

Exhibit A
Page 1 of 1

In my capacity as Director of the Office of Employment Equity, I respond to employment discrimination, harassment, and retaliation charges that arise from the U.S. Office of Equal Employment Opportunity Commission. When a discrimination charge is filed with a state agency like the Georgia Commission on Equal Opportunity (GCEO), which provides additional state protections against employment discrimination, the EEOC will share concurrent jurisdiction.

Dr. Hegde had utilized this process when he filed a complaint of discrimination with the GCEO in March, 2015, in which the Board of Regents of the University System of Georgia was listed as respondent. Because the allegations concerned events which had occurred at Augusta University (formerly Georgia Regents University), the charge was forwarded to my office to provide a response.

When an employee presents allegations of employment discrimination to my office (internal complaint), my office typically undertakes a formal investigation which involves a series of formal interviews with the complainant, witnesses referred by the complainant, the accused employee(s), witnesses referred by the accused, and former employees who may no longer work at our location. I also review written and verbal documentation which may be available. With the internal complaint, interviews comprise the most time-consuming element of the investigation, which is why most internal investigations are rarely completed in less than 30 days.

External charges, on the other hand, which are received from the GCEO, do not involve a formal investigation. The GCEO normally requires a response from the respondents to a series of questions (interrogatories) within 15 calendar days. The interrogatories focus on questions about the specific allegations, the individuals involved, and the available relevant documentation.

It is important to note that there is not a formal investigation undertaken in the case of charges received from the GCEO or the EEOC. We do not question the complainants or their witnesses, or receive any written or verbal documentation from the complainants.

Also, when responding to charges received from an external agency, it is important to note that my office is solely responsible for responding to the interrogatories. In responding to external agency charges, my office does not take direction from any internal function at Augusta University. It would be inaccurate to state that my office has undertaken an investigation to an external charge based solely on direction from either Human Resources or Legal Affairs.

And, to be clear, it is totally incorrect to conclude that I, or anyone in my office, initiated an investigation concerning Dr. Hegde on the basis of a directive from either Human Resources or Legal Affairs.


Glenn R. Powell

3/2/16
Date

Director, Office of Employment Equity
System Equal Employment Opportunity Officer
Augusta University

STATEMENT REGARDING NORTON ROLE IN HEGDE GRIEVANCE AND THE IACUC

This statement is provided in response to charges in the complaint to the Faculty Senate Grievance Committee brought by Dr. Hegde involving Susan Norton, Vice-President for Human Resources. Specifically it is stated that VP Norton initiated investigation into affairs of related to the case include the EEOC office and the IACUC. In terms of the IACUC, Ms. Norton's involvement has been over-stated in the grievance. In April of 2015, Dr. Hegde included the VP in correspondence related to a number of parallel processes related to the loss of an animal during a surgical procedure and the management of his animal protocol between January of 2014 and that date. He has alleged that actions taking by the IACUC and institution to fulfill their federally mandated responsibilities to oversee animal welfare are limiting and damaging to his research program and that institutional officials such as Ms. Norton were complicit in this process as accessories after the fact in a "cover-up".

For the record, Ms. Norton's participation in the April meeting originated purely from being included in email chains initiated by Dr. Hegde. At that meeting, Ms. Norton availed herself of the assembled expertise to understand the actions taken and what resolution to other inquiries had been made. As HR has no oversight of the IACUC and Ms. Norton is cognizant of her role and appropriate actions on her part, she in no way acted to initiate any investigations, inquiries or follow-ups to IACUC actions. To my knowledge, after that meeting, she conducted no inquiries and has conducted herself professionally throughout the duration of Dr. Hegde's allegations. At no point did we witness Ms. Norton engaging in improper inquiry and the suggestion that she might have done so on behalf of either the institution or Dr. Hegde is patently false.

A handwritten signature in blue ink that reads "David W. Stepp". The signature is written in a cursive, flowing style.

David Stepp
Past-Chair, IACUC



June 30, 2014

Jay Hegde, PhD, MS
Associate Professor
MCG-BBDI-Memory&Cognition Prg
CB 2606

RECEIVED

JUL 17 2014

OFFICE OF
FACULTY SUPPORT SERVICES

Office of Operations

JUL 17 2014

School of Medicine

Re: Faculty Contract, Fiscal Year 2015

Dear Dr. Hegde,

The attached document is your faculty contract for the coming year. Please note the deadline to sign and return your contract. For this contract term, your Chair assigned allocation of effort is projected to be:

Teaching & Instruction:	20%
Research & Scholarship:	72%
Service:	8%
Clinical (Patient Care):	0%
Administration:	0%

In addition to your contract reflecting your Chair assigned allocation of effort, your pay check/advice will include your salary breakdown based on these effort categories. The display of your check will contain the following components of pay based of the effort allocation above:

Teaching & Instruction + Research & Scholarship + Service:	\$82,000.00
Clinical (Patient Care Component):	\$0.00
Administration (Administrative Component):	\$0.00

Faculty contracts are subject to all of the policies of the university and our Board of Regents. Just as you will expect the university to honor this contract, the university will expect you to honor it as well. Accordingly, faculty should expect to work during the entire term of the contract. **Supervisors will not generally accept early resignations that would incur additional costs to cover teaching or clinical services, as those are not normally in the university's best interest.**

Should you have any questions, please contact Michelle Mims. Your signed contract should be returned to the Dean, Medical College of Georgia. Thank you very much for your service, and we look forward to the coming year.

Sincerely,

Ricardo Azziz, MD, MPH, MBA
President

c: Dean, Medical College of Georgia
Faculty Support Services, Division of Human Resources

I have read and understand how the components of my pay are based on effort allocation and that early resignations may not be accepted if they cause the institution to incur additional costs.

Signature

Date

7/1/2014

1120 15th Street, AA-311
Augusta, Georgia 30912
706-721-2301 / 706-721-7704
Fax 706-721-2303
gru.edu

Empl ID 016374

BOARD OF REGENTS OF THE UNIVERSITY SYSTEM OF GEORGIA
TENURED EMPLOYMENT CONTRACT
FISCAL YEAR (TWELVE MONTH) PERSONNEL

RECEIVED

JUL 17 2014

OFFICE OF
FACULTY SUPPORT SERVICES

Name: Jay Hegde, PhD, MS
Primary Job: Associate Professor
Home Department: MCG-BBDI-Memory&Cognition Prg
Tenure Home: MCG-Ophthalmology

Employment Period: July 1, 2014 to June 30, 2015 (Fiscal Year 2015)

Annual Salary Rate 7/1/14:	\$82,000.00
• Teaching/Instruction Component (Included in Annual Rate):	\$16,400.00
• Research/Scholarship Component (Included in Annual Rate):	\$59,040.00
• Service Component (Included in Annual Rate):	\$6,560.00
• Clinical Component (Included in Annual Rate):	\$0.00
• Administration Component (Included in Annual Rate):	\$0.00

Please be advised that your employment and salary for the period as stated above are contingent upon the following: maintaining appropriate professional license / certification; maintaining appropriate medical staff membership(s), and executing and maintaining in effect an appropriate faculty practice group membership agreement, if applicable to your employment status.

Your salary is payable according to the applicable funding sources and the Institution's payroll schedule. For fractional portions of a pay period in which service is rendered, payment of salary will be computed as the fraction of the salary for that payroll period. Notwithstanding any other provision of this contract, for Fiscal Year 2014-2015, the Board of Regents has authorized the president to implement a mandatory furlough program requiring employees to take not more than 10 days of unpaid annual leave. In the event it becomes necessary for the president to exercise this authority, employee furloughs will be implemented in accordance with guidelines promulgated by the Office of the Chancellor.

Your specific job-related duties, responsibilities, and assignments associated with this employment contract are defined elsewhere, are subject to modification as needed, and are determined by the administrative officers of the institution in your reporting line to the President.

This agreement is made expressly subject to the applicable state and federal laws and to the statutes and regulations of this institution and to the bylaws and policies of the Board of Regents, which are available for your inspection upon request.

Please signify your acceptance of this employment by signing and returning the enclosed original contract and one copy to your immediate supervisor at this institution within twenty (20) days from the date of my signature below. Failure to reply within this deadline may void this offer.

BOARD OF REGENTS OF THE UNIVERSITY SYSTEM OF GEORGIA,
BY AND ON BEHALF OF GEORGIA REGENTS UNIVERSITY

By: 
President

June 30, 2014
Date

CONTRACT ACCEPTANCE

I accept the employment described above under the terms set forth.

By: 
Signed

7/1/2014
Date



GEORGIA REGENTS
UNIVERSITY

June 29, 2015

Jay Hegde, PhD, MS
Associate Professor
MCG-BBDI-Memory&Cognition Prg
CB 2606

Exhibit D
Page 1 of 2

Office of the President

RECEIVED

JUL 10 2015

OFFICE OF
FACULTY SUPPORT SERVICES

Re: Faculty Contract, Fiscal Year 2016

Dear Dr. Hegde,

The attached document is your faculty contract for the coming year. Please note the deadline to sign and return your contract. For this contract term, your Chair assigned allocation of effort is projected to be:

Teaching & Instruction:	15%
Research & Scholarship:	80%
Service:	5%
Clinical (Patient Care):	0%
Administration:	0%

In addition to your contract reflecting your Chair assigned allocation of effort, your pay check/advice will include your salary breakdown based on these effort categories. The display of your check will contain the following components of pay based on the effort allocation above:

Teaching & Instruction + Research & Scholarship + Service:	\$85,280.00
Clinical (Patient Care Component):	\$0.00
Administration (Administrative Component):	\$0.00

Faculty contracts are subject to all of the policies of the university and our Board of Regents. Just as you will expect the university to honor this contract, the university will expect you to honor it as well. Accordingly, faculty should expect to work during the entire term of the contract. **Supervisors will not generally accept early resignations that would incur additional costs to cover teaching or clinical services, as those are not normally in the university's best interest.**

Should you have any questions, please contact Michelle Mims. Your signed contract should be returned to the Dean, Medical College of Georgia. Thank you very much for your service, and we look forward to the coming year.

Sincerely,

Ricardo Azziz, MD, MPH, MBA
President

c: Dean, Medical College of Georgia
Faculty Support Services, Division of Human Resources

I have read and understand how the components of my pay are based on effort allocation and that early resignations may not be accepted if they cause the institution to incur additional costs.

Signature

Date

July 7, 2015

1120 15th Street, AA-311
Augusta, Georgia 30912
706-721-2301 / 706-721-7704
Fax 706-721-2303
gru.edu

Empl ID 016374

BOARD OF REGENTS OF THE UNIVERSITY SYSTEM OF GEORGIA
TENURED EMPLOYMENT CONTRACT
FISCAL YEAR (TWELVE MONTH) PERSONNEL

Name: Jay Hegde, PhD, MS
Primary Job: Associate Professor
Home Department: MCG-BBDI-Memory&Cognition Prg
Tenure Home: MCG-Ophthalmology

RECEIVED

JUL 10 2015

Employment Period: July 1, 2015 to June 30, 2016 (Fiscal Year 2016)

OFFICE OF
FACULTY SUPPORT SERVICES

Annual Salary Rate 7/1/15:	
• Teaching/Instruction Component (Included in Annual Rate):	\$85,280.00
• Research/Scholarship Component (Included in Annual Rate):	\$12,792.00
• Service Component (Included in Annual Rate):	\$68,224.00
• Clinical Component (Included in Annual Rate):	\$4,264.00
• Administration Component (Included in Annual Rate):	\$0.00
	\$0.00

Please be advised that your employment and salary for the period as stated above are contingent upon the following: maintaining appropriate professional license / certification; maintaining appropriate medical staff membership(s), and executing and maintaining in effect an appropriate faculty practice group membership agreement, if applicable to your employment status.

Your salary is payable according to the applicable funding sources and the Institution's payroll schedule. For fractional portions of a pay period in which service is rendered, payment of salary will be computed as the fraction of the salary for that payroll period. Notwithstanding any other provision of this contract, for Fiscal Year 2015-2016, the Board of Regents has authorized the president to implement a mandatory furlough program requiring employees to take not more than 10 days of unpaid annual leave. In the event it becomes necessary for the president to exercise this authority, employee furloughs will be implemented in accordance with guidelines promulgated by the Office of the Chancellor.

Your specific job-related duties, responsibilities, and assignments associated with this employment contract are defined elsewhere, are subject to modification as needed, and are determined by the administrative officers of the institution in your reporting line to the President.

This agreement is made expressly subject to the applicable state and federal laws and to the statutes and regulations of this institution and to the bylaws and policies of the Board of Regents, which are available for your inspection upon request.

Please signify your acceptance of this employment by signing and returning the enclosed original contract and one copy to your immediate supervisor at this institution within twenty (20) days from the date of my signature below. Failure to reply within this deadline may void this offer.


BOARD OF REGENTS OF THE UNIVERSITY SYSTEM OF GEORGIA,
BY AND ON BEHALF OF GEORGIA REGENTS UNIVERSITY

By: 
President

June 29, 2015
Date

CONTRACT ACCEPTANCE

I accept the employment described above under the terms set forth.

By: 
Signed

July 7, 2015
Date