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<tr>
<td>Co-Director</td>
<td>Alasdair Young</td>
<td>404-385-8570</td>
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### Center for International Strategy, Technology, and Policy (CISTP)

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<tr>
<td>Co-Director</td>
<td>Sy Goodman</td>
<td>404-385-1461</td>
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<tr>
<td>Co-Director</td>
<td>Adam Stulberg</td>
<td>404-385-0090</td>
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<tr>
<td>Research Associate I</td>
<td>Jeremiah Granden</td>
<td>404-894-3199</td>
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