



Board of Governors' Meeting

313 Plaster Student Union

Thursday, 5/14/2015

1:00 - 5:00 PM CT

I. Roll Call

II. Approval of Minutes

A. Approval of Minutes of Open and Closed Meetings of February 6, 2015

II.A.1. Minutes.Feb062015open - Page 4

B. Approval of Minutes of Open Meeting of March 12-13, 2015, and Closed Meeting of March 13, 2015

II.A.2.Minutes.Mar122015open - Page 9

III. Consent Agenda

A. President

1. Approval of employment contracts for Kevin P. Dunn as Assistant Coach for Volleyball; and Matthew W. Sligh as Assistant Coach for Men's Basketball

III.A.1. Assistant Coaches - Kevin P Dunn and Matthew W Sligh - with Exhibits - Page 15

B. West Plains Campus

1. Approval of Activity Report

III.B.1. Approval of Activity Report.WPC - Page 19

2. Approval of Actions concerning Academic Employees

III.B.2. Approval of Actions Concerning Academic Employees.WPC - Page 23

3. Approval of Actions Concerning Non-Academic Employees

III.B.3. Approval of Actions Concerning Non-Academic Employees - Page 31

4. Approval of Fiscal Year 2016 Salary and Benefits Overview for Missouri State University-West Plains Coaches

III.B.4. Approval of Fiscal Year 2016 Salary and Benefits Overview for coaches - Page 33

5. Approval of Expenditures to Implement Student-Approved Capital Projects

III.B.5. Approval of Expenditures to Implement Student-Approved Capital Projects - Page 35

6. Approval of revised Memorandum of Understanding and Approval to Enter into an Agreement with the West Plains R-7 School District

III.B.6. Approval of revised MOU with the West Plains R-7 School District - Page 37

7. Approval of Name Change for the Associate of Applied Science in Respiratory Therapy degree/program to Associate of Applied Science in Respiratory Care degree/program

III.B.7. Approval of Name Change AAS in Respiratory Care - Page 44

8. Approval of Memorandum of Understanding and Approval to Enter into an Agreement with the South Central Career Center, West Plains, Missouri, for culinary arts courses

III.B.8. Approval of MOU with the SCCC for culinary arts courses - Page 46

9. Approval of Memorandum of Understanding and Approval to Enter into an Agreement with the South Central Career Center, West Plains, Missouri, for manufacturing technology courses

III.B.9. Approval of MOU with the SCCC for manufacturing technology courses - Page 50

C. Procurement and Financial

1. Approval of Procurement Activity Report

III.C.1. Procurement.5.14.15 - Page 55

2. Approval of Revisions to 2015-2016 Fee Schedule

III.C.2. Fee Resolution Amendments - Page 74

D. Facilities and Equipment

1. Approval of Activity Report for the Month of January 2015

III.D.1. Activity Report 2015-01 - Page 76

2. Approval of Activity Report for the Month of February 2015

III.D.2. Activity Report 2015-02 - Page 81

3. Approval of Activity Report for the Month of March 2015

III.D.3. Activity Report 2015-03 - Page 86

4. Approval of bids and award of a contract for the computer complex, Room 437, Glass Hall

III.D.4. Computer Complex Room 437 Glass Hall - Page 93

5. Approval of a resolution granting a license agreement with the Missouri State University Foundation to allow the installation of new playground equipment to serve the Child Development Center at the Professional Building

III.D.5. Child Development Center - Page 95

E. Student Affairs

1. Approval of Wyrick expenditures passed by student vote April 2015 to be implemented in FY 2016

III.E.1. Wyrick resolution - Page 117

F. Human Resources

1. Approval of Actions Concerning Academic Employees

III.F.1. AcadboardMay15 (2) - Page 118

2. Approval of Actions Concerning Non-academic Employees

III.F.2. NonacadMay15 (2) - Page 155

IV. President's Report

A. President Cliff Smart's report will include updates and comments on the following topics:

IV.A. President 5.14.15 - Page 169

1. Faculty Highlight

2. 2015 Legislative Summary

3. Approval of former Missouri State University employees to be added to the Wall of Fame (resolution to be presented at meeting)

V. Academic Affairs

A. Faculty Senate Report

V.A. Faculty 5.14.15 - Page 170

V.A.1. Faculty Morale Survey 2014 Final Report Draft 1 5 - Page 171

V.A.2. Morale 2014 Longitudinal1b - Page 182

V.A.3. Family Leave and Support Committee Proposal - Page 189

B. Report from the Provost – Provost Frank Einhellig's report will include updates and comments on the following items:

V.B. Provost Report.5.14.15 - Page 207

1. Resolution Honoring Outgoing Faculty Senate Chair Stephen McIntyre

V.B.1. BOG Resolution Honoring Fac Senate Chair - Page 208

2. Introduction of the Recipients of the Foundation Awards for Teaching, Research and Service

3. Recognition and conferring of the Excellence in Public Affairs Awards for Faculty and Staff (Dr. Rachele Darabi)

V.B.3. 2015 BOG Excellence in PublicAffairs Award - Page 209

4. Update on the 2015 Public Affairs Conference (Dr. Kurt Heinlein)

VI. Research and Economic Development (written reports only)

A. Report from the Vice President for Research and Economic Development & International Programs – Vice President Jim Baker will provide the following written reports:

1. Research Report

VI.A.1. Research Administration Activity Through March - Page 210

2. International Programs Report

VI.A.2. Office of International Programs.5.14.15 - Page 214

VII. Diversity and Inclusion (written report only)

A. Report from the Vice President for Diversity and Inclusion – Vice President Ken Coopwood will provide a written report regarding activities in the Division for Diversity and Inclusion

VII.A. Diversity and Inclusion Report.5.14.15 - Page 218

VIII. West Plains Campus

A. Chancellor's Report -- Chancellor Drew Bennett will provide a written report to the Board of Governors regarding activities at the West Plains Campus

VIII.A. Chancellor's Report.5.14.15 - Page 219

B. Approval of revisions to the Missouri State University-West Plains Faculty Handbook concerning Septennial Review of the most recently revised and Board approved edition.

VIII.B. Approval of revisions to the Faculty Handbook Septennial Review - Page 220

C. Approval of revisions to the Missouri State University-West Plains Faculty Handbook By-Laws, concerning Article 1 Section 2; Article I Section 6 Item 1 – D; Article 1 Section 6 item F; Article 1, Section 6, Item K of the recently revised edition

VIII.C. Approval of revisions to Faculty Handbook Bylaws - Page 425

IX. Student Affairs

A. Report from the Student Body President

IX.A. SGA Report - Page 428

B. Student Affairs Report –Vice President for Student Affairs Dee Siscoe will provide a written report regarding activities in the Division of Student Affairs

IX.B. Student Affairs Report.5.14.15 - Page 429

1. Offer of commendation to Jordan McGee for service as Student Body President

IX.B.1. Resolution -Jordan McGee - Page 431

2. Offer of commendation to Addison Reed for service as Student Body Vice President

IX.B.2. Resolution -Addison Reed - Page 432

X. Staff Senate

A. Staff Senate Report

X.A. Staff Senate Report - Page 433

B. Offer of commendation to Scott Fiedler for service as Staff Senate Chair

X.B. Resolution for Staff Senate Chair for Scott Fiedler - Page 434

XI. Financial

A. Development Report (written report only) – Vice President for University Advancement Brent Dunn will provide a written report from the MSU Foundation

XI.A. Development Report.5.14.15 - Page 435

XII. Unfinished Business

XIII. New Business

A. AGB Conference Report

B. Discussion on Campus Diversity Climate

XIII.B.1. Climate Study Document - Page 443

XIII.B.2. 2014-2015 Diversity Inventory - Page 444

XIV. Resolution Authorizing Closed Meeting, Pursuant to Sections 610.021(1), (2), (3), (6), (9), (11), (12), (13), (14) and/or (17) of the Revised Statutes of Missouri

XIV. Closed Meeting Resolution - Page 461

XV. Adjournment

XVI. Date of Next Meeting: Friday, June 26, 2015, 1 p.m.; West Plains Civic Center

MINUTES OF THE BOARD OF GOVERNORS
MISSOURI STATE UNIVERSITY
FEBRUARY 6, 2015

1. Roll Call

Present- Mr. Joe Carmichael, Governor
Mr. Caleb Doyle, Student Governor
Ms. Virginia Fry, Governor
Dr. Peter Hofherr, Vice Chair
Mr. Stephen B. Hoven, Chair
Mr. Orvin Kimbrough, Governor (by conference call)
Ms. Beverly Miller, Governor
Mr. Kendall Seal, Governor
Ms. Carrie Tergin, Governor

Also

Present- Clifton Smart III, President
Drew Bennett, Chancellor of the West Plains Campus
Frank Einhellig, Provost
Dee Siscoe, Vice President for Student Affairs
Ken McClure, Vice President for Administrative and Information Services
Jim Baker, Vice President for Research, Economic Development, and International Programs
Kenneth Coopwood, Vice President for Diversity and Inclusion
Stephen Foucart, Chief Financial Officer
Donna Christian, Director of Internal Audit and Compliance
Brent Dunn, Vice President for University Advancement
Rachael Dockery, General Counsel
John McAlear, Secretary of the Board

2. Presiding --- The presiding officer for the meeting was Mr. Stephen B. Hoven, Chair of the Board of Governors. He called the meeting to order at 9:00 a.m. in the Bella Vista Room in the DoubleTree Hotel in Jefferson City, Missouri.

3. Approval of Board of Governors' Meeting Minutes --- Mr. Hoven mentioned that the first item of business was the approval of the minutes for the open and closed meetings of December 11, 2014, and the open meeting of December 12, 2014. Dr. Hofherr so moved, receiving the second of Ms. Tergin.

Motion passed 7-0 (Mr. Seal out of the room)

4. Consent Agenda --- Mr. Hoven noted that the next item of business on the agenda was the approval of the Consent Agenda for this meeting. The items included in the Consent Agenda are:

West Plains Campus

Approval of actions concerning West Plains Campus non-academic employees (West Plains Campus Personnel No. 374-15).

Springfield Campus Purchases/Contracts

Approval of Procurement Activity Report for the period November 25, 2014, through January 21, 2015 (Purchasing Activity Report No. 415-15).

Facilities and Equipment

Approval of Activity Report for the month of November 2014 (Activity Report No. 264-15).

Approval of Activity Report for the month of December 2014 (Activity Report No. 265-15).

Human Resources Items

Actions concerning academic employees (Human Resources No. 1481-15).

Actions concerning non-academic employees (Human Resources No. 1482-15).

Ms. Fry made a motion to approve the Consent Agenda, receiving a second from Ms. Tergin.

Motion passed 7-0 (Mr. Seal out of the room).

5. **President's Report** --- President Clif Smart began his report by announcing that the Affordable Colleges Foundation, a leading resource for information about online learning and college affordability, has listed Missouri State as one of 2015's Best Online Colleges. We received this recognition because we offer students affordable, high-quality programs combined with the flexibility of distance learning.

Dr. Frank Einhellig, Provost, next began the presentation of this meeting's Point of Pride – the Faculty Center for Teaching and Learning (FCTL). He indicated that the FCTL began operation in 2010 and its charge is to enhance teaching and learning environments. The FCTL supports instructional design, educational technology, and technology in the classroom. He added that the FCTL was recognized as a National Exemplary Teaching and Learning Center by the 25th International Conference on College Teaching and Learning in 2014 – one of two universities who were recognized. Dr. Einhellig then introduced Ms. Nancy Gordon, Assistant Director of the FCTL, to provide additional information. Ms. Gordon touched on their services with instructional design and support, classroom technology, and course development. She ended her report by summarizing that their mission is to serve the entire instructional community, including tenured and tenure track faculty, adjuncts, instructors, per-course faculty, and teaching assistants. Their promise is to assist faculty and instructors in meeting their instructional goals.

President Smart then gave an update on our three legislative priorities which were presented to the Board at their last meeting. The first priority is to obtain a capital appropriation of revenue bond proceeds for renovations to Ellis Hall and Hill Hall on the Springfield campus, renovations to the Post Office Building on the West Plains campus, and additional life safety

improvements on the West Plains campus. He indicated that we are progressing nicely on this priority – the Senate passed a resolution that included all four of our projects and we are optimistic about its chances for passage in the House. The second priority relates to the \$1.3 million appropriation that the legislature has appropriated for the past two years but the Governor withheld this year. This was \$825,000 for the Occupational Therapy program on the Springfield campus and \$500,000 for new and expanded allied health programs on the West Plains campus. We have had a coordinated effort with the University of Missouri, which has a Springfield Medical Campus tied to this appropriation, from the beginning, and the Chambers of both Columbia and Springfield in lobbying the Governor for release of these funds. Yesterday, \$620,000 of these funds were released. We are also meeting with legislators requesting that instead of being in a separate section of the appropriation bill, the \$1.3 million be included in our core appropriation for this coming year. The third priority is to obtain an increase in our operating appropriation. He indicated that the Governor's executive budget includes a 1.5% increase for Missouri State's operating appropriation. It is delivered through the performance funding/equity model written into statute last year. We benefit from this formula as we are one of the universities who receive an equity increase based on our enrollment growth and because we continue to meet all of our performance measures. We are meeting with legislators in efforts to enhance this increase in the budget passed by the General Assembly (we'd like it to be about 3.6% to 5%) and to encourage them to deliver new money through the performance funding/equity formula.

President Smart ended his report by previewing the discussion later today about public safety led by our Office of Safety and Transportation. We frequently hear that safety is a top factor that our students and their parents evaluate when selecting a university.

6. Academic Affairs:

a. Faculty Senate Report --- Dr. Stephen McIntyre, Chairperson of the Faculty Senate, next commented on the continued good relations between the faculty, Faculty Senate, and the administration. Dr. Einhellig continues to provide excellent leadership on the academic side of the University. He also remarked that President Smart has been providing excellent leadership for the University, especially with his inclusive approach in the budget preparation through an Executive Budget Committee with faculty representation. Dr. McIntyre then announced two ad hoc committees that he has appointed: 1) the Electronic Curricular Process; and 2) Family Leave and Support.

b. Report from Provost --- Dr. Einhellig first commented that the Coordinating Board for Higher Education (CBHE) approved four new programs for us Wednesday of this week: 1) Bachelors in General Studies; 2) Master of Science in Cyber Security; 3) Master of Arts in Teaching and Learning; and 4) Specialist in Education - Teacher Leadership. He next reported that at the present time, we are working on hiring eight academic administrators and 35 faculty. The open faculty positions will grow. Dr. Einhellig ended his report by providing a 2015-2016 Tenure and Promotion overview. We have 38 applicants this year compared to 48 last year. He added that 60% of our faculty are tenured. After a short discussion, Dr. Einhellig was asked if he could follow up with the tenure percentage of our peer institutions.

7. **Student Affairs:**

a. **Report from Student Body President** --- Mr. Jordan McGee, Student Body President, reported on items that the Student Government is currently working on. Some of the items mentioned were: 1) the new Engagement Camp for about 50 students which will take place in August; 2) holding student focus groups to learn what students want out of their student health center; and, 3) holding an April 1, 2015, day at the Capitol in which students can visit with legislators.

8. **Unfinished Business** --- Dr. Hofherr commented that after reflecting on the committee meetings yesterday, it occurred to him that it might be a benefit to the Board, as a whole, to have the Visioning Committee/Programs Committee be a Committee of the Whole. Mr. Hoven asked if this was in the form of a motion and Dr. Hofherr so moved. Ms. Miller provided the second. It was decided that this is a very good suggestion due to the importance of the Visioning Process.

Motion passed 8-0.

9. **New Business:**

a. **Discussion on the Public Safety Aspect of Missouri State University Department of Safety and Transportation** --- Mr. Ken McClure, Vice President for Administrative & Information Services, commented that the discussion today is designed to be an overview of our emergency response capabilities. He reminded the Board that we have a unique relationship on our campus, in that our Safety and Transportation officers are not sworn officers, but there is a Springfield Police Department Substation located on our campus. Mr. Don Clark, Director of Safety and Transportation and a former officer with the Springfield Police Department, then gave a presentation to the Board. Mr. Clark first commented that he hopes to present our general response to an emergency on campus with the example focused on today being a hostile intruder on campus. He indicated that we do have a comprehensive emergency response plan for the University called an All-Hazards Plan. The priorities are life safety, property preservation and continuity of operations and it focuses on prevention/mitigation, preparedness, response, and recovery. Emergency Response Information for each possible type of hazard is separately included on Safety and Transportation's website - different information is included, for example, for fire, severe weather, hostile intruder, bomb threat, etc. Education provided for hostile intruder/workplace violence includes videos, on-site presentations, tabletop and functional exercises, as well as periodic full-scale exercises. Communication of an emergency on campus can be made by a call to the Radio Communication Center, by one of more than 215 emergency phones on campus, by one of the 15 emergency, outside blue-light phones on campus, calls directly to 911, and use of social media. The two Emergency Operations Centers on campus are JQH Arena (primary) and Cheek Hall (secondary). The campus community can be made aware of a campus emergency through the Missouri State Alert system where all students, faculty, and staff will be alerted by text, email, or telephone (their choice) unless they have opted out of the system. Other methods of communication include the Blue Light Phone Announcements, fire panels in some buildings, and message boards. Evacuation procedures are posted on the website, and each building has shelter locations and evacuation locations identified. Class syllabus

information now includes evacuation and shelter information specific to that building and classroom.

A lengthy discussion was then held by board members with the following suggestions mentioned: 1) a possible security audit by an outside agency – it was recommended that the Director of Internal Audit and Compliance, Ms. Donna Christian, evaluate this area with our Risk Management and Compliance Committee to determine if the Committee is comfortable with the practices being followed by Safety and Transportation, and she agreed to address this with the Committee; 2) Safety and Transportation should create a plan for providing regular safety tips to students and the campus community; and 3) the creation of a protocol for students to text emergencies to Safety and Transportation should be considered.

- 10. Closed Meeting** --- It was determined that the Board of Governors needed to meet in a closed session to consider items of business provided in the Revised Statutes of the State of Missouri. Mr. Hoven asked if a resolution authorizing a closed meeting of the Board was prepared. Thereupon, the following resolution was presented for consideration:

BE IT RESOLVED by the Board of Governors for Missouri State University that a closed meeting, with closed records and closed vote, be held immediately following this February 6, 2015, meeting of the Board of Governors to consider items of business pursuant to:

- a. R.S.Mo. 610.021 (1). "...any confidential or privileged communications between a public governmental body or its representatives and its attorneys..."

Mr. Carmichael moved the approval of the resolution and Ms. Fry seconded the motion.

A roll call vote was taken: those voting in favor – Governors Carmichael, Fry, Hofherr, Hoven, Kimbrough, Miller, Seal, and Tergin; those voting against – none.

Mr. Hoven declared the resolution passed unanimously.

- 11. Date of Next Meeting** --- The date of the next scheduled meeting was set for Thursday, March 12, 2015, at 9:00 a.m., at the Embassy Suites Hotel, St. Charles, Mo.
- 12. Adjournment**--- Mr. Hoven adjourned the meeting at 11:35 a.m., on the motion of Ms. Miller, the second of Mr. Seal, and the unanimous vote of the Board.



John W. McAlear
Secretary

MINUTES OF THE BOARD OF GOVERNORS
MISSOURI STATE UNIVERSITY
March 12-13, 2015

1. Roll Call

Present- Mr. Caleb Doyle, Student Governor
Ms. Virginia Fry, Governor
Dr. Peter Hofherr, Vice Chair of the Board
Mr. Stephen B. Hoven, Chair of the Board
Mr. Orvin Kimbrough, Governor (arriving at 9:10 a.m.)
Ms. Beverly Miller, Governor
Mr. Kendall Seal, Governor
Ms. Carrie Tergin, Governor

Absent- Mr. Joe Carmichael, Governor

Also

Present- Clifton Smart III, President
Drew Bennett, Chancellor of the West Plains Campus
Frank Einhellig, Provost
Dee Siscoe, Vice President for Student Affairs
Ken McClure, Vice President for Administrative and Information Services
Jim Baker, Vice President for Research and Economic Development and International Programs
Kenneth Coopwood, Vice President for Diversity and Inclusion
Stephen Foucart, Chief Financial Officer
Brent Dunn, Vice President for University Advancement
Rachael Dockery, General Counsel
Don Hendricks, Director of University Communications
Donna Christian, Director of Internal Audit
Kyle Moats, Director of Intercollegiate Athletics
Randy Blackwood, Executive Director of Athletics & Entertainment Facilities
Gloria Galanes, Dean of the College of Arts & Letters
Ryan DeBoef, Chief of Staff
Jill Wiggins, Director of The Career Center
Don Simpson, Associate Vice President for Enrollment Management
Tammy Jahnke, Dean of the College of Natural & Applied Sciences
Stephanie Bryant, Dean of the College of Business
Sharmistha Self, Professor of Economics
Tom Peters, Dean of the Library
Paul Kincaid, Kincaid Communications, LLC (arriving at 12:00 Noon)
John McAlear, Secretary of the Board

2. Presiding --- The presiding officer for the meeting was Mr. Stephen B. Hoven, Chair of the Board of Governors. He called the meeting to order at 9:00 a.m. in the Portland Room in the Embassy Suites St. Louis-St. Charles, in St. Charles, Missouri.

3. Action Items:

a. Approval of 2015-16 Fee Resolution --- President Clif Smart reminded everyone that the 2015-16 fee resolution (Fees No. 145-15) was discussed in detail at the Finance and Facilities Committee meeting in Jefferson City on February 5 and after a really good conversation, he thought there was consensus in the proposal for this coming year. He explained that the 2014 CPI is .8% which is the statutory cap for tuition increases. This equates to a \$1 per credit hour increase for Missouri resident undergraduate students. Mr. Steve Foucart, Chief Financial Officer, next highlighted some of the more significant items and pointed out a few very minor changes since the February 5 meeting. Ms. Tergin moved to approve the fee resolution as presented, receiving the second of Dr. Hofherr

Motion passed 7-0.

b. Approval of Bond Refunding --- Mr. Foucart next presented a resolution (Finance No. 1043-15) to advance refund the Series 2007 bonds which funded the construction of the JQH Arena. He indicated that based on current interest rates, it is estimated that the total remaining bond payments will decrease by over \$2 million with the refinancing. Both the University and the JQH Trust, which pays 47.54% of the bond payments, will share proportionately in the savings. This resolution authorizes up to \$55,000,000 of auxiliary enterprise system revenue bonds. The true interest cost is not to exceed 3.64%. It is anticipated that the Executive Committee of the Board of Governors will approve the final bond documents within the parameters of this resolution on April 15, 2015. The anticipated closing date is April 23, 2015. Dr. Hofherr moved to approve the resolution, receiving the second of Ms. Fry.

Motion passed 7-0.

4. Update on Annual Goals:

a. Springfield Campus --- President Smart indicated that we will just focus on a few facets of our annual goals and save more discussion time for the Visioning project this afternoon:

Maintain modest growth in enrollment while increasing the diversity of the student body. President Smart recapped the better-than “modest” enrollment growth experienced. Enrollments have increased in most all student categories: precollege, undergraduate, graduate, underrepresented, international, and students from other states.

Increase the retention rate of first-time freshmen. He next summarized efforts to improve retention with a pilot program to form freshmen cohorts by enrolling 224 first-generation students in GEP 101 (a First-Year Program committed to assisting students in achieving a successful transition to Missouri State) by college (eight sections – one for each college and two for undecided students). This appears to help retention numbers but another year’s worth of first-generation data with college cohort sections is needed for more robust data.

Continue to implement the career tracking program to meet the new state performance funding measure. Ms. Jill Wiggins, Director of The Career Center, provided an update on tracking graduate outcomes which is very important due to the new State Performance Measure that is tied to tracking graduate outcomes. She touched on the challenges with our current tracking system and summarized some of the opportunities to improve the collection and reporting of this data, including: 1) researching best practices to explore other methods of collecting this data; 2) engaging key stakeholders on campus to work together in this endeavor; and, 3) implementing a system that is integrated with Banner. President Smart indicated that we have formed a task force that is looking at how we can better collect this data.

Develop a campus-wide community service project in conjunction with the University's 110th anniversary. Mr. Brent Dunn, Vice President for University Advancement, summarized the 110 hours of celebration, starting on Tuesday, March 17, 2015. The celebration includes student activities, a Public Affairs component, and a fundraising piece.

Complete a diversity climate survey and develop a campus diversity plan to highlight successes and address challenges. President Smart commented that the results of the climate survey will be announced next week. He remarked that we have made progress, but that we have more to do. With what has happened across the country in recent months, President Smart is glad we undertook this study, and our ultimate goal is to make sure that all of our faculty/staff/students feel included in the university.

College of Business Glass Hall Project. Dean Stephanie Bryant, Dean of the College of Business, reported on the planned Glass Hall renovation and expansion project. Mr. Ken McClure, Vice President for Administrative & Information Services, reported that the construction project will be awarded in October. Mr. Foucart summarized the funding of the \$25.5 million project, which includes a bond issue of about \$15.68 million. He added that the educational bond issue will be issued by the Missouri Health and Educational Facilities Authority.

Evaluate the results of resealing parking lots with asphalt emulsion as an alternative to coal tar. Mr. McClure commented that with the debate regarding the chemicals in coal tar, over the last few years, the University has tested an alternate product, asphalt emulsion, on several parking lots. The general results of using asphalt emulsion have shown some application problems, a shorter life cycle, and a higher cost per sq. ft. He explained that, in an effort to mitigate any environmental concerns, the Missouri Department of Conservation has revised their coal tar emulsion installation method by requiring the contractor to have an absorbent boom material on hand ready for use should rain showers show up unexpectedly. Mr. McClure ended by saying that the administration is recommending that we return to using coal tar utilizing these same Missouri Department of Conservation specifications. After a short discussion, the Board agreed with the recommendation, but that we should continue to evaluate this each year.

b. West Plains Campus --- Dr. Drew Bennett, Chancellor of the West Plains Campus, first reported on their goal of increasing enrollment. Their fall enrollment was up 3.3% while their spring enrollment was flat. He said that all other two-year schools in Missouri are experiencing enrollment declines. To improve their retention numbers, they are focusing on developmental students. They are making progress in English, but not as much in Math. After a recent meeting with their Title III consultant, there are several ideas they plan to implement. He also indicated that in preparing for an update of their long-range plan, the West Plains Campus has a representative on every Task Force Committee of the Visioning project.

5. Discussion on Key Performance Indicators:

a. West Plains Campus --- Dr. Bennett briefly touched on the one indicator that is tending away – three-year graduation and transfer rate. He remarked that after several years of excellent enrollment growth, campus resources are just now catching up. They are hoping to see improvements in this indicator from positive outcomes of their Title III and TRIO grants.

b. Springfield Campus --- Dr. Frank Einhellig, Provost, reported that the Springfield Campus has met all five State Performance Measures. He also announced that the campus’s 15 performance measures are either trending upward or are in a “no long-term trend” status.

6. Update on Higher Learning Commission Accreditation --- Dr. Tammy Jahnke, Dean of the College of Natural & Applied Sciences and Higher Learning Commission Steering Committee Chair, reported that the HLC site visit will be October 5-6, 2015. There will be a scheduled time for board members to meet with the site team on Monday, October 5, or early Tuesday, October 6. The strengths and strategic opportunities of the criteria required of the Higher Learning Commission cover the areas of mission, integrity, teaching, learning, and planning.

7. Discussion on The Missouri State Vision: Our Passion for Excellence --- The Board heard interim reports from each of the chairs of the Visioning Project’s six Task Forces – 1) Academic Profile – Dr. Frank Einhellig; 2) Funding – Dr. Stephanie Bryant; 3) Infrastructure – Mr. Tom Peters; 4) Diversity – Dr. Sharmistha Self; 5) Globalization – Dr. Jim Baker; and 6) Student Experience – Dr. Dee Siscoe.

A summary of the presentations and discussions include:

- The Board was complimentary of the work completed thus far as reported by the task force chairs.
- The Board looks forward to the final task force reports.
- Board members reiterated that Missouri State is operating from a position of strength.
- The Board did reaffirm its commitment to Missouri State’s “value proposition” – the quality of education for the cost.
- During the discussion, the Board encouraged the task force chairs to continue to think creatively about the challenges, especially funding.

- Overall, the Board did not identify any major issues that the task forces have not already discussed in some fashion.

The meeting was recessed at 4:45 p.m. The meeting reconvened at 9:00 a.m. on Friday, March 13, 2015.

Mr. Paul Kincaid, of Kincaid Communications LLC, led the retreat attendees in an exercise on the Visioning Project. All were asked to fill in the blank on the following statement: "I hope the members of this task force will be sure to consider this topic: _____." Responses were recorded on sticky notes and placed on the appropriate sheet for each of the six task forces. President Smart remarked that the results of this exercise would be forwarded to the Board members sometime next week.

8. Board of Governors' Procedural Matters --- The following items were discussed:

- a. Topics for future Board meeting --- President Smart commented that the Diversity Climate Study will be the discussion at the May meeting, a follow-up on previous discussion topics will be presented at the June meeting, and 2015-2016 annual goals will be finalized at the July summer retreat. He asked Board members what topics they would like to discuss at Board meetings during the next school year. Items offered for consideration included: 1) Athletics; 2) Residence Halls and area private housing; 3) On-line education with an example provided; 4) Information Technology infrastructure; 5) Student/faculty team research; 6) Globalization with a focus on our China Campus; 7) Future growth in our downtown partnerships; and 8) Public Affairs.
- b. Board self-assessment discussion --- The Board had a conversation regarding whether they believed they were meeting their responsibilities, with the bulk of the discussion focusing on Board committees. Most liked the present two-committee structure and the ability to attend both committee meetings. It was decided that the committee agendas should limit the subjects so they are not rushed to cover too many items. It was also mentioned that there should be some follow-up reports on previous committee subject matters. President Smart then mentioned that he would send the self-assessment tool that is being used to drive these discussions to each of the Board members and asked them to send any other comments or concerns to Mr. John McAlear, Secretary.
- c. Presidential assessment --- Mr. McAlear commented that since everyone seemed to like the present presidential assessment tool, he will update the survey to include the 2014-2015 annual goals for this year's assessment. He next proposed using a similar timeline to last year: 1) have President Smart present his self-assessment at the June 26, 2015, Board meeting; 2) the Board members will complete the online assessment tool by the middle of July; 3) the assessment results will be able to be reviewed online by the Board in late July; and 4) the entire Board will visit with President Smart regarding the results at the July 30, 2015, Board meeting.
- d. Directors Desk --- After a short discussion on the board portal system used for Board meetings and materials, the general consensus was favorable regarding our paperless

board meetings. Mr. McAlear reported that the University has paid for use of the Directors Desk portal through May 31, 2016.

9. **Closed Meeting** --- It was determined that the Board of Governors needed to meet in a closed session to consider items of business provided in the Revised Statutes of Missouri. Mr. Hoven asked if a resolution authorizing a closed meeting of the Board was prepared. Thereupon, the following resolution was presented for consideration:

BE IT RESOLVED by the Board of Governors for Missouri State University that a closed meeting, with closed records and closed vote, be held immediately following this March 12-13, 2015, meeting of the Board of Governors to consider items of business pursuant to:

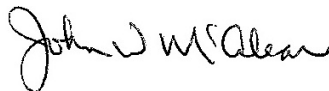
- a. R.S.Mo. 610.021(1). "Legal actions, causes of action, or litigation involving a public governmental body..."
- b. R.S.Mo. 610.021(3). "Hiring, firing, disciplining or promoting of particular employees by a public governmental body..."
- c. R.S.Mo. 610.021(12). "...documents related to a negotiated contract until a contract is executed..."
- d. R.S.Mo. 610.021(13). "Individually identifiable personnel records, performance ratings or records pertaining to employees or applicants for employment,..."

Ms. Fry moved the approval of the resolution and Ms. Tergin seconded the motion.

A roll call vote on the resolution was as follows: those voting in favor – Governors Fry, Hofherr, Hoven, Kimbrough, Miller, and Tergin; those voting against – none; those absent – Governors Carmichael and Seal (out of the room for a brief moment).

Mr. Hoven declared the resolution passed unanimously.

10. **Date of Next Meeting** --- The date of the next regularly scheduled meeting was set for Thursday, May 14, 2015, at 1:00 p.m. on the Springfield Campus.
11. **Adjournment**--- Mr. Hoven adjourned the meeting at 10:10 a.m. on the motion of Ms. Fry, the second of Dr. Hofherr, and the unanimous vote of the Board.



John W. McAlear
Secretary

No. III.A.1.

RECOMMENDED ACTION – Approval of employment contracts for Kevin P. Dunn as Assistant Coach for Volleyball; and Matthew W. Sligh as Assistant Coach for Men’s Basketball.

The following resolution was moved by _____ and seconded by _____.

WHEREAS, the University desires to employ Kevin P. Dunn as Missouri State University’s Assistant Coach for Volleyball, and Mr. Dunn desires to accept such employment; and

WHEREAS, an Athletics Employment Agreement is attached hereto and incorporated by reference as Exhibit A; and

WHEREAS, the University desires to employ Matthew W. Sligh as Missouri State University’s Assistant Coach for Men’s Basketball, and Mr. Sligh desires to accept such employment; and

WHEREAS, an Athletics Employment Agreement is attached hereto and incorporated by reference as Exhibit B; and

WHEREAS, Kevin P. Dunn, and Matthew W. Sligh have read and agreed to the Athletics Employment Agreement Terms and Conditions – Assistant/Associate Coach (2/28/2013) which is attached hereto and incorporated by reference as Exhibit C.

NOW, THEREFORE, BE IT RESOLVED that the Board of Governors of Missouri State University hereby approves the attached Employment Agreements and authorizes the President of the University to execute the Agreements on behalf of the Board of Governors.

VOTE: AYE _____

NAY _____

COMMENT: Attached is the Athletics Employment Agreement – Assistant Coach for: Kevin P. Dunn, as Exhibit A; and Matthew W. Sligh, as Exhibit B.

The above referenced contracts expires June 30, 2016.



Missouri State

U N I V E R S I T Y

ATHLETICS EMPLOYMENT AGREEMENT – ASSISTANT COACH

This Employment Agreement (“Agreement”) is by and between the Board of Governors of Missouri State University (“University”) and the employee identified below (“Coach”).

By executing this Agreement, the University agrees to employ Coach, and Coach agrees to be employed by University, for the position, sport, and term identified below. In exchange for Coach’s services, the University will provide Coach with the compensation, achievement payments (if the contingencies are satisfied), and other benefits and incentives identified below.

The parties further agree to be bound by, and that the terms set forth herein are subject to, the Athletics Employment Agreement Terms and Conditions – Assistant Coach*, which is incorporated herein by this reference.

Name of Coach: Kevin P. Dunn

Position: Assistant Coach

Sport: Volleyball

Term: March 2, 2015 -June 30, 2016

Compensation: \$50,000 annually

Achievement Payments:

\$1,400 Missouri Valley Conference (MVC) Regular Season Championship; or
 \$700 for MVC Regular Season Co-Championship; or
 \$700 for MVC Championship; and
 \$700 per match played in NCAA Tournament

Other Benefits and Incentives:

Coach may participate in camps and/or clinics

Moving expenses: The University agrees to reimburse Mr. Dunn for any documented expenses associated with Mr. Dunn relocation to Springfield, Missouri, including but not limited to packing, unpacking and moving expenses/fees for household items.

COACH

MISSOURI STATE UNIVERSITY

Kevin P. Dunn

 Kevin P. Dunn

 Clifton M. Smart III
 President

03/02/2015

 Date

 Date



Missouri State UNIVERSITY

ATHLETICS EMPLOYMENT AGREEMENT – ASSISTANT COACH

This Employment Agreement (“Agreement”) is by and between the Board of Governors of Missouri State University (“University”) and the employee identified below (“Coach”).

By executing this Agreement, the University agrees to employ Coach, and Coach agrees to be employed by University, for the position, sport, and term identified below. In exchange for Coach’s services, the University will provide Coach with the compensation, achievement payments (if the contingencies are satisfied), and other benefits and incentives identified below.

The parties further agree to be bound by, and that the terms set forth herein are subject to, the Athletics Employment Agreement Terms and Conditions – Assistant Coach*, which is incorporated herein by this reference.

Name of Coach: Matthew W. Sligh

Position: Assistant Coach

Sport: Men’s Basketball

Term: April 1, 2015-June 30, 2016

Compensation: \$70,000 annually

Achievement Payments:

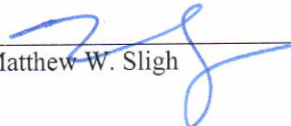
\$2,500 Missouri Valley Conference (MVC) Regular Season Championship or \$1,400 MVC Regular Season Co-Championship; and \$2,000 MVC Championship; and \$1,500 for each game in the NCAA Tournament; or \$2,500 for NCAA Sweet 16 Appearance; or \$750 per game in the Post Season NIT

Other Benefits and Incentives:

Coach may participate in camps and/or clinics
Use of one (1) automobile

COACH

MISSOURI STATE UNIVERSITY


Matthew W. Sligh

Clifton M. Smart III
President

4/1/15
Date

Date

*Athletics Employment Agreement Terms and Conditions – Assistant Coach dated February 28, 2013

ATHLETICS EMPLOYMENT AGREEMENT TERMS AND CONDITIONS – ASSISTANT COACH

1. Term and Termination. This Agreement will automatically terminate at the end of the term identified in this Agreement (“Term”). If the parties do not execute a new agreement but Coach remains employed by the University at the end of the Term, all terms and conditions of this Agreement will continue to govern the parties’ relationship.

The University may terminate this Agreement, with or without advance notice, in its sole discretion, without owing any continuing obligation to pay Coach’s salary or perform any other obligations under this Agreement, if:

- a. The University’s employment of the current head coach of the sport identified in this Agreement (“Sport”) ends for any reason; or
- b. Coach fails to perform as agreed, Coach otherwise breaches this Agreement, or termination is otherwise appropriate pursuant to the terms of the Employee Handbook; or
- c. Appropriations or unencumbered funds adequate to pay the obligations herein created become unavailable for any reason.

Additionally, Coach’s employment with the University shall be “at will” such that either party may terminate this Agreement, with or without cause, in its sole discretion, at any time.

2. Duties. Coach’s duties are set forth in the job description (as maintained by the University’s Office of Human Resources) associated with the position identified in this Agreement. Such job description is incorporated herein by this reference. Coach will be treated as an exempt employee for purposes of applicable wage and hour laws because Coach’s duties primarily involve teaching proper skills development to student-athletes and instructing student-athletes on physical health, team concepts, and safety, and because Coach will have a great deal of independent discretion and judgment as to the manner and method of such teaching and instruction. Coach shall faithfully serve the University; perform the aforementioned duties; at all times devote his or her whole time, attention, and energies to his or her duties to the University; and do and perform all services, act, and things the Director of Athletics, the Associate Director of Athletics, and the head coach for the Sport direct.

3. Camps and Clinics. *This section applies only if this Agreement states that Coach may participate in camps and/or clinics as an additional benefit and incentive.* If this Agreement so states, Coach may participate in camps and clinics associated with the Sport for Coach’s own benefit, provided that such camps and clinics are owned and operated by other University employees. Coach understands and agrees that, though such camps and clinics may occur on University property, the University does not operate such camps and clinics, the University is not responsible for any liabilities or other matters associated with such camps and clinics, and the University will not compensate Coach for participating in such camps and clinics (compensation is the responsibility of the owner/operator of the camp or clinic). Coach’s duties for the University do not include service or participation in camps or clinics, but the University hereby authorizes Coach to participate in camps or clinics for Coach’s own benefit as an additional benefit and incentive. Unless this Agreement expressly states to the contrary, Coach is not authorized to use the University’s name, logo, likeness, or property to operate or conduct his or her own camp or clinic.

4. Use of Automobile. *This section applies only if this Agreement states that Coach will have use of an automobile as an additional benefit and incentive.* If this Agreement so states, Coach shall be furnished with an automobile, pursuant to a lease agreement with the University, for Coach’s business and personal use as long as the University and/or Foundation receives sufficient automobiles (via trade-out with automobile dealers in relation to memberships in The Bears Fund) to fulfill all of the University’s commitments to provide automobiles to employees. If insufficient automobiles are available, the University has sole discretion to determine which employees will receive automobiles. The terms of the lease agreement shall control the use, maintenance, and insurance requirements applicable to such automobile; and Coach will be responsible for ensuring compliance with all such requirements. Without limitation to the foregoing, Coach understands and agrees that Coach (and not the University) is individually responsible for maintaining insurance for the automobile.

5. Employee Handbook and University Policies. Coach’s employment shall be subject to and governed by the Employee Handbook for Administrative, Professional, and Support Staff Employees (“Employee Handbook”) and all other applicable University policies, practices, and protocols. Coach understands and agrees that policies, practices, protocols, and Employee Handbook provisions may be adopted, revoked, and changed at any time with or without notice. Coach’s employment is not subject to the Faculty Handbook, and Coach is not entitled to tenure or any other rights, privileges, or protections afforded to faculty.

6. Professional and Moral Conduct Requirement. It is understood Coach is being employed by the University, by a member institution of the National Collegiate Athletic Association, for the purpose of administering, conducting and coaching intercollegiate athletics. Coach agrees he or she will diligently conduct himself or herself in such a manner that NCAA regulations and codes of conduct now existing or hereinafter enacted, will be fully complied with, in all particulars, including, but not limited to, the following:

a. Participating student-athletes shall deport themselves with honesty and sportsmanship at all times so that intercollegiate athletics as a whole, the institution, and they as individuals, shall represent the honor and dignity of fair play and the generally-recognized high standards associated with wholesome, competitive sports.

b. Staff members of the University’s Athletics Department shall not accept compensation or gratuities of any kind whatsoever, either directly or indirectly, for representing a professional sports organization in the scouting or contacting of athletics talent or the negotiating of a contract. In this regard, any compensational arrangement between a professional sports organization and the University’s staff member (e.g., for scouting other professional teams or assisting the professional employer in coaching his or her team) shall be considered *prima facie* evidence of an indirect arrangement to assure the staff member’s assistance in evaluating or procuring college talent.

c. Staff members of the University, or others serving on NCAA committees or acting as consultants, shall not, directly or by implication, use the NCAA’s name or their affiliation with the NCAA in the endorsement of products or services.

d. Staff members of the University’s Athletics Department shall not knowingly participate, directly or indirectly, in the management, coaching, officiating, supervision, promotion or player selection or any all-star contest involving student-athletes which is not certified by the NCAA’s Extra Events committee.

e. Staff members of the University’s Athletics Department shall not represent, directly or indirectly, a student-athlete in the marketing of athletics ability or reputation to a professional sports team or professional sports organization, and shall not receive compensation or gratuities of any kind, directly or indirectly, for such services.

f. Coach is required to provide a written detailed account annually to the University President for all athletically related income and benefits from sources outside the institution. In addition, the approval of all athletically related income and benefits shall be consistent with the institution’s policy related to outside income and benefits applicable to all full-time or part-time employees. Sources of such income shall include, but are not limited to, the following:

- Income from annuities;
- Sports camps;
- Housing benefits (including preferential housing arrangements);
- Country club memberships;
- Complimentary ticket sales;
- Television and radio programs; and
- Endorsement or consultation contracts with athletics shoe, apparel or equipment manufacturers.

g. Coach further agrees that he or she may be suspended for a period of time, without pay, or that his or her employment may be terminated, notwithstanding any other provisions of this agreement, if he or she is found to be involved in deliberate and serious violations of any NCAA regulations.

7. Miscellaneous. The laws of the State of Missouri shall govern this Agreement. The parties agree that any lawsuit arising from any dispute or alleged breach of this Agreement shall be brought in the Circuit Court of Greene County, Missouri. This Agreement contains all terms and conditions agreed upon by the parties, and all prior agreements between the parties are void. This Agreement may be modified only by a written instrument executed by the parties hereto.

III.B.1.

RECOMMENDED ACTION - Approval of Activity Report.

The following resolution was moved by _____ and seconded by _____ :

BE IT RESOLVED by the Board of Governors for Missouri State University that the attached Activity Report dated May 14, 2015, as presented by Business and Support Services, be accepted and approved.

VOTE: **AYE** _____

NAY _____

COMMENTS:

This report lists all activities of Business and Support Services with respect to bids received, notices to proceed, change orders, and provides the current status of projects.

It is recommended that the attached report be approved.

**ACTIVITY REPORT
MISSOURI STATE UNIVERSITY
WEST PLAINS CAMPUS**

May 14, 2015

This report documents activities managed by Business and Support Services. The projects listed here may be for a budget level that does not require formal action by the Board of Governors. Any and all projects bid, notices to proceed, and change orders approved are listed on this activity report.

**Re-coat Shower in Room 203
Grizzly House**

**Project Budget
\$1,250.00**

A notice to proceed was issued to Feller Construction, Inc. in the amount of \$1,250.00. This project was issued under the FY15 Job Order Contract Services agreement. This project consists of expenses for recoating/sealing the shower in room 203 of the Grizzly House dorm. The project budget has been established as follows:

Project Budget	
Consulting Fees	\$ 0.00
Construction Contracts	1,250.00
Project Administration	0.00
Construction Contingency	0.00
Furniture, Fixtures, & Equipment	0.00
Telecommunications	0.00
Relocation Costs	0.00
Total Project Budget	\$ 1,250.00

This project is being funded by the West Plains Campus Grizzly House Auxiliary budget.

**Repair Roof and Guttering
Garnett Library**

**Project Budget
\$331.75**

A notice to proceed was issued to Feller Construction, Inc. in the amount of \$331.75. This project was issued under the FY15 Job Order Contract Services agreement. This project consists of expenses for repairing shingle damage and gutter issues at the Garnett Library. The project budget has been established as follows:

Project Budget	
Consulting Fees	\$ 0.00
Construction Contracts	331.75
Project Administration	0.00
Construction Contingency	0.00
Furniture, Fixtures, & Equipment	0.00
Telecommunications	0.00
Relocation Costs	0.00
Total Project Budget	\$ 331.75

This project is being funded by the West Plains Campus Maintenance and Repair budget.

**Install Concrete Apron From Building to Sidewalk
Garnett Library**

**Project Budget
\$6,922.39**

A notice to proceed was issued to Feller Construction, Inc. in the amount of \$6,922.39. This project was issued under the FY15 Job Order Contract Services agreement. This project consists of expenses for grading and placing concrete in the parking area that extends from the building to the city sidewalk at Garfield Hall. The project budget has been established as follows:

Project Budget		
Consulting Fees	\$	0.00
Construction Contracts		6,922.39
Project Administration		0.00
Construction Contingency		0.00
Furniture, Fixtures, & Equipment		0.00
Telecommunications		0.00
Relocation Costs		0.00
Total Project Budget	\$	6,922.39

This project is being funded by the West Plains Campus Maintenance and Repair budget.

**Replace Fascia Board Around Roof Line
Kellett Hall**

**Project Budget
\$1,135.66**

A notice to proceed was issued to Feller Construction, Inc. in the amount of \$1,135.66. This project was issued under the FY15 Job Order Contract Services agreement. This project consists of expenses for removing and replacing the fascia board around the roof line at Kellett Hall. The project budget has been established as follows:

Project Budget		
Consulting Fees	\$	0.00
Construction Contracts		1,135.66
Project Administration		0.00
Construction Contingency		0.00
Furniture, Fixtures, & Equipment		0.00
Telecommunications		0.00
Relocation Costs		0.00
Total Project Budget	\$	1,135.66

This project is being funded by the West Plains Campus Maintenance and Repair budget.

**Repair Gutter Joint and Reattach Gutter
Garnett Library**

**Project Budget
\$160.56**

A notice to proceed was issued to Feller Construction, Inc. in the amount of \$160.56. This project was issued under the FY15 Job Order Contract Services agreement. This project consists of expenses for repairing guttering at the Garnett Library. The project budget has been established as follows:

Project Budget		
Consulting Fees	\$	0.00
Construction Contracts		160.56
Project Administration		0.00
Construction Contingency		0.00
Furniture, Fixtures, & Equipment		0.00
Telecommunications		0.00
Relocation Costs		0.00
Total Project Budget	\$	160.56

This project is being funded by the West Plains Campus Maintenance and Repair budget.

**Install Attic Vents in Atrium
Gohn Hall**

**Project Budget
\$586.95**

A notice to proceed was issued to Feller Construction, Inc. in the amount of \$586.95. This project was issued under the FY15 Job Order Contract Services agreement. This project consists of expenses for installing attic vents in the atrium of Gohn Hall to allow warm air into the attic space to help prevent the fire suppression pipes from freezing. The project budget has been established as follows:

Project Budget		
Consulting Fees	\$	0.00
Construction Contracts		586.95
Project Administration		0.00
Construction Contingency		0.00
Furniture, Fixtures, & Equipment		0.00
Telecommunications		0.00
Relocation Costs		0.00
Total Project Budget	\$	586.95

This project is being funded by the West Plains Campus Maintenance and Repair budget.

III.B.2.

RECOMMENDED ACTION - Approval of Actions Concerning Academic Employees.

The following resolution was moved by _____ and seconded by _____:

BE IT RESOLVED by the Board of Governors for the Missouri State University that the actions indicated for academic employees of the West Plains Campus, as itemized below, are hereby approved.

RANKED FACULTY APPOINTMENT:

<u>Name</u>	<u>Position/Department</u>	<u>Salary</u>	<u>Effective</u>
Dr. Jason McCollom	Assistant Professor of History	\$40,000	8/10/2015 5/20/2016
Benjamin A. Wheeler	Assistant Professor of Biology	\$43,000	8/10/2015 5/20/2016

FACULTY REAPPOINTMENTS:

Non-tenured Faculty, effective August 10, 2015 through May 20, 2016

<u>Name</u>	<u>Rank</u>	<u>Effective</u>
Ana Estrella-Riollano	Instructor	8/10/2015 5/20/2016
Lindsay Hill	Instructor	8/10/2015 5/20/2016
Carla Huddleston	Instructor	8/10/2015 5/20/2016
Seongchun (Michelle) Kwon	Assistant Professor	8/10/2015 5/20/2016
Alex Pinnon	Lecturer	8/10/2015 5/20/2016
Jacob Poulette	Instructor	8/10/2015 5/20/2016
Brenda Smith	Instructor	8/10/2015 5/20/2016
Rajiv Thakur	Assistant Professor	8/10/2015 5/20/2016
Lisa Wade	Instructor	8/10/2015 5/20/2016
Linda Wulff-Risner	Assistant Professor	8/10/2015 5/20/2016

Non-tenured Faculty, effective July 1, 2015 through June 30, 2016

<u>Name</u>	<u>Rank</u>	<u>Effective</u>
Aimee Green	Lecturer	7/1/2015 6/30/2016

REAPPOINTMENT AND TENURE RECOMMENDED:

<u>Name</u>	<u>Rank</u>	<u>Effective</u>
Amy Ackerson	Instructor	8/10/2015 5/20/2016
Melinda Denton	Assistant Professor	8/10/2015 5/20/2016
Phillip Howerton	Associate Professor	8/10/2015 5/20/2016

PROMOTION:

(Change of Academic Rank effective August 10, 2015)

<u>Name</u>	<u>Rank</u>	<u>Effective</u>
Edward Birdyshaw	From: Assist. Professor To: Assoc. Professor	8/10/2015 5/20/2016
Frank Anthony Priest	From: Assoc. Professor To: Professor	8/10/2015 5/20/2016

RESIGNATION:

<u>Name</u>	<u>Position/Department</u>	<u>Effective</u>
Jeffrey C. Huff	Assistant Professor of Computer Graphics and Programming West Plains Campus	7/31/2015

UNRANKED FACULTY APPOINTMENTS (Part-Time):

<u>Name</u>	<u>Department</u>	<u>Salary</u>	<u>Effective</u>
Kathryn P. Fisher	Lecturer PLS	\$6,300 semester	1/12/2015 5/15/2015
John C. Giannini	Lecturer VIN	\$4,800 semester	2/2/2015 5/15/2015
Bonnie Peterson	Lecturer PHY	\$5,412 semester	1/12/2015 5/15/2015
Alex D. Pinnon	Lecturer/ Director of the William and Virginia Darr Honors Program	\$4,180 semester*	1-1-2015 5-23-2015

* Supplemental payment for Director of the William and Virginia Darr Honors Program

Academic Personnel Board Actions, cont'd.
Page 3

Bethany K. Teeter	Lecturer CRM/LWE	\$4,800 semester	1/12/2015 5/15/2015
V. Jane Ward	Lecturer EDU	\$8,876 semester	1/12/2015 5/15/2015
Nicholas J. Xidis	Lecturer AST/PHY	\$5,412 semester	1/12/2015 5/15/2015

(See Addendum A for Supplemental Payments for the spring 2015 semester)

(See Addendum B for Supplemental Payments for the fall 2014 semester)

(See Addendum C for Per Course Faculty for the spring 2015 semester)

VOTE: **AYE** _____
 NAY _____

ADDENDUM A**Supplemental payments for the spring 2015 semester:**

<u>Name</u>	<u>Department</u>	<u>Salary</u>
Leigh Adams	ENG	\$1,050
Cathy Proffitt-Boys	AGR/EPR/IDS/LWE/QBA/ Division Chair duties	\$8,936
Cindy Bridges	MGT	\$1,800
Sharon Bynum	HST	\$3,550
Judy Carr	ANT/PSY/SOC and Div. Chair duties	\$11,598
Barbara Caton	ALH/NUR	\$6,245
Melinda Denton	MTH	\$3,268
Joyce DeWitt	NUR	\$5,533
Ana Estrella	BIO/BMS	\$633
Jim Hart	CGP/CIS/TEC and Internships	\$2,515
Ron Hensley	TEC	\$2,550
Lindsay D. Hill	NUR	\$1,088
Victoria Howerton	SPN	\$600
Carla Huddleston	NUR	\$3,103
Kerri B. Jones	IDS	\$1,000
Seongchun (Michelle) Kwon	MTH	\$2,925
Kathy Mann	COM	\$1,500
Renee Moore	CFD/Internships	\$5,758
Connie Morgan	HST	\$3,141
Kathy Morrison	IDS/PLS	\$4,974
Gary Phillips	COM/IDS	\$6,378
Alex D. Pinnon	HNR/PHI	\$1,757
Frank A. Priest	ENG	\$7,089
Joseph Rugutt	CHM	\$2,750
Scott Schneider	CIS	\$2,004
Brenda Smith	CFD	\$1,012
Deanna Smith	ECO	\$1,800
Rogers Taylor	IDS	\$1,000
Rajiv Thakur	GRY	\$2,542
Jay Towell	MTH/Div. Chair Duties	\$9,428
Jerry Trick	MTH/Coord. Duties	\$6,264
Lisa Wade	NUR	\$1,227
David White	BUS/IDS/MGT/Dist. Learning Coord.	\$7,801
Linda Wulff-Risner	AGR/Internships	\$4,730
Connie Yates	HIT	\$3,319

ADDENDUM B

Supplemental payments for the fall 2014 semester:

<u>Name</u>	<u>Department</u>	<u>Salary</u>
Chulapol Thanomsing	CIS/IDS/TEC	2,400

ADDENDUM C**The following have been appointed as Per Course Faculty for the spring 2015 semester:**

<u>Name</u>	<u>Department</u>	<u>Salary</u>
Valda M. Aguero	ART	\$1,800
Kelli J. Albin	ART	\$1,200
Dalena Allen	MTH	\$3,600
Ray A. Allen	VIN	\$2,400
Virginia Allsman	PSY	\$3,600
Elliott E. Anderson	REL	\$3,600
Kathryn A. Austin	SOC	\$2,100
Beverly A. Bishop	MTH	\$3,600
Ellen Bivens	NUR	\$1,750
Sherryl S. Brannan	KIN	\$3,612
Joshua Brown	PLS	\$2,100
James Bukowsky	MGT	\$1,800
Patricia Chalfant	VIN	\$1,404
Beth Coates	HIT	\$1,200
Cleo (Fawn) Cockrum	IDS	\$1,800
Krystal Colvin	ALH	\$1,200
Christine L. Combs	EDU	\$1,400
Ruth D. Cooke	REL	\$1,800
Lillard Davis	GRY	\$1,500
Mary A. Davis	GLG	\$2,170
Aaron M. DeBeers	VIN	\$1,800
Joseph Driscoll	FIN	\$1,800
Jerry D. Dunn	PSY	\$1,800
Barbara J. Dykes	CHM	\$3,350
Dennis Emslie-Drummond	VIN	\$1,200
Paula England	CFD	\$2,004
Nathan W. Ferree	ART/CGP	\$3,600
Stephen M. Fugitt	REL	\$4,200
Joseph Golden	BIO	\$3,038
Barry H. Gump	VIN	\$2,100
Lesa G. Hall	CIS	\$4,008
William D. Hall	MUS	\$804
Phillip C. Hamilton	AGR	\$3,038
Darrell Hampsten	EPR	\$3,000
Sherry Harper-McAfee	COM	\$3,600
William Hass	CRM	\$2,100
Danny R. Hobbs	PSY/SOC	\$3,600
Linda K. Hobbs	MTH	\$4,008
Rebecca Holman	SOC	\$3,600
Melissa Hufstedler	MUS	\$1,800
Janice F. Johnson	IDS	\$1,800
Stephen Keeney	HST	\$1,800
Carl Kimmons	CGP	\$4,008
Barbara A. Luna	CIS	\$4,008

Academic Personnel Board Actions, cont'd.

Page 7

Ian MacNeil	VIN	\$1,800
Darrell F. Mahan	SOC	\$3,600
Elizabeth W. Mahan	PSY	\$1,800
Howard Mainprize	BIO	\$3,276
Rochelle Y. McCracken	BIO	\$600
Angela McCully	CIS	\$2,004
Scott McWilliams	AGR	\$3,600
Diane Moore	MTH	\$3,600
Heather Mulford	CIS	\$4,008
Michele Nigliazzo	LAW	\$2,100
Norma Ogletree	PSY	\$1,800
Patricia D. Orchard	EDU	\$1,400
Joseph Oslakovic	MTH	\$1,800
Merilark Padgett-Johnson	VIN	\$4,200
R.A. Pendergrass	PLS	\$2,100
Sheila Priest	REL	\$1,800
Tamara L. Rose	BIO	\$804
Sandra D. Ross	CIS	\$4,008
Ashley A. Rowan	ENG	\$2,500
Laurette Roylance	BIO	\$3,810
Diana G. Schroeder	CIS	\$4,008
Adam P. Short	IDS	\$2,000
Elizabeth L. Sieper	ENV	\$2,604
Hillary Sjolund	VIN	\$2,000
Thomas Smith	VIN	\$1,200
Vivian Stilley	ENG	\$1,800
Randy L. Story	COM	\$1,800
Krista J. Tate	HST	\$1,800
Patricia R. Thakur	PSY	\$1,500
Ricky Thibodeau	VIN	\$1,800
Julie Thompson	IMT	\$2,100
Sonie Trotter	COM/PSY	\$3,600
Susan Trowbridge	SPN	\$1,800
Holly E. Tucker	CFD	\$3,408
Eric M. Tumminia	ENG	\$3,600
Alice Vandergriff	ART	\$3,600
Laurie L. Wall	CFD	\$600
Peggy Walton	COM	\$1,800
Sally J. Watkins	MTH	\$3,600
Barbara A. Williams	ART	\$1,800
Bridget R. Williams	IDS	\$2,300
Wendy C. Ziegler	ART	\$1,000

Comments:

Jason McCollom

B.A. from Texas A&M

M.A. from Texas A&M

Ph.D. from University of Arkansas

2004 – 2005	First-Year Seminar Instructor at Texas A&M
2005	Lecturer at Texas A&M
2007	Adjunct Instructor at Del Mar Community College, Corpus Christi, TX
2008 – 2014	Instructor, Department of History at University of Arkansas, Fayetteville

Benjamin A. Wheeler

B.S. from College of the Ozarks

M.S. from Southwest Missouri State University

Ph.D. from Arkansas State University

1998 – 1999	Graduate Assistant, Biology Department, Southwest Missouri State University
1999 – 2003	Graduate Teaching Assistant, Environmental Sciences, Arkansas State University
2003 – 2004	Departmental Research Assistant, Biological Sciences, Arkansas State University
2004 – 2005	Graduate Research Assistant, Biological Sciences, Arkansas State University
2005 – Present	Biology Faculty, University of Arkansas Community College in Batesville

III.B.3.

RECOMMENDED ACTION - Approval of Actions Concerning Non-Academic Employees.

The following resolution was moved by _____ and seconded by _____ :

BE IT RESOLVED by the Board of Governors for the Missouri State University that the actions indicated for non-academic employees of the West Plains Campus, as itemized below, are hereby approved.

APPOINTMENT:

<u>Name</u>	<u>Position-Department</u>	<u>Grade</u>	<u>Salary</u>	<u>Effective</u>
Sally Robinson	Administrative Assistant II WP Univ./Comm. Programs	12	\$11.90 Hourly	03/09/2015
Tara J. Brown	Registration & Records Assistant WP Registration & Records	13	\$13.78 Hourly	04/27/2015

CHANGE OF STATUS:

<u>Name</u>	<u>Position-Department</u>	<u>Action</u>	<u>Effective</u>
Sue J. Ingram	From: Director, Information Tech. Services WP Information Technology Services To: Staff Emeritus WP Information Technology Services	Status Change	01/01/2015
Scott M. Schneider	Dir., Business and Sup. Svc., WP WP Business and Support Services From: Dir., Business and Sup. Svc., WP Annual Salary: \$74,906 To: Dir., Business and Sup. Svc., WP / Interim Director IT Services, WP Annual Salary: \$74,906 + \$1,500 / month supplemental pay	Status Change	03/23/2015

RESIGNATION:

<u>Name</u>	<u>Position-Department</u>	<u>Effective</u>
Luke W. Pitchford	Director, Information Tech. Services WP Information Technology Services	03/20/2015

RETIREMENT:

<u>Name</u>	<u>Position-Department</u>	<u>Effective</u>
Peggy W. Stacy	Registration & Records Assistant WP Registration & Records	04/01/2015

VOTE: **AYE** _____

NAY _____

III.B.4.

RECOMMENDED ACTION – Approval of Fiscal Year 2016 Salary and Benefits Overview for Missouri State University-West Plains Coaches.

The following resolution was moved by _____ and seconded by _____ :

BE IT RESOLVED by the Board of Governors for Missouri State University that the attached FY16 Overview of Salaries and Benefits for Missouri State-West Plains Coaches is hereby approved.

VOTE: **AYE** _____

NAY _____

Comments:

Salary and benefits for Head Coaches Yancey Walker and Paula Wiedemann and Assistant Coaches Chad Van Riessen and Briana Walsh are presented in the attached overview.

OVERVIEW OF FY16 SALARIES AND BENEFITS

Missouri State University-West Plains Coaches

[Submitted for approval at the Board of Governors meeting on May 14, 2015]

Name/Position: W. Yancey Walker, Head Basketball Coach

FY 15 Salary: \$52,293.00 annually for the contract period of July 1, 2015 – June 30, 2017

Achievement: Post-season incentive package not to exceed a total of \$7,500. Incentive package begins with the team's finish in the NJCAA Region 16 regular season (\$500 for first or second place) and ends with the NJCAA National Championship

Other/Comments:

- Right to conduct basketball camps and All-Star Game for personal benefit
- Permission to contract independently with and receive compensation directly from a radio station approved by the University for purposes of participating in a "Coach's Show"
- Entitled to two tickets to Grizzly Athletics events
- Two year contract
- \$10,000 early cancellation clause

Name/Position: Chad M. Van Riessen, Assistant Basketball Coach

FY15 Salary: \$34,086.00 annually for the contract period of July 1, 2015 – June 30, 2016

Achievement: Post-season incentive package not to exceed a total of \$3,750. Incentive package begins with the team's finish in the NJCAA Region 16 regular season (\$250 for first or second place) and ends with the NJCAA National Championship.

Other/Comments:

- Entitled to two tickets to Grizzly Athletics events
- One year contract
- \$5,000 early cancellation clause

Name/Position: Paula M. Wiedemann, Head Volleyball Coach

FY15 Salary: \$52,293.00 annually for the contract period of July 1, 2015 – June 30, 2017

Achievement: Post-season incentive package not to exceed a total of \$7,500. Incentive package begins with the team's finish in the NJCAA Region 16 regular season (\$500 for first or second place) and ends with the NJCAA National Championship.

Other/Comments:

- Right to conduct volleyball camps and USVBA Junior Olympics Program for personal benefit
- Permission to contract independently with and receive compensation directly from a radio station approved by the University for purposes of participating in a "Coach's Show"
- Entitled to two tickets to Grizzly Athletics events
- Two year contract
- \$10,000 early cancellation clause

Name/Position: Briana Walsh, Assistant Volleyball Coach

FY15 Salary: \$34,086.00 annually for the contract period of July 1, 2015 – June 30, 2016

Achievement: Post-season incentive package not to exceed a total of \$3,750. Incentive package begins with the team's finish in the NJCAA Region 16 regular season (\$250 for first or second place) and ends with the NJCAA National Championship.

Other/Comments:

- Entitled to two tickets to Grizzly Athletics events
- One year contract
- \$5,000 early cancellation clause.

III.B.5.

RECOMMENDED ACTION – Approval of Expenditures to Implement Student-Approved Capital Projects.

The following resolution was moved by _____ and seconded by _____:

WHEREAS, the Capital Projects Committee has reviewed and approved the Capital Projects for a vote by the student body; and

WHEREAS, the Chancellor has endorsed these projects for inclusion on the student ballot; and

WHEREAS, the student body has voted to expend Capital Project funds (\$26,000) with an extra \$5,000 to cover any unexpected or hidden cost to pave the TRiO parking lot to create more convenient and accessible parking at Garfield Hall on the Missouri State-West Plains campus, and

WHEREAS, the student body has voted to use (\$5,500) of Capital Project funds for checkout items at Garnett Library on the Missouri State-West Plains campus, the items include four laptop computers and cases, two graphing calculators, two Cannon Powershot Digital Cameras, and a Sony Compact Portable Stereo Sound System Boom box, and

WHEREAS, the student body has voted to expend Capital Project funds (\$5,000) for Campus Beautification on Missouri State-West Plains campus; and

WHEREAS, funds exist in the Capital Projects Account to implement the projects approved by the students;

BE IT RESOLVED by the Board of Governors for the Missouri State University that an expenditure of Capital Funds, not to exceed the levels listed, is authorized to implement the project as voted on by the students.

VOTE: **AYE** _____

NAY _____

COMMENTS:

Paving Garfield Parking Lot (TRiO building): The parking lot will provide more convenient and accessible parking for students by Garfield Hall. The parking lot will also have painted yellow lines so that there would be a decrease in the likelihood of an accident. Currently students only have a few parking places in front of Garfield Hall, and the Student Government Association would like to change the existing side parking, which is currently rocks, to pavement. This project would cost approximately \$26,000, but we are asking for an additional \$5,000 for any hidden or unexpected costs.

Garnett Library Check-Out Items: This capital project is to help the Garnett Library purchase more items for students check out. In many cases students do not have a chance to check out items because the wait list is so long. This gives the library a chance to minimize the wait list for the items so it makes it easier on both the librarians and students. The library is asking for four latitude laptop computers with an estimated cost of \$859 each. They are also asking for cases for these laptops to ensure their safety. These cases are estimated at \$53.95 each. Along with these items, they are asking for two graphing calculators which come out to an estimated cost of \$139.99 each. The Canon Powershot Digital Camera they are looking to purchase is \$199, and they are requesting the purchase of two cameras. Lastly, a Sony Compact Portable Stereo Sound System Boom box with an estimated cost of \$77.95 will be purchased. These items will replace the worn items already in the library, while adding a few more items in their place. An estimated cost of all of the items comes to about \$4,407.73. We are asking for about \$5,500 for this project. This allows us to have some cushion room for the shipping of these items and to have more money just in case the price of an item is more than what we had anticipated.

Campus Beautification: \$5,000 of capital projects fund to be used for Campus Beautification. The funds will be used to purchase plants, mulch, benches, or equipment to maintain the campus grounds.

III.B.6.

RECOMMENDED ACTION - Approval of revised Memorandum of Understanding and Approval to Enter into an Agreement with the West Plains R-7 School District.

The following resolution was moved by _____ and seconded by _____ :

BE IT RESOLVED by the Board of Governors for Missouri State University that the University be authorized to enter into a cooperative agreement, effective immediately, with West Plains R-7 School District for the purpose of revising a Memorandum of Understanding concerning the joint offering of an Early Degree Program.

BE IT FURTHER RESOLVED that the attached Memorandum of Understanding be approved; and

BE IT FURTHER RESOLVED that the Chancellor of the West Plains campus be authorized to sign the Memorandum of Understanding, incorporated herein by reference, and perform those acts necessary to carry out and perform the terms of the agreement.

VOTE: **AYE** _____

NAY _____

COMMENTS:

The Early Degree Program allows eligible juniors and seniors to simultaneously fulfill West Plains High School and Missouri State-West Plains degree graduation requirements. The goal of this program is to provide a unique educational opportunity for academically meritorious high school students. Participating students attend classes at Missouri-State West Plains on Monday through Thursday and attend high school classes on Fridays.

The original agreement was approved at the May 2009 Board of Governors meeting, and this program has been operating successfully for five years. The major revision being made to the agreement is to revise the program to reflect the changes in the MSU-West Plains General Education requirements, which were revised and approved last year in order to be aligned with the General Education requirements at the MSU-Springfield campus.

It is recommended that this resolution be approved.

MEMORANDUM OF UNDERSTANDING Early Degree Program (EDP)

The Board of Governors of Missouri State University (hereinafter referred to as "MSU-WP") and the West Plains R-7 School District (hereinafter referred to as "WPHS") agree to the terms of this Memorandum of Understanding (hereinafter referred to as "MOU"). The effective date of this MOU is TBD, 2015.

WHEREAS MSU-WP and WPHS have agreed to the following particulars of a Full-Time dual enrollment Associate of Arts in General Studies degree program for eligible WPHS juniors and seniors that will simultaneously fulfill WPHS and MSU-WP graduation requirements; and

WHEREAS the goal of this joint venture is to provide educational opportunities for deserving and meritorious students at least 16 years of age at the start of coursework for this program; and

WHEREAS MSU-WP and WPHS would share the responsibility for the administration of this program.

NOW THEREFORE, MSU-WP and WPHS agree to the following:

A. In addition to being accepted for admission to and maintaining active enrollment at WPHS and MSU-WP, students must satisfy the following requirements to be eligible to participate in the EDP:

1. 3.25 cumulative GPA on a 4.0 scale at the end of the third semester of high school, and
2. 95% attendance rate while in high school, and
3. Age 16 by the first day of MSU-WP classes, and
4. ACT* composite score of 20 or above, and
5. The following ACT subject area test requirements:
 - a. READING: Reading ACT* score of 18 or higher or a COMPASS** test reading score of 81 or above
 - b. ENGLISH: An English ACT* score of 21 or higher and, in order to take ENG 110, placement is required as determined by an MSU-WP writing sample evaluation
 - c. MATHEMATICS: In order to take MTH 135, a Math ACT* score of 23 or higher, or a COMPASS** Algebra score of 66 or higher is required.

*The ACT may be taken at MSU-WP or scores from the national ACT exam may be used.

**The COMPASS test may be taken at MSU-WP.

B. The CURRICULUM shall be provided in three options, and participating students must complete the coursework at MSU-WP in one of the below options to successfully complete the program and receive an MSU-WP Associate of Arts in General Studies degree:

Option 1. Non-Math, Engineering, Technology and Science (METS) Course Outline

Year One (32 Credit Hours)

IDS 110*

ENG 110*

CIS 101*

MTH 135*

HST 121 or 122

COM 115

Natural World Life Science Course BIO 101 & 111 (lab) (or BMS 110 or BIO 121 if needed for a specific 4-yr degree)

PLS 101

Public Affairs/Human Culture Course ***

Additional Electives (totaling at least 5 MSU-WP credit hours)

*These courses should be taken during the first semester – along with at least 2 additional courses from this list.

Year Two (31 Credit Hours)

ENG 210

HST 103 or 104

MTH 130 (or MTH 181 if needed for a specific 4-yr degree)

Natural World Physical Science Course (CHM 116 & 117 or 160, PHY 100, PHY 102 or 123, GRY 142, GLG 110)

PSY 121**

PED 100** (no longer required for AA GS but may take as elective & to meet WPHS health requirement)

IDS 297** (or other courses designated as a Capstone Course)

Social & Behavioral Science Course (ECO 155 if not taking Personal Finance course at WPHS)

Public Affairs/Human Culture Course ***

Public Affairs/Human Culture Course ***

Electives (enough to bring total credit hours at MSU-WP to 63)

**These courses will be taken during the last (4th) semester

*** (Choose 1 course from each of these areas: Cultural Competence, Public Issues, and The Arts)

Option 2. Math, Engineering, Technology, and Science (METS) Course Outline

Year One (32 Credit Hours)

IDS 110*

ENG 110*

CIS 101*

HST 121 or 122

COM 115

MTH 135* (or MTH 181 if ACT subscore > 23)

Natural World Life or Physical Science Course (BIO 121, CHM 160, or PHY 123)

PLS 101

Public Affairs/Human Culture Course ***

Additional Electives (totaling at least 5 MSU-WP credit hours)

*These courses should be taken during the first semester – along with at least 2 additional courses from this list.

Year Two (31 Credit Hours)

ENG 210

HST 103 or 104

MTH 181 (or MTH 261 if MTH 181 previously taken)

Natural World Life or Physical Science Course (BIO 121, CHM 160, or PHY 123) PSY 121**

PED 100** (no longer required for AA GS but may take as elective & to meet WPHS health requirement)

IDS 297** (or other courses designated as a Capstone Course)

Social & Behavioral Science Course (ECO 155 if not taking Personal Finance course at WPHS)

Public Affairs/Human Culture Course ***Public Affairs/Human Culture Course ***

Electives (enough to bring total credit hours at MSU-WP to 63)

**These courses will be taken during the last (4th) semester

*** (Choose 1 course from each of these areas: Cultural Competence, Public Issues, and The Arts)

Option 3. Elementary Education Course Outline

(Note: This program undergoes frequent revision on the MSU-Springfield campus and thus changes may occur.)

Year One (33 Credit Hours)

IDS 110*

ENG 110*

CIS 101*

MTH 130*

HST 121 or 122

COM 115

MTH 220

BIO 100

PLS 101

GRY 100

Social & Behavioral Science Course (ECO 155 if not taking Personal Finance course at WPHS)

*These courses should be taken during the first semester – along with at least 2 additional courses from this list.

Year Two (30 Credit Hours)

ENG 210

HST 103 or 104

PHY 101

PSY 121

PED 100** (no longer required for AA GS but may take as elective & to meet WPHS health requirement)

EDU 297** (Capstone Course)

ART 200

Public Issues Course

Electives (enough to bring total credit hours at MSU-WP to 63) (EDU 150, MTH 260, GRY 142 or GLG 110 or GRY 240)

**These courses will be taken during the last (4th) semester

(Note: Credit for the WPHS Personal Finance Course may be given for successfully completing the MSU-WP ECO 155 course with a grade of 'C' or higher.)

B. The scheduling and testing for the program shall be:

MSU-WP coursework shall be primarily offered 4 days per week, Monday through Thursday, during regular business hours. Students will not be permitted to take an online or hybrid course, unless approved by the requesting student's WPHS counselor. Additionally, students may take evening block courses with the approval of the student's parents and the student's WPHS counselor. It is understood that classes will generally be taken between the hours of 8:00 a.m. and 3:20 p.m. to conform to WPHS scheduling. Both the Garnett Library and the Lybyer Technology Center Open (computer) Lab will be available during regular open hours. Further, all WPHS students will be on their campus on Fridays during regularly scheduled times for regularly scheduled advisory classes unless attending an MSU-WP class. In the event a student has an MSU-WP class on Friday, the time missed on the WPHS campus will be made up on other days of the week. Program courses offered by MSU-WP will not generally be available on Fridays. Students shall be expected to be on the MSU-WP campus Monday through Thursday unless they are taking a class or participating in activities at WPHS on these days. All courses and activities offered at WPHS will be available to program participants as their schedule allows. Students will be responsible for their own transportation. The entire WPHS student cohort will be scheduled together in an IDS 110 section, which will also include MSU-WP students. Testing (such as the ACT and/or COMPASS) for placement only will be administered on the MSU-WP campus. Scores from the national ACT exams will also be accepted.

C. The grading and requirements for remaining in the program shall be:

Grades will be reported through established MSU-WP procedures. Parents wishing to discuss the academic progress of their child will first go to the WPHS Principal, who then goes to the MSU-WP Dean of Academic Affairs, who then goes to the MSU-WP faculty member. Additionally, each student in the program will have two counselors/advisors, one each from WPHS and MSU-WP, who will stay apprised of all matters relating to student academic progress. Each student admitted to the program should fill out the Release of Information form (available in the MSU-WP Registration and Records office or at the following website

<http://wp.missouristate.edu/assets/recreg/ReleaseOfInformationForm.pdf>) in order to

allow MSU-WP to provide any information pertaining to the academic progress of a given student to be made available to parents. It is understood that any information pertaining to the academic progress of a given student will be made available at both institutions, as well as to counselors/advisors. Parents will be asked to sign a form acknowledging acceptance of these procedures, which will also include an acknowledgement that college-level coursework, contains mature content, and that they agree to pay the student's portion of the tuition and fees.

If at any point, in the collective judgment of program administrators, a student does not demonstrate the continued ability to benefit from the program, their continued participation will be cancelled by mutual consent of MSU-WP and WPHS. Items used to determine this include, but are not limited to, poor or failing grades, poor or inconsistent attendance, or failure to complete coursework assignments on time.

D. The costs for this program will be:

Students participating in the EDP program will receive a \$550 scholarship per academic term from MSU-WP. An additional and matched amount shall also be provided by WPHS. This funding applies per each regular academic term (not summer school) for two years (four semesters total for the program.) Further, while summer school is not required, it will be available for participants who will pay all costs associated with summer enrollment. All summer classes passed that match degree requirements will be applied to the degree program. Likewise, any corresponding AP credit earned will also apply to the degree program. Participants are solely responsible for the remaining costs of tuition and fees, books/supplies, and all course related fees. Students participating in the program are not required to pay the Capital Projects Fee, the Student Activity Fee, or the Health Services Fee (but they will have the option to participate by paying the fee.) All students participating in this program fall under the University's deferred payment plan and enrollment agreement terms and conditions.

E. Senior Year Early Enrollment (SYEE) Option

WPHS students who, in their senior year at WPHS, need one to three courses in order to complete their requirements to graduate from WPHS, MAY, if eligible and if all applicable prerequisites have been met, choose to enroll in a limited number of MSU-WP courses selected from the following list of credit courses, each applicable to the Associate of Arts in General Studies degree at MSU-WP:

ENG 110
CIS 101
MTH 130, 135, (or MTH 181 if needed for a specific 4-yr degree)
HST 103, 104, 121 or 122
COM 115

Natural World Life Science Course BIO 101 & 111(lab) (BMS 110 or BIO 121 if needed for a specific 4-yr degree)

PED 100 (no longer required for AA GS but may take as elective & to meet WPHS health requirement)

PLS 101

PSY 121

Public Affairs or Human Culture Course

Natural World Physical Science (CHM 116 & 117(lab) or 160, PHY 100, PHY 102 or 123, GRY 142, GLG 110)HNR 150 (Fall only)

Students in the SYEE option must pay dual enrollment MSU-WP tuition as approved for the academic year in which they enroll. Students participating in the SYEE option are not required, however, to pay the Capital Projects Fee, the Student Activity Fee, or the Health Services Fee (but they will have the option to participate by paying the fee.)

F. Both the EDP and SYEE programs will comply with both the WPHS Student Handbook and applicable MSU-WP policies, including but not limited to the policies found in the MSU-WP catalog. This agreement can be ended upon request of either party involved, with the clear understanding that those currently enrolled in the program at that time will be allowed to finish their Associate of Arts in General Studies degree without penalty or sanction. This agreement is to be reviewed annually on or near the anniversary of its initial approval and signing, when this agreement will be automatically renewed, modified or terminated by request of either party.

FOR THE BOARD OF GOVERNORS OF MISSOURI STATE UNIVERSITY

Drew Bennett
Chancellor, Missouri State University-West Plains
District

John Mulford
Superintendent, West Plains R-7 School
District

Date

III.B.7.

RECOMMENDED ACTION – Approval of Name Change for the Associate of Applied Science in Respiratory Therapy degree/program to Associate of Applied Science in Respiratory Care degree/program.

The following resolution was moved by _____
and seconded by _____:

BE IT RESOLVED by the Board of Governors for the Missouri State University that the name change from the Associate of Applied Science in Respiratory Therapy degree/program to the Associate of Applied Science in Respiratory Care degree/program be approved for submission to the Coordinating Board of Higher Education.

VOTE: **AYE** _____

NAY _____

COMMENTS:

The name of the degree is being changed to better align with the professional organization's name, American Association for Respiratory Care. Also, those who are licensed in Respiratory Care are known as Respiratory Care Practitioners.

There were no changes made to the curriculum below, and the course code will remain RST in the catalog.

Associate of Applied Science in Respiratory Care

General Education Core Requirements:

		Credit Hours
BMS 110	Concepts in Biomedical Sciences	4
COM 115	Fundamentals of Public Speaking or	
COM 205	Interpersonal Communication Theory	3
ENG 110	Writing I	3
MTH 103	Intermediate Algebra or higher (except MTH 197 or 297)	3
PLS 101	American Democracy and Citizenship	3
PSY 121	Introductory Psychology	3
IDS 110	Student Success	<u>2</u>
		21 credit hours

Respiratory Care Core Curriculum Requirements:

ALH 116	Medical Terminology	2
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RST 120	Introduction to Respiratory Care	3
RST 121	Microbiology for Respiratory Care	2
RST 122	Respiratory Care Pharmacology	2
RST 123	Pulmonary Disease I	2
RST 124	Cardiopulmonary Anatomy & Physiology	3
RST 132	Mechanical Ventilation I	3
RST 210	Respiratory Equipment and Therapeutics	4
RST 223	Pulmonary Disease II	2
RST 232	Mechanical Ventilation II	3
RST 245	Cardiopulmonary Diagnostics	3
RST 250	Neonatal/Pediatric Respiratory Care	2
RST 270	Disease Management	2
RST 280	Clinical Practicum I	6
RST 281	Clinical Practicum II	6
RST 282	Clinical Practicum III	4
RST 283	Clinical Practicum IV	6
RST 297	Advanced Respiratory Care Theory (capstone)	4 61
Total Hours Required		82

III.B.8.

RECOMMENDED ACTION - Approval of Memorandum of Understanding and Approval to Enter into an Agreement with the South Central Career Center, West Plains, Missouri, for culinary arts courses.

The following resolution was moved by _____

and seconded by _____:

BE IT RESOLVED by the Board of Governors for Missouri State University that the University be authorized to enter into a cooperative agreement, effective immediately, with South Central Career Center (SCCC) of the West Plains R-7 School District, West Plains, Missouri, for the purpose of contracting the instruction of a set of courses in the Culinary Arts as provided by the SCCC; and

BE IT FURTHER RESOLVED that the attached Cooperative Agreement be approved; and

BE IT FURTHER RESOLVED that the Chancellor of the West Plains campus be authorized to sign the Cooperative Agreement, incorporated herein by reference, and perform those acts necessary to carry out and perform the terms of the Agreement.

VOTE: **AYE** _____

NAY _____

COMMENTS:

This Agreement will allow this set of courses in the Culinary Arts at SCCC to be utilized by students at Missouri State University-West Plains as credit toward a certificate and/or associate of applied science degree in entrepreneurship with an option in culinary art.

It is recommended that this resolution be approved.

COOPERATIVE AGREEMENT BETWEEN SOUTH CENTRAL CAREER CENTER AND MISSOURI STATE UNIVERSITY-WEST PLAINS

This Cooperative Agreement between the Board of Governors of Missouri State University-West Plains and South Central Career Center, West Plains, Missouri, is effective as of the first day of July, 2015 (“Effective Date”).

I. Introduction

1. Missouri State University-West Plains (hereinafter “MSU-WP”) is an institution of higher education within the Missouri State University System with a mission of providing quality post-secondary educational opportunities to the communities it serves.
2. SCCC is an institution of post-secondary education accredited by the Commission of the Council on Occupational Education, and is dedicated to enhancing the educational opportunities of the residents of its service area.
3. Since 1997, the parties have cooperated in providing technical educational course offerings offered by the SCCC to MSU-WP students toward the completion of an associate degree.
4. This program provides present and future students the opportunity to complete the Associate of Applied Science degree in Entrepreneurship with an Option in Culinary Art.

II. Responsibilities of MSU-WP

1. MSU-WP is responsible for all admission and financial aid eligibility decisions. Students will pay MSU-WP tuition and fees as determined annually by the Missouri State University Board of Governors.
2. MSU-WP will administer all tuition and fee payments consistent with the tuition and fees established by the Missouri State University Board of Governors.
3. MSU-WP is ultimately responsible for the curriculum, although the parties will cooperate in its development. Cooperative efforts will include the selection of textbooks and other curricular materials.
4. MSU-WP is responsible for maintaining transcripts for all students in the program. Record of the delivery of these courses will be maintained by the MSU-WP Office of the Dean of Academic Affairs in conjunction with the MSU-WP Office of Registration and Records and the Office of Business Services.
5. MSU-WP will pay the West Plains R-7 School District/SCCC \$158 per student per credit hour for the delivery of each of the two courses (FCA 150 and FCA 155) being

provided by SCCC for the 2015-2016 academic year. The cost per student per credit hour shall remain at that amount unless otherwise agreed by the parties. Unless otherwise agreed, the course will have no more than eighteen (18) students per semester section.

III. Responsibilities of SCCC

SCCC will provide instruction for the two courses provided under this contract (FCA 150 and FCA 155). The instructors of these courses will be employees of West Plains R-7 School District/SCCC for all purposes including but not limited to: compensation, benefits, workers compensation, unemployment as employees of the West Plains R-7 School Board; however, the credentials of instructors for the contracted courses by the SCCC will be consistent with MSU-WP requirements. All other instruction for the AAS degree in Entrepreneurship with the Culinary Arts option will be provided by MSU-WP instructors.

IV. Degree Requirements

Students shall meet the degree requirements as specified by MSU-WP's catalog with the exceptions and guiding principles outlined below.

To be awarded the Associate of Applied Science (AAS) degree in Entrepreneurship with an Option in Culinary Arts from MSU-WP, a student must complete a minimum of 62 MSU-WP credit hours, including 14 credit hours in general education requirements, 9 hours in entrepreneurship "major" courses, and 42 hours in the culinary arts option. Of the 42 credit hours in the culinary arts option, 24 hours (generated by two 12-hours courses, FCA 150, Culinary Arts I ** and FCA 155, Culinary Arts II) will be provided by the SCCC under this contractual agreement.

V. Miscellaneous

Matters concerning the administration of this agreement will be addressed to each institution's liaisons, the Dean of Academic Affairs for MSU-WP and the Director and Coordinator of the Adult Education for SCCC.

SCCC shall not assign this Agreement or any right or duty under this Agreement without the prior written consent of MSU-WP, which can be withheld at its discretion.

SCCC shall not subcontract to any other person, entity or agency the performance of any of its obligations under this Agreement with the prior written consent of MSU-WP.

VI. Term and Termination

This is a three-year agreement beginning July 1, 2015 and ending June 30, 2018. This cooperative program will be reviewed at the end of each fall term by the Dean of Academic Affairs at MSU-WP and the Director and Coordinator of Adult Education at SCCC to determine effectiveness and if changes are needed. Either party may terminate this agreement, with or without cause, by providing the other party with written notice of termination at least six (6) months before the effective date of termination.

The parties agree that this agreement is subject to government regulation and Higher Learning Commission requirements and will work together to revise the agreement in accordance therewith, if necessary.

VII. Legal Responsibility

Each party to this Agreement shall be solely responsible for any and all actions, suits, damages, liability or other proceedings brought against it as a result of any of its officers, agents or employees. Neither party is obligated to indemnify the other party or to hold the other party harmless from costs or expenses incurred as a result of such claims; and each shall continue to enjoy all rights, claims and defenses available to it under law, to specifically include R.S. Mo 537.600, *et. seq*

By signing this cooperative agreement, both institutions are committed to the success of this partnership to better meet the needs of students.

Approved:

John Mulford
Superintendent
West Plains R-7 School District

Drew A. Bennett
Chancellor
Missouri State University-West Plains

III.B.9.

RECOMMENDED ACTION - Approval of Memorandum of Understanding and Approval to Enter into an Agreement with the South Central Career Center, West Plains, Missouri, for manufacturing technology courses.

The following resolution was moved by _____ and seconded by _____:

BE IT RESOLVED by the Board of Governors for Missouri State University that the University be authorized to enter into a cooperative agreement, effective immediately, with South Central Career Center (SCCC) of the West Plains R-7 School District, West Plains, Missouri, for the purpose of contracting the instruction of a set of courses in Manufacturing Technology as provided by the SCCC; and

BE IT FURTHER RESOLVED that the attached Cooperative Agreement be approved; and

BE IT FURTHER RESOLVED that the Chancellor of the West Plains campus be authorized to sign the Cooperative Agreement, incorporated herein by reference, and perform those acts necessary to carry out and perform the terms of the Agreement.

VOTE: **AYE** _____

NAY _____

COMMENTS:

This Agreement will allow this set of courses in Manufacturing Technology at SCCC to be utilized by students at Missouri State University-West Plains as credit toward a certificate and/or associate of applied science degree in technology with an option in manufacturing as well as toward the certificate in manufacturing technology.

It is recommended that this resolution be approved.

COOPERATIVE AGREEMENT BETWEEN SOUTH CENTRAL CAREER CENTER AND MISSOURI STATE UNIVERSITY-WEST PLAINS

This Cooperative Agreement between the Board of Governors of Missouri State University-West Plains and South Central Career Center, West Plains, Missouri, is effective as of the first day of July, 2015 (“Effective Date”).

I. Introduction

1. Missouri State University-West Plains (hereinafter “MSU-WP”) is an institution of higher education within the Missouri State University System with a mission of providing quality post-secondary educational opportunities to the communities it serves.
2. SCCC is an institution of post-secondary education accredited by the Commission of the Council on Occupational Education, and is dedicated to enhancing the educational opportunities of the residents of its service area.
3. Since 1997, the parties have cooperated in providing technical educational course offerings offered by the SCCC to MSU-WP students toward the completion of an associate degree.
4. This program provides present and future students the opportunity to complete the Associate of Applied Science degree in Technology – Manufacturing Option and Certificate in Manufacturing Technology.

II. Responsibilities of MSU-WP

1. MSU-WP is responsible for all admission and financial aid eligibility decisions. Students will pay MSU-WP tuition and fees as determined annually by the Missouri State University Board of Governors.
2. MSU-WP will administer all tuition and fee payments consistent with the tuition and fees established by the Missouri State University Board of Governors.
3. MSU-WP is ultimately responsible for the curriculum, although the parties will cooperate in its development. Cooperative efforts will include the selection of textbooks and other curricular materials.
4. MSU-WP is responsible for maintaining transcripts for all students in the program. Record of the delivery of these courses will be maintained by the MSU-WP Office of the Dean of Academic Affairs in conjunction with the MSU-WP Office of Registration and Records and the Office of Business Services.
5. MSU-WP will pay the West Plains R-7 School District/SCCC \$158 per student per credit hour for the delivery of each of the six courses (TEC 111, TEC 123, TEC 165,

TEC 175, TEC 245, TEC 275) being provided by SCCC for the 2015-2016 academic year. The cost per student per credit hour shall remain at that amount unless otherwise agreed by the parties. A minimum of eight (8) students is required for the course to be viable. Unless otherwise agreed, the course will have no more than eighteen (18) students per semester section.

III. Responsibilities of SCCC

SCCC will provide instruction for the six courses provided under this contract (TEC 111, TEC 123, TEC 165, TEC 175, TEC 245, TEC 275). The instructors of these courses will be employees of West Plains R-7 School District/SCCC for all purposes including but not limited to: compensation, benefits, workers compensation, unemployment as employees of the West Plains R-7 School Board; however, the credentials of instructors for the contracted courses by the SCCC will be consistent with MSU-WP requirements. All other instruction for the Associate of Applied Science degree in Technology – Manufacturing Option and Certificate in Manufacturing Technology will be provided by MSU-WP instructors.

IV. Degree Requirements

Students shall meet the degree requirements as specified by MSU-WP's catalog with the exceptions and guiding principles outlined below.

To be awarded the Associate of Applied Science degree in Technology – Manufacturing Option from MSU-WP, a student must complete a minimum of 62 MSU-WP credit hours, including 17 credit hours in general education requirements, 9 hours in technology “major” courses, and 36 hours in the manufacturing option. Of the 36 credit hours in the manufacturing option, 18 hours (generated by six courses, TEC 111, TEC 123, TEC 165, TEC 175, TEC 245, TEC 275) will be provided by the SCCC under this contractual agreement.

To be awarded the Certificate in Manufacturing Technology from MSU-WP, a student must complete a minimum of 27 MSU-WP credit hours. Of the 27 credit hours in the Certificate in Manufacturing Technology, 18 hours (generated by six courses, TEC 111, TEC 123, TEC 165, TEC 175, TEC 245, TEC 275) will be provided by the SCCC under this contractual agreement.

V. Miscellaneous

Matters concerning the administration of this agreement will be addressed to each institution's liaisons, the Dean of Academic Affairs for MSU-WP and the Director and Coordinator of the Adult Education for SCCC.

SCCC shall not assign this Agreement or any right or duty under this Agreement without the prior written consent of MSU-WP, which can be withheld at its discretion.

SCCC shall not subcontract to any other person, entity or agency the performance of any of its obligations under this Agreement with the prior written consent of MSU-WP.

VI. Term and Termination

This is a three-year agreement beginning July 1, 2015 and ending June 30, 2018. This cooperative program will be reviewed at the end of each fall term by the Dean of Academic Affairs at MSU-WP and the Director and Coordinator of Adult Education at SCCC to determine effectiveness and if changes are needed. Either party may terminate this agreement, with or without cause, by providing the other party with written notice of termination at least six (6) months before the effective date of termination.

The parties agree that this agreement is subject to government regulation and Higher Learning Commission requirements and will work together to revise the agreement in accordance therewith, if necessary.

If the agreement is discontinued, the institutions agree to provide all currently enrolled students up to three years to complete the Associate of Applied Science degree in Technology – Manufacturing Option and one year to complete the Certificate in Manufacturing Technology.

VII. Legal Responsibility

Each party to this Agreement shall be solely responsible for any and all actions, suits, damages, liability or other proceedings brought against it as a result of any of its officers, agents or employees. Neither party is obligated to indemnify the other party or to hold the other party harmless from costs or expenses incurred as a result of such claims; and each shall continue to enjoy all rights, claims and defenses available to it under law, to specifically include R.S. Mo 537.600, *et. seq*

By signing this cooperative agreement, both institutions are committed to the success of this partnership to better meet the needs of students.

Approved:

John Mulford
Superintendent
West Plains R-7 School District

Drew A. Bennett
Chancellor
Missouri State University-West Plains

III.C.1.

RECOMMENDED ACTION - Approval of Procurement Activity Report

The following resolution was moved by _____
and seconded by _____.

BE IT RESOLVED by the Board of Governors for Missouri State University that the attached Activity Report for all reportable actions since the last Board of Governors' meeting, as presented by the Office of Procurement Services, be approved.

VOTE: **AYE** _____
 NAY _____

COMMENTS:

Recommend the attached report summarizing all reportable Office of Procurement Services activity from January 21, 2015 through April 28, 2015 be approved.

**ACTIVITY REPORT
MISSOURI STATE UNIVERSITY
OFFICE OF PROCUREMENT SERVICES**

FOR APPROVAL

Single purchase > \$100,000 that was competitively bid

**Broadcast Services Radio Equipment \$130,439.67
KSMU**

A Request for Quotation (RFQ) was issued to solicit bids for the purchase and installation of broadcast services radio equipment for the KSMU Radio Network. Two (2) vendors responded to the RFQ. KSMU personnel reviewed the bids and found that the system offered by Public Media Engineering, LLC meets the University's criteria.

This equipment will be replacing outdated equipment for multiple studios in the existing facility.

Recommend approval to issue a purchase order to Public Media Engineering, LLC as the lowest bidder and best value for the University.

Note: Funding to be from the KSMU operational budget with funds provided by the C.W. Titus Foundation.

Single Feasible Source > \$100,000

**National Public Radio Program Fees \$175,000.00
Broadcast Services – KSMU Radio (Estimated)**

Recommend approval to process payment to National Public Radio (NPR) as the single feasible source for FY16 programming membership fees for the period of October 1, 2015 through September 30, 2016. NPR is the sole distributor of the following programs aired on KSMU Radio: *Morning Edition*, *All Things Considered*, *Fresh Air*, and *Car Talk*. These programs are established parts of KSMU's broadcast schedule.

Note: Funding to be from the FY16 operational budget, subject to Board approval.

January 21, 2015 through April 28, 2015

**ACTIVITY REPORT
PAGE TWO**

Single purchase > \$100,000 from established cooperative contract

**Computer Hardware \$206,000.00
Information Technology Services, West Plains Campus**

Pursuant to University policy, which allows the University to participate in contract agreements established by other public entities, the University is requesting approval to purchase 187 all-in-one Dell computers utilizing the University of Missouri's contract with Dell Marketing.

These computers will be used to replace the computers in the Lybyer Technology Center open computer laboratory, Shannon Hall open computer laboratory, Melton Hall tutoring laboratories in rooms M101, M102, and M114, Melton Hall open computer laboratory, Title III funded instructional design training laboratory in Lybyer room T210, Allied Health laboratory in Looney 105, and TRIO computer laboratory in Garfield Hall. In addition to the computer laboratories, several instructor workstations will be upgraded in Lybyer T201, T203, T212, T215, T216, and Melton Hall room 211.

Note: Funding to be from the West Plains Student Technology Fee, FY15 operational budget, West Plains Title III grant, West Plains TAACCCT grant, and West Plains TRIO grant.

Exercise of contract renewal option for the purchase of goods and services estimated > \$100,000

**Service Agreement for Energy Savings Contract \$240,928.00
Facilities Maintenance**

Recommend approval to renew the Planned Services Agreement with Johnson Controls, Incorporated (JCI) for the period of July 1, 2015 through June 30, 2016. The Board of Governors approved the Planned Services Agreement with JCI in June, 2007 with options to renew each year throughout the duration of the Phase III Energy Performance Guarantee Contract, which is through 2021.

The agreement is required in order to guarantee and satisfy the terms of the Phase III Energy Performance Guarantee Contract. Due to the proprietary nature of the temperature controls equipment, only JCI can provide the Building Environmental Specialist (BES) services.

January 21, 2015 through April 28, 2015

**ACTIVITY REPORT
PAGE THREE**

Provisions include the full time services of a BES, and responsibilities include but are not limited to the following:

- Monitoring, optimization, and operation
 - Building automation, life safety, and other associated control systems to maintain operational levels at acceptable measured levels
 - Mechanical equipment and systems associated with establishing and maintaining a quality building environment, including production of regular reports measuring this performance
- Inspection, testing, and maintenance of installed equipment
- Training of University personnel in the programming and operation of equipment
- Project support in retrofitting existing buildings with new temperature controls equipment
- Software licensing and software upgrades to installed control equipment

Payments will be made in four (4) quarterly installments of \$60,232.00 each.

Note: Funding to be from the FY16 operational budget, subject to Board approval.

Single purchase > \$100,000 from established cooperative contract

Computer Hardware **\$294,580.00**
SCUF Central FY 2015

Pursuant to University policy, which allows for participation in contract agreements established by other public entities, the University is requesting approval to purchase 260 all-in-one computers utilizing the University of Missouri's contract with Dell Marketing.

The 260 new all-in-one computers, including mice and keyboards, will replace the existing desktop computer hardware in the University's open-access computer labs managed by the Computer Services Department and located in Cheek 150, Glass 229, Library 200, and Library 201. The open-access computer labs are available to all students and are used by over 16,000 students each year. The Cheek 150 facility has extended hours and is open twenty-four (24) hours a day, five (5) days a week.

January 21, 2015 through April 28, 2015

**ACTIVITY REPORT
PAGE FOUR**

Computers previously purchased for these labs are redistributed to other departments after an initial one-year cycle in the lab facilities. The computers are crucial to the operations of those departments' discipline-specific computer labs.

Note: Funding to be from the Student Computer Usage Fee (SCUF). Student representatives are on the advisory committee.

Exercise of contract renewal option for the purchase of goods and services estimated > \$100,000

Elevator Maintenance Services All Campuses	\$532,022.00 (Estimated)
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Recommend renewal of Contract 4966-1 with KONE Elevator to provide elevator maintenance services for the period July 1, 2015 through June 30, 2016. This is the fifth of six available contract renewal options. Contract prices will increase by 4% as provided for in the contract. There are currently 100 elevators included under this contract.

Note: Funding to be from the FY16 operational budget, subject to Board approval.

Single Feasible Source > \$100,000

Public Broadcasting Service Broadcast Services – Ozarks Public Television (OPT)	\$570,000.00 (Estimated)
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Recommend approval to process payment to Public Broadcasting Service (PBS) as the single feasible source for FY16 membership dues. PBS provides Ozarks Public Television with prime-time programming, daily children's shows, and *PBS Newshour*.

PBS membership is required in order to provide programs that are distributed as part of the Public Broadcasting Service. Affiliates may identify themselves by using the PBS logo, which is a registered trademark of PBS.

Note: Funding to be from the FY16 operational budget, subject to Board approval.

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**ACTIVITY REPORT
PAGE FIVE**

Single purchase > \$100,000 from established cooperative contract

Buildings and Contents Insurance	\$656,838.00
All Campuses	(Estimated)

Recommend approval to process payment to Marsh USA, Incorporated, for the buildings and contents insurance premium and service fees for the period July 1, 2015 through June 30, 2016.

Coverage is negotiated by the Midwestern Higher Education Compact (MHEC), as provided through Missouri statute 173.700, and is cooperatively administered by MHEC's Master Property Program (MPP) on behalf of higher education institutions in eleven member states. Added value to the process results from program involvement by a representative from the State of Missouri Office of Risk Management. All public universities in Missouri participate in this program.

Benefits include significant market leverage, program rates that typically benchmark below industry averages, spread of risk, and the sharing of losses. The deductible is \$25,000.00 per occurrence.

The aggregate annual premium is impacted by factors that include current insurance market conditions, recent loss history for the consortium as a whole, members' risk profiles, and building valuations by institution. Further, an additional layer of dollar coverage was added to accommodate the increase in building valuations resulting from new construction and renovation.

Established in 1994, the Master Property Program's goal is to leverage economies of scale to broaden property insurance coverage, reduce premium rates, and encourage improved asset protection strategies for colleges and universities in the Compact. Marsh USA, Incorporated, is a leading world insurance broker and strategic risk advisor.

Note: Funding to be from the FY16 operational budget, subject to Board approval.

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**ACTIVITY REPORT
PAGE SIX**

FOR INFORMATIONAL PURPOSES ONLY

Exercise of contract renewal option for the purchase of goods and services estimated > \$25,000 < \$100,000

Federal Perkins Loan Program Administration Services **\$25,000.00**
Financial Services **(Estimated)**

Contract 5273-1 with ACS Education Services Incorporated will be renewed in order to provide Federal Perkins Loan Program administration services for the period April 21, 2015 through April 20, 2016. This is the fourth of four (4) available contract renewal options. Contract prices will remain unchanged.

Note: Funding to be from the FY15 operational budget.

Single Feasible Source > \$25,000 < \$100,000

Rental of Facilities for Career Fair **\$25,000.00**
College of Business **(Estimated)**

Pursuant to University policy, which addresses justification for making awards on a single feasible source basis, the University has sought the services of the University Plaza Hotel and Expo Center for the annual College of Business Career Fair, September 21, 2015 through September 22, 2015.

A professional business environment as close to campus as possible is required. Close proximity allows for the shuttling of students back and forth relatively quickly, and allows students the chance to walk if so desired. The facilities are also close enough to the University that students can participate and not miss classes on campus.

The facility has room for the needed employer booths, as well as room for student traffic, and adequate no-charge parking is available. Fairs have been held at University Plaza in recent years, and employers prefer the hotel and related conference spaces because of size access, location, parking, and the availability of hotel rooms for out-of-town employers.

A purchase order has been issued to University Plaza Hotel.

Note: Funding to be from the FY16 operational budget.

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**ACTIVITY REPORT
PAGE SEVEN**

Single Feasible Source > \$25,000 < \$100,000

**Open Text (Red Dot) Software Maintenance Support Renewal \$26,096.12
Web and New Media**

Pursuant to University policy, which addresses justification for making awards on a single feasible source basis, the University has renewed its maintenance support for Red Dot Management System software, owned by Open Text Incorporated.

The University uses this content management system software, which was competitively procured in 2005, to develop, store and generate nearly half of its web content. The period covered by this renewal is March 1, 2015 through February 29, 2016.

A purchase order has been issued to Open Text Incorporated.

Note: Funding to be from the FY15 operational budget.

Single Feasible Source > \$25,000 < \$100,000

**Oracle Software Maintenance Renewal \$26,237.87
Computer Services**

Pursuant to University policy, which addresses justification for making awards on a single feasible source basis, the University has renewed maintenance support for the Oracle software licenses on campus.

The software includes Tuning Pack, Diagnostics Pack and a Database Gateway for DRDA. These tools are used to perform a comprehensive set of real-time and automatic performance diagnostics. They also facilitate improvement of application performance through real-time monitoring of database operations and built-in tuning advisors.

A purchase order has been issued to Oracle America Incorporated.

Note: Funding to be from the FY15 operational budget.

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**ACTIVITY REPORT
PAGE EIGHT**

Single purchase > \$25,000 < \$100,000 from established cooperative contract

LaserJet Printers **\$26,410.00**
SCUF Central FY 2015

Pursuant to University policy, which allows for participation in contract agreements established by other public entities, the University is utilizing the Educational and Institutional Cooperative contract with GovConnection to purchase five (5) Hewlett Packard LaserJet Enterprise M806dn monochrome printers with 3,500-sheet high capacity input paper trays.

These printers are for use with the BearPrint System and will be replacing ten (10) Hewlett Packard LaserJet 9050 printers that are currently in use and past their end-of life.

A purchase order has been issued to GovConnection.

Note: Funding to be from the Student Computer Usage Fee (SCUF). Student representatives are on the advisory committee.

Single Feasible Source > \$25,000 < \$100,000

SPSS License Subscription and Support Renewal **\$27,045.15**
SCUF Central FY 2015

Pursuant to University policy, which addresses justification for making awards on a single feasible source basis, the University has renewed its annual license subscription and support for the SPSS Statistics Standard Campus Edition software.

This software provides essential analytical tools for use by students, faculty, and researchers. A Home-Use Rider enables students and faculty to utilize the product at home (off-campus), and a Virtual Computer Lab Rider allows software to be hosted in a virtualized environment and to be made available to students or faculty members, on or off campus, in accordance with the license agreement.

A purchase order has been issued to International Business Machines Incorporated.

Note: Funding to be from the Student Computer Usage Fee (SCUF). Student representatives are on the advisory committee.

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**ACTIVITY REPORT
PAGE NINE**

Exercise of contract renewal option for the purchase of goods and services estimated > \$25,000 < \$100,000

**Moving Services – Internal \$27,889.00
Campus Wide (Estimated)**

Contract 6639-2 with Fry-Wagner Moving and Storage to provide internal moving services for the period July 1, 2015 through June 30, 2016 has been renewed. This is the first of four available contract renewal options. Contract prices will increase by 2% as provided for in the contract.

Note: Funding to be from the FY16 operational budget, subject to Board approval.

Single Feasible Source > \$25,000 < \$100,000

**Oracle True-Up for Grid Control Tools \$30,765.35
Computer Services**

Pursuant to University policy, which addresses justification for making awards on a single feasible source basis, the purchase of additional licenses and maintenance for the University's Oracle Tuning Pack and Diagnostics Pack software are required due to increasing headcount.

A purchase order has been issued to Oracle America Incorporated for an additional 1,441 software licenses and associated maintenance for these database monitoring tools.

Note: Funding to be from the FY15 operational budget.

Single Feasible Source > \$25,000 < \$100,000

**Annual Software Maintenance Support for eVisions \$33,938.00
Form Fusion, Intellectcheck and Argos Software Tools
ERP Central Maintenance FY 2015**

Payment processed to eVisions for annual software system maintenance support for Form Fusion, Intellectcheck and Argos software tools for the period April 1, 2015 through March

January 21, 2015 through April 28, 2015

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PAGE TEN**

31, 2016. These products were purchased under ERP Contract 3284-1, Amendment 2, which was approved by the Board on December 14, 2007.

Note: Funding to be from the FY15 operational budget.

Single Feasible Source > \$25,000 < \$100,000

FEI Scanning Electron Microscope Service and Support Agreement \$35,472.00
College of Natural and Applied Sciences

In 2008, the University competitively procured a Field Emission Scanning Electron Microscope for the Department of Physics, Astronomy and Materials Science from FEI Company. The warranty for this equipment has expired and the department purchased a service agreement from the vendor to continue the service and support of the equipment.

The service agreement will cover regular maintenance as well as one-time issues due to equipment malfunctions. The coverage period is February 9, 2015 through February 8, 2016.

Note: Funding to be from the FY15 operational budget.

Single purchase > \$25,000 < \$100,000 from established cooperative contract

Workstation Computers \$37,431.35
Media, Journalism and Film

Pursuant to University policy, which allows for participation in contract agreements established by other public entities, the University is utilizing the Educational and Institutional Cooperative contract with GovConnection to purchase 11 Hewlett Packard Z420 computer workstations designed for media/video editing.

These computers are replacing out-of-warranty Dell T3600 workstations and will be used for broadcast production classes in the Strong Hall Instructional Studio. The Digital Film Program has been using this type of workstation since 2012 with great success.

A purchase order has been issued to GovConnection.

Note: Funding to be from the FY15 operational budget.

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**ACTIVITY REPORT
PAGE ELEVEN**

Single purchase > \$25,000 < \$100,000 from established cooperative contract

**IBM pSeries Hardware and Software Maintenance/Support Renewal \$43,692.26
Computer Services**

Pursuant to University policy, which allows for participation in contract agreements established by other public entities, the University is utilizing the State of Missouri contract with Huber and Associates to renew the annual maintenance/support for its IBM pSeries hardware and software. The coverage start date ranges from February 12-15, 2015, and ends on February 12, 2016.

A purchase order has been issued to Huber and Associates.

Note: Funding to be from the FY15 operational budget.

Single purchase > \$25,000 < \$100,000 not competitively bid

**Public Radio International Carriage Fees \$40,000.00
Broadcast Services - KSMU Radio (Estimated)**

Pursuant to University policy, which addresses justification for making awards on a single feasible source basis, the University will process payment to Public Radio International (PRI) as the single feasible source for the identified programming.

PRI is the sole distributor of the following programs aired on KSMU Radio: *Michael Feldman's Whad'Ya Know?*, *Living on Earth with Steve Curwood*, *Zorba Paster On Your Health*, and *Classical 24*. These programs are established parts of KSMU's broadcast schedule.

Note: Funding to be from the FY16 operational budget, subject to Board approval.

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**ACTIVITY REPORT
PAGE TWELVE**

Single Feasible Source > \$25,000 < \$100,000

American Public Media Program Carriage Fees **\$45,000.00**
Broadcast Services - KSMU Radio **(Estimated)**

Pursuant to University policy, which addresses justification for making awards on a single feasible source basis, the University will process payment to American Public Media (APM) as the single feasible source for the identified programming.

APM is the sole distributor of the following programs aired on KSMU Public Radio: *A Prairie Home Companion* and *BBC World Report*, which are established parts of KSMU's broadcast schedule.

Fees are paid monthly upon receipt of invoices.

Note: Funding to be from the FY16 operational budget, subject to Board approval.

Single Feasible Source > \$25,000 < \$100,000

Discovery Hybrid Rheometer **\$48,050.00**
Biomedical Sciences

Pursuant to University policy, which addresses justification for making awards on a single feasible source basis, the Biomedical Sciences department purchased an HR-2 Discovery Hybrid Rheometer that will be used to test liquid and semi-solid food samples for both functional foods research and associated food science teaching activities.

The department's specific research needs require a rotational rheometer with the ability to test loosely structured materials at extremely low torques, using precise normal force control. The HR-2 rheometer offers a number of unique, patented, and patent pending technologies that will allow the department to conduct this research. These technologies include bearing design, normal (axial) force measurement, low inertia motor design, position measurement, system stiffness (compliance), and ease of use.

Based on the technologies that are unique to the HR-2 rheometer, a single feasible source is believed to exist, and a purchase order has been issued to TA Instruments Waters LLC as the manufacturer and sole source for this equipment. It should be noted that the pricing offered to the University includes a substantial academic discount.

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**ACTIVITY REPORT
PAGE THIRTEEN**

Note: Funding to be from the FY15 operational budget.

**Exercise of contract renewal option for the purchase of goods and services estimated
>\$25,000 <\$100,000**

**Health Care Services \$56,316.00
West Plains Campus (Estimated)**

Contract 2062-1, Amendment 2, with Ozarks Medical Center has been renewed to offer and provide a variety of health care services to the students, faculty, and staff of the West Plains campus for the period July 1, 2015 through June 30, 2016. This is the first of four available contract renewal options. Pricing has increased by 5% in accordance with the existing contract.

The estimated contract price of \$56,316.00 for student health care services will be paid using a student fee similar to the fee charged on the Springfield campus for Taylor Health and Wellness Center services. Faculty and staff are personally responsible for the cost of health care services used under this contract. There is no cost to the University.

Note: Funding to be from the FY16 operational budget, subject to Board approval.

Single Feasible Source > \$25,000

**Avatar Academic Software \$60,441.00
Human Resources**

Avatar Academic's software is an Internet-based subscription license that supports over 5,000 faculty, staff, and student employees. Through the University's *My Learning Connection*, supported by Avatar Academic, the system maintains class postings for full-time and part-time professional development opportunities, documents and records employee training, and assists in managing compliance requirements for the University. The system is utilized by over 35 other University units, including Human Resources, who provides instructor led classes, web-based training, and blended learning sessions for employee development and compliance.

The original five-year contract with Avatar Academic was competitively bid in 2010 as part of the University's human resources workforce support systems, and year five of the five-year contract expires as of April 30, 2015.

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PAGE FOURTEEN**

Due to the fact that there would not be a cost benefit to moving the database to a new system and to retraining all employees, Human Resources originally had planned to seek yearly continuation of its contract with Avatar Academic on a single feasible source basis.

Effective March 13, 2015, Human Resources was informed that the Avatar Academic Software would no longer be supported as of May, 2016 and that all current customers would be transitioned to the Truenorthlogic platform. Truenorthlogic is the parent company for Avatar Academic-Generation Ready which acquired the company about two years ago.

Human Resources has started the process of reviewing the Truenorthlogic system for functionality, compatibility, and connectivity with other University systems in order to make an informed decision on whether to initiate a solicitation, or go forward with the Single Feasible Source request with Truenorthlogic, as had been planned for Avatar.

In order to provide continuity of service and support to the employees and University units during the transition, as well as to allow time to review the system, the current contract with Avatar Academics has been extended for one year to April 30, 2016. Costs for the one-year renewal rate are the same cost as the previous year.

Note: Funding to be from the FY15 operational budget.

Single Feasible Source > \$25,000 < \$100,000

Forest Incentives	\$67,600.00
Broadcast Services -- Ozarks Public Television (OPT)	(Estimated)

Pursuant to University policy, which addresses justification for making awards on a single feasible source basis, the University will issue orders for donor incentives.

It is standard practice in public television fundraising for donors to make a financial contribution to the station and receive, in exchange, a premium or thank-you gift. These premiums are generally books, CDs or DVDs related to the program the donor is viewing.

Public Broadcast Service (PBS) has negotiated discounted pricing for member stations with Forest Incentives, as well as with other vendors. Forest Incentives is a national premium supplier, specializing in providing fundraising premiums to public television stations based on PBS programs chosen for fundraising. The company is the leading

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PAGE FIFTEEN**

supplier of these premiums across the public broadcasting system, offering selected items to stations at a reduced cost.

Ozarks Public Television (OPT) has worked with Forest Incentives for many years to meet its pledge fulfillment needs. As is typical in public television fundraising, a portion of the on-air fundraising revenue will reliably be used to acquire premiums. Using totals from prior years, combined with FY16 fundraising projections, the University is able to estimate that Ozarks Public Television (OPT) will spend \$67,600 with Forest Incentives throughout the fiscal year to secure items related to the fundraising programming provided by Public Broadcasting Service (PBS), and other national program distributors.

Note: Funding to be from the FY16 operational budget, subject to Board approval.

Exercise of contract renewal option for the purchase of goods and services estimated > \$25,000 < \$100,000

Fire Detection and Suppression Systems	
Inspection and Testing Services	\$70,266.50
Campus Wide	(Estimated)

Contract 6178-1 with Cintas Fire will be renewed in order to provide fire detection and suppression systems inspection and testing services for the period April 1, 2015 through March 31, 2016. This is the second of four available contract renewal options. Contract prices will remain unchanged.

Note: Funding to be from the FY15 operational budget.

Exercise of contract renewal option for the purchase of goods and services estimated > \$25,000 < \$100,000

Custodial Services and Supplies	\$72,000.00
Administrative and Information Services	(Estimated)

Contract 6277-1 with Brokate Janitorial to provide custodial services and supplies for the Brick City Office Building for the period of July 1, 2015 through June 30, 2016 has been renewed. This is the second of four available contract renewal options. Prices will remain unchanged in accordance with the terms of the contract.

January 21, 2015 through April 28, 2015

**ACTIVITY REPORT
PAGE SIXTEEN**

Note: Funding to be from the FY16 operational budget, subject to Board approval.

Exercise of contract renewal option for the purchase of goods and services estimated > \$25,000 < \$100,000

Residence Hall Cleaning Services	\$83,799.00
Residence Life, Housing and Dining Services	(Estimated)

Contract 5191-1 with ServiceMaster will be renewed in order to provide residence hall cleaning services for the period May 1, 2015 through April 30, 2016. This is the fourth of four available contract renewal options. Contract prices will increase by 2% as provided for in the contract.

The amount shown above includes the cleaning of Fruedenberger House, Kentwood Hall, Scholars House, Sunvilla Towers, Woods House and the Monroe Apartments during the renewal period.

Note: Funding to be from the FY15 operational budget.

Single purchase > \$25,000 < \$100,000 from established cooperative contract

Microsoft Select Volume Licensing Software Assurance	\$92,000.00
Computer Services	(Estimated)

Pursuant to University policy, which allows for participation in contract agreements established by other public entities, the University is utilizing the WSCA-NASPO Software Value Added Reseller contract with En Pointe Technologies for the Microsoft Select Volume Licensing Software Assurance renewal. The contract covers the software assurance/maintenance renewal on previously purchased Microsoft software licensed by Computer Services for use in its data center.

The Microsoft Select Volume Licensing Software Assurance is renewed every three (3) years. The current contract period is February 1, 2015 through January 31, 2018.

Note: Funding to be from the FY15 operational budget.

January 21, 2015 through April 28, 2015

**ACTIVITY REPORT
PAGE SEVENTEEN**

Exercise of contract renewal option for the purchase of goods and services estimated > \$25,000 < \$100,000

Collection Agency Services – Accounts Receivable **\$94,521.00**
Financial Services **(Estimated)**

Contract 5275-2 with National Credit Management will be renewed in order to provide collection agency services for Accounts Receivable the period May 18, 2015 through May 17, 2016. This is the fourth of four (4) available contract renewal options. The share ratio for collections on bad debts will continue to be 79% for the University and 21% for the contractor.

Note: Funding to be from the FY15 and FY16 operational budgets, as applicable.

Single purchase > \$25,000 < \$100,000 from established cooperative contract

Video Teleconferencing Hardware **\$94,906.92**
Office of the Provost

Pursuant to University policy, which allows for participation in contract agreements established by other public entities, the University is utilizing the Educational and Institutional Cooperative contract with SKC Communications to purchase Digital ITV Codecs and accompanying necessary electronic equipment.

The purchase of these Digital Codec ITV systems is necessary due to changes within the technology industry, which include manufacturer transitions from analog to digital devices.

Once the current classroom technology reaches its end of life, there will no longer be analog compatible devices in the market to purchase. Therefore, within the next five-plus years the current analog ITV Codecs will no longer be able to communicate with available classroom technology, rendering them obsolete. The department has proposed upgrading all of the current ITV systems over the next five years, and this purchase is to cover the costs of a new digital ITV setup for seven ITV classrooms.

Multi-point conference (ITV) units currently provide the University with the ability to connect multiple sites together in a conference. This technology allows for instructors at campus locations to simultaneously provide learning content to students at multiple locations, and is a vital part of the Outreach program.

January 21, 2015 through April 28, 2015

**ACTIVITY REPORT
PAGE EIGHTEEN**

A purchase order has been issued to SKC Communications.

Note: Funding to be from the Office of the Provost carryforward funds from FY14, deposited in a special projects budget E02371 022061. Additional funds are not being requested at this time.

Exercise of contract renewal option for the purchase of goods and services estimated > \$25,000 > \$100,000

Governmental Consulting Services	\$96,360.00
Government Relations	(Estimated)

Contract 6773-1 with Venable LLP for governmental consulting services will be renewed for the period of July 1, 2015 through June 30, 2016. This represents the first of three available contract renewal options. Service rates will remain unchanged in accordance with the contract.

Note: Funding to be from the FY16 operational budget, subject to Board approval.

January 21, 2015 through April 28, 2015

III.C.2.

RECOMMENDED ACTION – Revisions to 2015-2016 Fee Schedule

The following resolution was moved by _____ and seconded by _____.

WHEREAS, the Board of Governors for Missouri State University approved the 2015-2016 Fee Schedule on March 12, 2015;

WHEREAS, Administration recommends two changes to the 2015-2016 Fee Schedule;

WHEREAS, the College of Education proposes to decrease the Transcript Analysis Fee from \$50 to \$25 for regular students, and to conduct transcript analysis at no charge for faculty, staff and their immediate family members; and

WHEREAS, the College of Health and Human Services proposes the addition of a Nursing Clinical Makeup Supervision Fee of \$25 per contact hour for faculty supervision of makeup clinical time.

BE IT RESOLVED by the Board of Governors for Missouri State University that 2015-2016 Fee Schedule should be revised in order to decrease the Transcript Analysis Fee and include the Nursing Clinical Makeup Supervision Fee.

VOTE: **AYE** _____

NAY _____

Comments:

College of Education

The financial burden on education majors to complete new state assessments and subscribe to a data tracking system will increase substantially beginning Fall 2015. In an effort to slightly lessen the overall cost burden to education majors, the College of Education has determined that the transcript analysis fee can be accomplished at a reduced cost and this will assist those students who have been pursuing other education pathway and seek to re-focus and achieve teacher certification.

Nursing Clinical Makeup Supervision Fee

Bachelor of Science in Nursing (BSN) students will be charged a fee of \$25.00 per contact hour for faculty supervision of makeup clinical time. Clinical time refers to any clinical experiences that require faculty supervision of students.

Rationale for Clinical Makeup Fee:

1. The BSN is approved by the Missouri State Board of Nursing for a certain number of clinical hours, and all students in that program must meet those requirements. Hence, the students must make up the clinical hours missed in each course.
2. The State Board of Nursing allows a maximum of 10 students in a clinical in the hospital. This requirement does not allow us to simply add additional students to a group for a makeup.
3. Faculty must supervise students and be appropriate to the site in terms of education and clinical area expertise (e.g. Pediatrics, Medical Surgical) Additionally, they must be approved by the State Board of Nursing as a faculty at MSU
4. The faculty and students must go through orientation in a clinical site and also must be oriented to the unit within the hospital they are in. Faculty and students are given passwords and IDs for a certain unit at a certain time by the hospitals which must be reissued for makeups.
5. We apply to the hospitals for certain days for clinical time months ahead of time. We are assigned a unit and certain days and hours. Over 13 schools use these sites, and no overlap is allowed.
6. All faculty are full-time, thus additional time spent supervising a student on the weekend or in the evening or night hours, when extra clinical time is available, is beyond normal scheduled workload.

III.D.1.

RECOMMENDED ACTION - Approval of Activity Report for the month of January 2015.

The following resolution was moved by _____ and seconded by _____:

BE IT RESOLVED by the Board of Governors for Missouri State University that the attached Activity Report for the month of January 2015, as presented by Planning, Design & Construction, be accepted and approved.

VOTE: **AYE** _____

NAY _____

COMMENTS:

This report lists all activities of Planning, Design & Construction with respect to bids received, notices to proceed, change orders, and activity on consultant contracts.

It is recommended that the attached report be accepted.

**ACTIVITY REPORT
MISSOURI STATE UNIVERSITY
PLANNING, DESIGN & CONSTRUCTION**

January 2015

This report documents activities managed by Planning, Design & Construction for the month of January 2015. The projects listed here may be for a budget level that does not require formal action by the Board of Governors. Any and all project bids, notices to proceed, approved change orders, and activity on consultant contracts are listed on this monthly activity report.

January 6, 2015

**Acceleration Lane
William H. Darr Agricultural Center**

**Project Budget
\$268,000.00**

A change order was signed with Hunter Chase & Associates for extension of the contract completion date by forty-two calendar days. This is the first change order on this project. This change order revises the completion date to accommodate classes being held at William H. Darr Agricultural Center. The contract amount will remain unchanged at \$115,766.00. This project is being funded by the Federal Highway Administration, Department of Transportation, via the Missouri Department of Transportation.

**New Construction
Davis-Harrington Welcome Center**

**Project Budget
\$6,075,000.00**

Additional services were approved with Dake Wells Architecture for services in conjunction with the design of the Davis-Harrington Welcome Center on the Springfield campus. The University requested modifications to the design to accommodate the donor requested changes in connection to the building signage. The additional services amount is \$5,240.00. The new contract amount is \$385,740.00. This project is being funded by the University Welcome Center budget.

**Renovation of the Third Floor – Phase II
Robert W. Plaster Student Union**

**Project Budget
\$526,645.00**

A change order was signed with Mechanical Services, Inc. in the amount of \$3,613.00. This is the second change order on this project. Work added under this change order modifies the elevator cab wall materials and design. The contract amount will be increased to \$381,352.00. This project is being funded by the Plaster Student Union Floor Refresh Phase II budget.

January 9, 2015

**New Greenhouse
West Plains Campus**

**Project Budget
\$136,249.00**

A change order was signed with Feller Construction, Inc. for a deduct in the amount of (\$20,243.00). This is the first change order on this project. This change order eliminates the liquid propane tank, segmental retaining wall system, and concrete footings. The contract amount will be decreased to \$106,706.00. Additionally, fifty-four calendar days will be added to the contract completion date due to owner caused delays. This project is being funded by the West Plains Greenhouse budget.

January 12, 2015

**Utility Tunnel Repairs
Campus Utilities**

**Project Budget
\$580,000.00**

A contract was signed with J&M Engineering, LLC for services in conjunction with the utility tunnel repairs planned for the tunnel sections north of Plaster Student Union. The hourly not-to-exceed fee for the consultant's work is \$13,800.00. This project is being funded by the Utility Tunnel Repairs budget.

**Signage Modifications
Robert W. Plaster Center for Free Enterprise**

**Project Budget
\$31,000.00**

A notice to proceed was issued to Kenmar Construction, Inc. in the amount of \$26,600.15. This project was issued under the FY15 Job Order Contracting Services agreement. Work under this project modifies and repairs the interior and exterior signs to accommodate the new building name. The project budget has been established as follows:

Project Budget	
Consulting Fees	\$ 0.00
Construction Contracts	26,600.15
Project Administration	500.00
Construction Contingency	1,099.85
Furniture, Fixtures, and Equipment	2,800.00
Telecommunications	0.00
Relocation Costs	<u>0.00</u>
Total Project Budget	\$31,000.00

Following issuance of this notice to proceed, the balance available for use on this annual contract for the current fiscal year stands at \$140,576.05. This project is being funded by the Plaster Free Enterprise Signage budget.

January 15, 2015

**Asbestos Abatement
Sunvilla Tower**

**Project Budget
\$3,872.00**

A work order was issued to Gerken Environmental Enterprise, Inc. in the amount of \$3,672.00. This work order was issued under the FY15 On-Call Asbestos Abatement contract. Work under this project removes asbestos tile and mastic in rooms within Sunvilla Tower.

The project budget has been established as follows:

Project Budget	
Consulting Fees	\$ 0.00
Construction Contracts	3,672.00
Project Administration	100.00
Construction Contingency	100.00
Furniture, Fixtures, and Equipment	0.00
Telecommunications	0.00
Relocation Costs	<u>0.00</u>
Total Project Budget	\$3,872.00

Following issuance of this work order, the balance available for use on this annual contract for the current fiscal year stands at \$43,852.59. This project is being funded by the Sunvilla Tower Renovation budget.

January 23, 2015

Renovation of the Third Floor – Phase II Robert W. Plaster Student Union	Project Budget \$526,645.00
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Additional services were approved with Buxton Kubik Dodd, Inc. for services in conjunction with the renovation of the east and west ballrooms on the third floor. The University requested additional electrical engineering design services to separate electric circuits that had multiple areas tied together. The additional services amount is \$4,000.00. The new contract amount is \$90,520.00. This project is being funded by the Plaster Student Union Third Floor Refresh Phase II budget.

January 27, 2015

Install Kitchen Equipment in the Child Development Center Professional Building	Project Budget \$19,000.00
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A change order was signed with Kenmar Construction, Inc. in the amount of \$1,129.01. This is the first change order on this project. Work added under this change order installs a grease trap and additional circuit breaker. The contract amount will be increased to \$13,480.74 and ninety-one calendar days will be added to the contract completion date. This project is being funded by the Child Development Laboratory School Endowment budget.

January 29, 2015

**Laboratory Renovations
Temple Hall**

A contract was signed with Hellmuth Obata & Kassabaum, Inc. for services in conjunction with the programming phase of the interior renovations in Temple Hall. The fixed fee for the consultant’s work is \$46,600.00. This project is being funded by the Temple Laboratory Renovation budget.

**Laboratory Renovations
Temple Hall**

Following approval at the October Board of Governors' Executive Committee meeting, a contract was signed with Hellmuth Obata & Kassabaum, Inc. for services in conjunction with the design phase of the interior renovations in Temple Hall. The fixed fee for the consultant's work is \$189,270.00. This project is being funded by the Temple Laboratory Renovation budget.

January 30, 2015

**Laboratory Renovations
Temple Hall**

Additional services were approved with Hellmuth Obata & Kassabaum, Inc. for services in conjunction with the design phase of the interior renovations in Temple Hall. The University requested additional faculty spaces associated with the laboratory renovations. The additional services amount is \$70,160.00. The new contract amount is \$259,430.00. This project is being funded by the Temple Laboratory Renovation budget.

**New Construction
O'Reilly Clinical Health Sciences Center**

**Project Budget
\$19,500,000.00**

A change order was signed with DeWitt & Associates, Inc. in the amount of \$17,170.00. This is the fourth change order on this project. Work added under this change order provides additional elevator support beams, waterproofing, special hinging for doors, and additional gas piping. The contract amount will be increased to \$14,311,911.00. This project is being funded by the Occupational Therapy Building budget.

**Sound Booth Replacement
Professional Building**

**Project Budget
\$37,298.89**

A change order was signed with Kenmar Construction, Inc. for a deduct in the amount of (\$2,017.78). This is the first change order on this project. This change order reduces the contract to reflect labor hours not needed to perform the work. The contract amount will be decreased to \$22,955.30. This project is being funded by the Communication Sciences and Disorders - Operating budget.

III.D.2.

RECOMMENDED ACTION - Approval of Activity Report for the month of February 2015.

The following resolution was moved by _____ and seconded by _____:

BE IT RESOLVED by the Board of Governors for Missouri State University that the attached Activity Report for the month of February 2015, as presented by Planning, Design & Construction, be accepted and approved.

VOTE: **AYE** _____

NAY _____

COMMENTS:

This report lists all activities of Planning, Design & Construction with respect to bids received, notices to proceed, change orders, and activity on consultant contracts.

It is recommended that the attached report be accepted.

**ACTIVITY REPORT
MISSOURI STATE UNIVERSITY
PLANNING, DESIGN & CONSTRUCTION**

February 2015

This report documents activities managed by Planning, Design & Construction for the month of February 2015. The projects listed here may be for a budget level that does not require formal action by the Board of Governors. Any and all project bids, notices to proceed, approved change orders, and activity on consultant contracts are listed on this monthly activity report.

February 5, 2015

**Renovations to
Pummill Hall**

**Project Budget
\$7,025,000.00**

A change order was signed with DeWitt & Associates, Inc. in the amount of \$161,422.00. This is the second change order on this project. Work added under this change order provides kitchen equipment, additional elevator jack hole drilling, and additional door hardware. The contract amount will be increased to \$5,511,157.00. This project is being funded by the Pummill Hall Renovation budget.

**Acceleration Lane
William H. Darr Agricultural Center**

**Project Budget
\$268,000.00**

A change order was signed with Hunter Chase & Associates in the amount of \$1,100.00. This is the second change order on this project. Work added under this change order replaces the gate loops. The contract amount will be increased to \$116,866.00. This project is being funded by the Intersection Improvements Broadmoor and Kansas Expressway budget.

February 17, 2015

**Modifications to Room 104
Hammons House**

**Project Budget
\$5,500.00**

A notice to proceed was issued to Kenmar Construction, Inc. in the amount of \$3,959.50. This project was issued under the FY15 Job Order Contracting Services agreement. Work under this project installs a new aluminum storefront door.

The project budget has been established as follows:

Project Budget	
Consulting Fees	\$ 0.00
Construction Contracts	3,959.50
Project Administration	593.93
Construction Contingency	946.57
Furniture, Fixtures, and Equipment	0.00
Telecommunications	0.00
Relocation Costs	0.00
Total Project Budget	\$5,500.00

Following issuance of this notice to proceed, the balance available for use on this annual contract for the current fiscal year stands at \$126,022.79. This project is being funded by the Residence Life Refurbishing budget.

Inside Plant Wiring Contract	Project Budget
Networking and Telecommunications	\$150,000.00

Following approval at the February 19, 2014 Board of Governors' Executive Committee meeting, a notice of award was issued to TSI Technology Solutions, LLC for renewal of the inside plant wiring contract for the Networking and Telecommunications department on the Springfield, Mountain Grove, and West Plains campuses. This contract provides voice and data wiring as well as on-site installation services on a unit price basis. The renewal period shall become effective March 1, 2015 and shall remain in force until February 28, 2016. The cumulative total of this contract may not exceed \$150,000.00 during any one-year contract renewal period. This is the first renewal of five available renewals for this contract.

Utility Tunnel Repairs
Campus Utilities

A contract was signed with J&M Engineering, LLC for services in conjunction with the utility tunnel repairs planned for the tunnel sections north of Plaster Student Union. The hourly not-to-exceed fee for the consultant's work is \$26,500.00. This project is being funded by the Utility Tunnel Repairs budget.

February 20, 2015

Renovation of the Dining Center
Blair-Shannon House

Following approval at the February Board of Governors' Executive Committee meeting, a contract was signed with Butler Rosenbury & Partners, Inc. for services in conjunction with the renovation of the Blair-Shannon Dining Center. The fixed fee for the consultant's work is \$60,000.00. This project is being funded by the Residence Life Refurbishing budget.

February 23, 2015

**Restore House Theatre Lighting
Robert W. Plaster Student Union**

**Project Budget
\$15,561.84**

A notice to proceed was issued to Kenmar Construction, Inc. in the amount of \$9,561.84. This project was issued under the FY15 Job Order Contracting Services agreement. Work under this project restores the house theatre lighting back to the original function.

The project budget has been established as follows:

Project Budget	
Consulting Fees	\$ 4,000.00
Construction Contracts	9,561.84
Project Administration	1,000.00
Construction Contingency	1,000.00
Furniture, Fixtures, and Equipment	0.00
Telecommunications	0.00
Relocation Costs	<u>0.00</u>
Total Project Budget	\$15,561.84

Following issuance of this notice to proceed, the balance available for use on this annual contract for the current fiscal year stands at \$129,982.29. This project is being funded by the Plaster Student Union Third Floor Refresh – Phase II budget.

February 25, 2015

**Solar Stop
Campus Bikeways**

**Project Budget
\$90,000.00**

Bids were received for the installation of four steel canopies over the existing bicycle racks south of Meyer Library. A notice to proceed was issued to Mechanical Services, Inc. in the amount of \$70,425.00.

The bids received on this project are as follows:

Contractor	Base Bid
Mechanical Services, Inc.	\$70,425.00
Kenmar Construction, Inc.	\$107,950.00
Oke-Thomas & Associates, Inc.	\$129,000.00

The project budget has been established as follows:

Project Budget	
Consulting Fees	\$ 0.00
Construction Contracts	70,425.00
Project Administration	2,000.00
Construction Contingency	14,825.00
Furniture, Fixtures, and Equipment	2,000.00
Telecommunications	750.00
Relocation Costs	<u>0.00</u>
Total Project Budget	\$90,000.00

This project is being funded by the Sustainability – Solar Stop budget.

February 27, 2015

**Construction of Lot 20A
Parking Lots, Springfield Campus**

A contract was signed with CJW Transportation Consultants, LLC for services in conjunction with construction of a new parking lot adjacent to the existing lot 20. The hourly not-to-exceed fee for the consultant's work is \$22,907.00. This project is being funded by the Public Safety – Parking Lots budget.

III.D.3.

RECOMMENDED ACTION - Approval of Activity Report for the month of March 2015.

The following resolution was moved by _____ and seconded by _____:

BE IT RESOLVED by the Board of Governors for Missouri State University that the attached Activity Report for the month of March 2015, as presented by Planning, Design & Construction, be accepted and approved.

VOTE: **AYE** _____

NAY _____

COMMENTS:

This report lists all activities of Planning, Design & Construction with respect to bids received, notices to proceed, change orders, and activity on consultant contracts.

It is recommended that the attached report be accepted.

**ACTIVITY REPORT
MISSOURI STATE UNIVERSITY
PLANNING, DESIGN & CONSTRUCTION**

March 2015

This report documents activities managed by Planning, Design & Construction for the month of March 2015. The projects listed here may be for a budget level that does not require formal action by the Board of Governors. Any and all project bids, notices to proceed, approved change orders, and activity on consultant contracts are listed on this monthly activity report.

March 3, 2015

**Construction of Lot 20A
Parking Lots, Springfield Campus**

Additional services were approved with CJW Transportation Consultants, LLC for services in conjunction with the construction of a new parking lot between Parking Lot 20 and 25. CJW Transportation Consultants, LLC proposed additional drilling, lab work, test pit observations, and reporting. The additional services amount is \$3,600.00. The new contract amount is \$26,507.00. This project is being funded by the Parking Lot 20A budget.

March 4, 2015

**Renovation of the Third Floor – Phase II
Robert W. Plaster Student Union**

**Project Budget
\$526,645.00**

A change order was signed with Mechanical Services, Inc. in the amount of \$13,385.00. This is the third change order on this project. Work added under this change order includes electrical changes, additional inventory of custom carpet, and modifications to the elevator panels. The contract amount will be increased to \$394,737.00. This project is being funded by the Plaster Student Union Floor Refresh Phase II budget.

March 9, 2015

**2014 Residence Life Refurbishing
Kentwood Hall**

**Project Budget
\$2,520,030.00**

Additional services were approved with Butler, Rosenbury & Partners for services in conjunction with the renovation of Kentwood Hall. The University requested additional drapery work for the Crystal Room in Kentwood Hall. The additional services amount is \$1,200.00. The new contract amount is \$169,560.00. This project is being funded by the Renovate Kentwood Refurbishing budget.

March 11, 2015

**New Construction
Davis-Harrington Welcome Center**

**Project Budget
\$6,075,000.00**

A change order was signed with Wright Construction, Inc. in the amount of \$2,563.51. This is the fifth change order on this project. Work added under this change order modifies the light pole bases and provides clarification of the walkway pads. The contract amount will be increased to \$4,831,708.82. This project is being funded by the University Welcome Center budget.

**New Construction
Davis-Harrington Welcome Center**

**Project Budget
\$6,075,000.00**

A change order was signed with Wright Construction, Inc. in the amount of \$69,899.08. This is the sixth change order on this project. Work added under this change order modifies the building monument and parking lot signs. The contract amount will be increased to \$4,901,607.90 and four calendar days will be added to the contract completion date. This project is being funded by the University Welcome Center budget.

March 18, 2015

**Laboratory Renovations
Temple Hall**

**Project Budget
\$3,378,095.00**

Bids were received on February 12, 2015 for the renovation of several spaces in Temple Hall and one room in Plaster Stadium to provide improved laboratory spaces for the College of Natural and Applied Sciences. Following the March Board of Governors' Executive Committee meeting, a notice to proceed was issued to Carson-Mitchell, Inc. in the amount of \$2,625,350.00. This project is being funded by the Temple Laboratory Renovations budget.

**Utility Tunnel Repairs
Campus Utilities**

**Project Budget
\$580,000.00**

Bids were received on March 5, 2015 for repairs and replacement of utility tunnel structures at tunnel sections north of the Plaster Student Union and between Taylor Health and Wellness Center and Blair-Shannon House. Following the March Board of Governors' Executive Committee meeting, a notice to proceed was issued to Carson-Mitchell, Inc. in the amount of \$380,600.00. This project is being funded by the Utility Tunnel Repairs budget.

**New Finishes for Offices
Glass Hall**

**Project Budget
\$510,000.00**

Bids were received on February 19, 2015 to renovate 130 office spaces on the second, third, and fourth floors in Glass Hall. Following the March Board of Governors' Executive Committee meeting, a notice to proceed was issued to Bales Construction, Inc. in the amount of \$164,500.00. This project is being funded by the Glass Hall Interior Offices budget.

**FY15 Preventative Parking Lot Maintenance
Springfield Campus**

**Project Budget
\$232,000.00**

Bids were received on March 5, 2015 for repairing, cleaning, filling of cracks, sealing, and striping several of the asphalt parking lots on the Springfield campus. Following the March Board of Governors' Executive Committee meeting, a notice to proceed was issued to Ball Paving, Inc. in the amount of \$179,940.00. This project is being funded by the FY15 Preventative Maintenance Parking Lots budget.

**Renovation of the Third Floor – Phase III
Robert W. Plaster Student Union**

**Project Budget
\$399,950.00**

Bids were received on March 10, 2015 for updating the finishes in the Traywick Parliamentary Room on the third floor of Plaster Student Union. Following the March Board of Governors' Executive Committee meeting, a notice to proceed was issued to Hovey Homes, LLC in the amount of \$189,700.00. This project is being funded by the Plaster Student Union Third Floor Refresh – Phase III budget.

**Third Floor Corridor Renovations
Craig Hall**

**Project Budget
\$306,000.00**

Bids were received on March 5, 2015 for improved lighting, new display areas, and new signage for the third floor of Craig Hall. Following the March Board of Governors' Executive Committee meeting, a notice to proceed was issued to Trotter Construction, LLC in the amount of \$230,001.00. This project is being funded by the Craig Hall Third Floor Renovation budget.

March 19, 2015

**Testing and Assessment Center
Meyer Library**

A contract was signed with Cannon Design, Inc. for services in conjunction with a new testing center, classroom, and the relocation of TRIO and the Disability Resource Center in Meyer Library. The fixed fee for the consultant's work is \$72,700.00. This project is being funded by the Meyer Library – Testing Center budget.

March 23, 2015

**Exterior Repairs
Jordan Valley Innovation Center**

**Project Budget
\$20,200.00**

A proposal was received for exterior envelope repairs at Jordan Valley Innovation Center. Pursuant to RSMo 34.046, which allows Missouri State University to participate in contract agreements established by other public entities, the University is utilizing the Education and Institutional Cooperative Contract. A notice to proceed was issued to Weatherproofing Technologies, Inc. in the amount of \$17,060.29.

The project budget has been established as follows:

Project Budget	
Consulting Fees	\$ 0.00
Construction Contracts	17,060.29
Project Administration	580.64
Construction Contingency	2,559.07
Furniture, Fixtures, and Equipment	0.00
Telecommunications	0.00
Relocation Costs	<u>0.00</u>
Total Project Budget	\$20,200.00

This project is being funded by the Exterior Envelope Repairs Jordan Valley Innovation Center budget.

March 24, 2015

Evaluate and Rectify Sinkhole	Project Budget
Robert W. Plaster Center for Free Enterprise	\$13,000.00

A notice to proceed was issued to Kenmar Construction, Inc. in the amount of \$10,052.21. This project was issued under the FY15 Job Order Contracting Services agreement. Work under this project provides an area drain on the east side of Robert W. Plaster Center for Free Enterprise.

The project budget has been established as follows:

Project Budget	
Consulting Fees	\$ 0.00
Construction Contracts	10,052.21
Project Administration	1,500.00
Construction Contingency	1,447.79
Furniture, Fixtures, and Equipment	0.00
Telecommunications	0.00
Relocation Costs	<u>0.00</u>
Total Project Budget	\$13,000.00

Following issuance of this notice to proceed, the balance available for use on this annual contract for the current fiscal year stands at \$104,393.63. This project is being funded by the WillowBrook Renovation budget.

March 25, 2015

Installation of Outdoor Freezer
Garst Dining Center

A contract was signed with Smith-Goth Engineers, Inc. for services in conjunction with the installation of a walk-in-freezer on the north side of Garst Dining Center. The fixed fee for the consultant's work is \$3,500.00. This project is being funded by the Residence Life Refurbishing budget.

**Third Floor Corridor Renovations
Craig Hall**

**Project Budget
\$306,000.00**

A contract was signed with Dake Wells Architecture for services in conjunction with wayfinding for the classrooms on the third floor of Craig Hall. The fixed fee for the consultant's work is \$30,875.00. This project is being funded by the Craig Hall Third Floor Renovation budget.

March 27, 2015

**Asbestos Abatement
Sunvilla Tower**

**Project Budget
\$3,600.41**

A work order was issued to Gerken Environmental Enterprise, Inc. in the amount of \$3,000.41. This work order was issued under the FY15 On-Call Asbestos Abatement contract. Work under this project includes asbestos tile and mastic removal in room 202 of Sunvilla Tower.

The project budget has been established as follows:

Project Budget	
Consulting Fees	\$ 0.00
Construction Contracts	3,000.41
Project Administration	100.00
Construction Contingency	500.00
Furniture, Fixtures, and Equipment	0.00
Telecommunications	0.00
Relocation Costs	<u>0.00</u>
Total Project Budget	\$3,600.41

Following issuance of this work order, the balance available for use on this annual contract for the current fiscal year stands at \$40,852.18. This project is being funded by the Sunvilla Tower Renovation budget.

**Asbestos Abatement
Craig Hall**

**Project Budget
\$7,800.00**

A work order was issued to Gerken Environmental Enterprise, Inc. in the amount of \$7,153.50. This work order was issued under the FY15 On-Call Asbestos Abatement contract. Work under this project includes asbestos tile and mastic removal on the third floor of Craig Hall.

The project budget has been established as follows:

Project Budget	
Consulting Fees	\$ 0.00
Construction Contracts	7,153.50
Project Administration	100.00
Construction Contingency	546.50
Furniture, Fixtures, and Equipment	0.00
Telecommunications	0.00
Relocation Costs	<u>0.00</u>
Total Project Budget	\$7,800.00

Following issuance of this work order, the balance available for use on this annual contract for the current fiscal year stands at \$33,698.68. This project is being funded by the Craig Hall Third Floor Renovation budget.

March 30, 2015

HVAC Modifications to Room 211 Jordan Valley Innovation Center	Project Budget \$24,000.00
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Bids were received for a new exhaust branch in room 211 at Jordan Valley Innovation Center. A notice to proceed was issued to WMC, Inc. in the amount of \$21,770.00.

The bids received on this project are as follows:

Contractor	Base Bid
WMC, Inc.	\$21,770.00

The project budget has been established as follows:

Project Budget	
Consulting Fees	\$ 0.00
Construction Contracts	21,770.00
Project Administration	53.00
Construction Contingency	2,177.00
Furniture, Fixtures, and Equipment	0.00
Telecommunications	0.00
Relocation Costs	<u>0.00</u>
Total Project Budget	\$24,000.00

This project is being funded by the Roy Blunt JVIC Rental Account budget.

III.D.4.

RECOMMENDED ACTION – Approval of bids and award of a contract for the computer complex, Room 437, Glass Hall.

The following resolution was moved by _____ and seconded by _____:

BE IT RESOLVED by the Board of Governors for Missouri State University that the low bid of Hovey Homes, LLC in the amount of Eighty-one Thousand Nine Hundred and 00/100ths dollars (\$81,900.00) for the base bid for the computer complex, room 437, Glass Hall be accepted, approved, and awarded.

BE IT FURTHER RESOLVED that the financial plan be established as follows:

Project Budget	
Consultant Fees	\$0.00
Construction Costs	\$81,900.00
Project Administration	\$3,566.00
Construction Contingency	\$12,285.00
Furniture, Fixtures, and Equipment	\$7,904.00
Telecommunications	\$8,745.00
Relocation Costs	\$0.00
Total Project Budget	\$114,400.00
Funding Source	
Executive Masters of Business Administration – Facilities and Administration budget	\$114,400.00
Total Funding Source	\$114,400.00

BE IT FURTHER RESOLVED that this be paid from the Executive Masters of Business Administration – Facilities and Administration budget.

BE IT FURTHER RESOLVED that the Vice President for Administrative and Information Services or the University Architect and Director of Planning, Design & Construction be authorized to sign the agreement with the selected contractor, incorporated herein by reference, and perform those acts necessary to carry out and perform the terms of the agreement.

VOTE: AYE _____

NAY _____

COMMENTS:

The bids received on this project are as follows:

Contractor	Base Bid
Hovey Homes, LLC	\$81,900.00
Trotter Construction, LLC	\$90,092.00
Bales Construction Company, Inc.	\$95,000.00
Federal Construction, Inc.	\$97,893.00

The project converts room 437 in Glass Hall from a faculty lounge to a computer complex that will serve the College of Business. The converted space will consist of four small offices and a common area. In addition, the project will modify existing mechanical HVAC and electrical systems to accommodate the new function of the space.

This project will be funded by the Executive Masters of Business Administration – Facilities and Administration (\$114,400.00) budget.

III.D.5.

RECOMMENDED ACTION - Approval of a resolution granting a license agreement with the Missouri State University Foundation to allow the installation of new playground equipment to serve the Child Development Center at the Professional Building.

The following resolution was moved by _____ and seconded by _____.

WHEREAS, the Missouri State University Foundation wishes to contract with a company to replace antiquated playground equipment at the Child Development Center at the Professional Building; and

WHEREAS, the new playground equipment will be installed on property owned by Missouri State University; and

WHEREAS, the Missouri State University Foundation requests a license agreement so that they may contract with a contractor to install the equipment on University property at the expense of the Foundation;

NOW, THEREFORE, BE IT RESOLVED by the Board of Governors of Missouri State University that playground license agreement, copy attached, be approved, subject to the terms and conditions set forth therein.

BE IT FURTHER RESOLVED that the Vice President for Administrative and Information Services or the Director of Planning, Design & Construction be authorized and directed to execute the license agreement attached hereto.

VOTE: **AYE** _____
 NAY _____

COMMENTS:

The existing playground at the Child Development Center is nearly twenty years old. Some of the equipment was installed well before new regulations were put in place and over the years, some of the equipment has become unsafe. The Missouri State University Foundation has raised the money for the new equipment and installation and is ready to proceed with the project pending approval of this license agreement.

The agreement has been reviewed by the Missouri State University Foundation and General Counsel. The agreement will be signed by the Missouri State University Foundation upon approval from the Missouri State University Foundation Executive Committee.

LICENSE AGREEMENT AND ACKNOWLEDGEMENT OF GIFT

This License Agreement and Acknowledgment of Gift (hereinafter referred to as "Agreement") is by and between the Board of Governors of Missouri State University, Springfield, Missouri (hereinafter referred to as "MSU"), and Missouri State University Foundation (hereinafter referred to as "Donor"), and is on the following terms and conditions.

- A. Grant of License. MSU hereby agrees, grants and conveys to Donor a non-exclusive license to enter upon University property, located at the Child Development Center, Cherry Street, MSU Campus, Springfield, Missouri, and to construct thereon the improvements, described herein (hereinafter referred to as the "renovation of the Child Development Center playground, Professional Building"). Donor agrees to comply with MSU's directions and instruction regarding the particular location for Donor's entry onto University property and placement of the Child Development Center playground equipment.
- B. MSU Further Agreement. In addition to the grant of license set forth above, and in consideration of the promises and commitments of Donor set forth herein, MSU agrees that upon completion and acceptance by MSU, suitable notice will be installed in the Child Development Center recognizing Donor's gifts.
- C. Donor's Commitments. In consideration of the grant of license as set forth herein, Donor agrees:
1. To construct the renovation of the Child Development Center playground, Professional Building which can generally be described as:

This project consists of the removal of two existing portable storage buildings, existing fence, and various pieces of playground equipment that will no longer be in use. The contractor will prepare the site for the installation of new grass and special playground surfaces. The contractor will construct a new masonry storage building addition at the west end of the Safety and Transportation Building located at 636 W. Elm along with a shelter addition for Child Development Center activities. The storage building will have a concrete floor and will contain approximately 1,344 square feet and the shelter addition will cover approximately 768 square feet. The contractor will install new fencing around the project which includes fencing to divide the playground into age appropriate activity areas. The fencing will connect to the existing center with a set of gates located along both the east and west sides to provide access for fire apparatus and maintenance vehicles while providing better security for the children. The contractor will also install the new playground equipment to insure that it meets the current code requirements for safe use.
 2. To begin the renovation of the Child Development Center playground, Professional Building by the date of June 1, 2015, or as soon as reasonably possible thereafter, and to achieve substantial completion by the date of September 1, 2015; and

3. To comply with and require that all contractors and subcontractors comply with all directions and instructions of MSU delivered through the Planning, Design, & Construction department with regard to the subject matter of this agreement; and
4. To construct the renovation of the Child Development Center playground, Professional Building in compliance with the Americans With Disabilities Act, § 504 of the Rehabilitation Act of 1973, the 2006 International Building Code, state building standards for accessibility as set forth Chapter 8 of the Revised Statute of Missouri and in accord with MSU construction standard acceptable to the MSU Office of Planning, Design & Construction; and
5. Permit access to the site by representatives of MSU and to provide representatives the right to review documentation in a timely fashion; and
6. The Donor's contractor shall satisfy all applicable Missouri prevailing wage requirements with regard to the construction. Applicable wage rate is attached to this agreement; and
7. The Donor's contractor shall procure and maintain for the duration of the construction period, a policy or policies of insurance for the protection of both the contractor and MSU, and their respective officials. The contractor shall not commence work under this agreement until he/she has obtained and submitted to MSU a "certificate of insurance" for all insurance required under this article and such insurance has been approved by MSU; nor shall the contractor allow any subcontractor to commence work on his/her subcontract until all similar insurance required of the subcontractor has been obtained and approved. Please carefully review the requirements outlined below.

A. The successful contractor shall procure and maintain for the duration of the agreement a policy or policies of insurance for the protection of both the contractor and MSU and their respective officials. The contractor shall not commence work under this agreement until he has obtained and submitted to MSU a "certificate of insurance" for all insurance required under this article and such insurance has been approved by MSU; nor shall the contractor allow any subcontractor to commence work on his subcontract until all similar insurance required of the subcontractor has been obtained and approved. Please carefully review the requirements outlined below.

B. **WORKERS' COMPENSATION INSURANCE** - Workers' compensation insurance for all of the contractor's employees doing work on the project, and, in case any work is sublet, contractor shall require any and/or all subcontractor(s) similarly to provide workers' compensation insurance for all contractor's employees unless such employees are covered by the protection afforded by contractor. In case any class or employees engaged in hazardous work under this agreement at the site of the project is not covered under the workers' compensation statute, the contractor shall provide and shall cause each subcontractor to provide employer's liability insurance covering these employees. Contractors shall provide coverage under the "Occupational Disease Act" of the State of Missouri, in addition to the above requirements, if the operations of the contractor or any subcontractor are applicable thereunder. workers' compensation insurance shall comply in all respects with the requirements and limits of the statutes of the State of Missouri.

C. COMMERCIAL GENERAL LIABILITY INSURANCE - The contractor shall obtain one or more occurrence-based policies of commercial general liability insurance which provide coverage for the contract work and shall protect the contractor, MSU, and any subcontractor performing work covered by this agreement from claims for damages for personal injury, bodily injury, including wrongful death, and from claims for property damage which may arise from the operations under the agreement.

C.1. Commercial general liability insurance, including coverage for premises, operations, products and completed operations, broad form general liability, and contractual liability, shall apply to bodily injury and property damage on an "occurrence form basis" with minimum limits of \$1,000,000 each bodily injury or property damage occurrence, and \$2,000,000 general aggregate with a per project endorsement.

D. COMMERCIAL AUTOMOBILE LIABILITY INSURANCE - The contractor shall obtain one or more occurrence-based policies of auto liability insurance, which provide coverage for all vehicles that will be used on University property in conjunction with this contract work whether they are owned, non-owned or hired vehicles of every type and description.

D.1. Automobile liability insurance covering bodily injury and property damage on an "occurrence form basis" with minimum limits of \$1,000,000 combined single limit.

E. UMBRELLA/EXCESS LIABILITY - Contractor shall provide an umbrella policy of insurance to protect the University, the Board of Governors for Missouri State University, its members, agents, and employees from the performance of this contract with a minimum limit of coverage of \$5,000,000 in excess over the CGL policy. The University shall be named as additional insured on the policy. The policy shall provide for coverage of occurrences from which the University, its officers and employees are not immune under the doctrines of sovereign, official and governmental immunity.

F. ADDITIONAL INSUREDS - Each policy of commercial liability insurance shall name Missouri State University, the Board of Governors of Missouri State University, its members, agents and employees as additional insureds. The insurance afforded by the contractor shall be primary insurance.

G. ALL RISK BUILDER'S RISK OR INSTALLATION FLOATER INSURANCE – The contractor shall purchase and maintain, in a company or companies lawfully authorized to do business in the State of Missouri, as an admitted carrier, builder's risk or installation floater insurance on the entire work. Such insurance shall be written on a completed value form for the entire work. The insurance shall apply on a replacement cost basis.

G.1. The insurance as required herein shall name as insureds MSU, contractor and all subcontractors of any tier. The insurance policy shall contain a provision that the insurance will not be cancelled, allowed to expire or materially changed until at least thirty (30) days prior written notice has been given to MSU.

G.2. The insurance as required herein shall cover the entire work, including reasonable compensation for architect's services and expenses made necessary by an insured loss. Insured property shall include portions of the work located away from the site but indebted for use at the site, and shall also cover portions of the work in transit, including ocean transit. The policy shall include as insured property scaffolding, false work, and temporary buildings located at the site. The policy shall cover the cost of removing debris, including demolition as may be made legally necessary by the operation of any law, ordinance or regulation. The policy shall also contain an endorsement to include permission for partial occupancy.

G.3. The insurance required herein shall be on an all risk form and shall be written to cover all risks of physical loss or damage to the insured party and shall insure at least against the perils of fire and extended coverage, theft, vandalism, malicious mischief, collapse, lightening, frost, water damage, windstorm and freezing.

G.4. If there are any deductibles applicable to the insurance required herein, contractor shall pay any part of any loss not covered because of the operation of such deductibles.

G.5. The insurance as required herein shall be maintained in effect until the earliest of the following dates:

- (1) The date which all persons and organizations who are insured under the policy agree in writing that it shall be terminated;
- (2) The date on which final payment of this agreement has been made by MSU to contractor; or
- (3) The date on which the insurable interests in the property of all insureds other than MSU have ceased.

G.6. MSU and contractor waive all rights against (1) each other and any of their subcontracts of any tier, suppliers, agents and employees, each of the other, (2) the architect and architect's consultants, and (3) separate contractors, if any, and any of their subcontractors of any tier, suppliers, agents and employees, for damages caused by fire or other perils to the extent covered by property insurance obtained pursuant to separate contractors or other insurance applicable to the work, except such rights as they have to proceeds of such insurance. MSU or contractor, as appropriate, shall require of the architect, architect's consultants, separate contractors, if any, and the subcontractors of any tier, suppliers, agents and employees of any of them, by appropriate agreements, written where legally required for validity, similar waivers each in favor of other parties enumerated herein. The policies shall provide such waivers of subrogation by endorsement or otherwise. A waiver of subrogation shall be effective as to a person or entity even though that person or entity would otherwise have a duty of indemnification, contractual or otherwise, did not pay the insurance premium directly or indirectly, was at fault or was negligent in causing the loss and whether or not the person or entity had an interest in the property damaged.

G.7. A loss insured under contractor's property insurance shall be adjusted by MSU in good faith and made payable to MSU for the insureds, subject to the requirements of the contract documents. At its option, MSU may instead allow

the proceeds to be placed in escrow or with an independent adjuster. The contractor shall pay subcontractors of any tier their just shares of insurance proceeds received by the contractor, any appropriate agreements, written where legally required for validity, shall require subcontractors of any tier to make payments to their sub-subcontracts in similar manner.

H. INSURANCE COVERING SPECIAL HAZARDS - If applicable, the commercial general liability insurance policy or policies of the contractor shall provide coverage for special hazards such as, but not limited to, operation of material hoists, blasting or other use of explosives, earthquake, flood, pollution, PCB transformers and damage to underground property.

I. SATISFACTORY COVERAGE – Such insurance coverage shall be written by a company authorized to do business in the State of Missouri and the form and content of the policies and the companies issuing the same shall be subject to the approval of MSU. In the event that the form of any policy or certificates or the amount of the insurance or the companies writing same are not satisfactory to MSU, the contractor shall secure other policies or certificates in form and amount and with companies satisfactory to MSU. The contractor shall not cause any policies to be cancelled or permit them to lapse and all insurance policies shall include a clause to the effect that the policy shall not be cancelled or changed until thirty (30) days after MSU has received written notice.

I.1. It is understood and agreed that the insurance required by the provisions of this article is required in the public interest and that MSU does not assume any liability for acts of the contractor, any subcontractor or their employees in the performance of the agreement.

I.2 If MSU is damaged by delay or failure of contractor to maintain insurance as required in this article, then contractor shall bear all reasonable costs properly attributable to that delay or failure.

J. PROOF OF INSURANCE COVERAGE – Certificates of insurance shall be provided, authenticated by the proper officer of the insurer, evidencing in particular those insured, the extent of the insurance, the exclusions and endorsements, the location and operations to which the insurance applies, the effective date and expiration date and the notice of cancellation clause mentioned herein before. MSU shall have a right to see the entire policy upon request.

K. Notwithstanding any other provision of these contract documents to the contrary, no insurance procured by contractor shall be construed to constitute a waiver of any sovereign immunity as set forth in § 537.600 et seq., MO.REV. STAT., or any other governmental or official immunity, nor provide coverage for any liability or suit for damages which is barred under said doctrines of sovereign, governmental, or official immunity available to MSU, its officers or employees, nor constitute waiver of any available defense; and neither shall such insurance provide coverage for any sums other than those which MSU, its officers or employees, may be obligated to pay as damages. The contractor shall cause all policies of insurance procured pursuant to this article to be endorsed in accord with this paragraph. Contractor shall further require the upper limits of such policies to be adjusted on an annual basis to be at least

equal to the limits of liability set forth in §§ 537.610.2 and 537.610.5., MO. REV. STAT., as may be amended from time to time.

D. Further Understanding of the Parties. The parties further agree and understand as follows:

1. All improvements and fixtures provided as part of the renovation of the Child Development Center playground, Professional Building will become the property of the Board of Governors of MSU upon installation; and
2. Any modification to the agreement will be by written agreement of the parties; and
3. This agreement shall not be assigned without the written consent of MSU; and
4. Donor will retain its own agents, representatives and contractors for the renovation of the Child Development Center playground, Professional Building as described herein, at its own expense and as a gift to MSU for the furtherance and development of University's programs and the education of its students. The parties anticipate Donor's construction costs will be approximately Six Hundred Forty Thousand Five Hundred Ninety-five and 04/100ths Dollars (\$640,595.04). Neither MSU nor its officers or agents will make any contract for the expenditure of monies for the renovation of the Child Development Center playground, Professional Building, that is, all labor and material required to complete the renovation of the Child Development Center playground will be at the cost and expense of the Donor as Donor's gift, which MSU hereby gratefully acknowledges.

IN WITNESS WHEREOF, this agreement shall be effective upon execution by the parties by the acknowledged signatures of that of their authorized representatives as indicated below.

DONOR:
Missouri State University Foundation

MSU:
Missouri State University

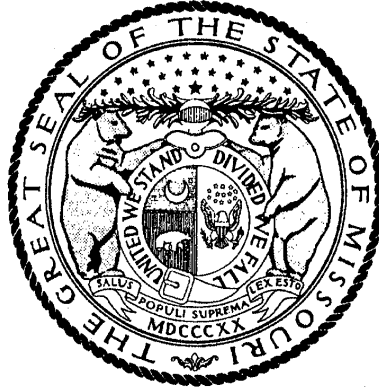
By: _____
Date

By: _____
Date

Missouri

Division of Labor Standards

WAGE AND HOUR SECTION



JEREMIAH W. (JAY) NIXON, Governor

Annual Wage Order No. 21

Section 039

GREENE COUNTY

In accordance with Section 290.262 RSMo 2000, within thirty (30) days after a certified copy of this Annual Wage Order has been filed with the Secretary of State as indicated below, any person who may be affected by this Annual Wage Order may object by filing an objection in triplicate with the Labor and Industrial Relations Commission, P.O. Box 599, Jefferson City, MO 65102-0599. Such objections must set forth in writing the specific grounds of objection. Each objection shall certify that a copy has been furnished to the Division of Labor Standards, P.O. Box 449, Jefferson City, MO 65102-0449 pursuant to 8 CSR 20-5.010(1). A certified copy of the Annual Wage Order has been filed with the Secretary of State of Missouri.

Original Signed by

John E. Lindsey, Director
Division of Labor Standards

This Is A True And Accurate Copy Which Was Filed With The Secretary of State: **March 10, 2014**

Last Date Objections May Be Filed: **April 9, 2014**

Prepared by Missouri Department of Labor and Industrial Relations

OCCUPATIONAL TITLE	** Date of Increase	*	Basic Hourly Rates	Over-Time Schedule	Holiday Schedule	Total Fringe Benefits
Asbestos Worker (H & F) Insulator			\$24.22	56	28	\$11.00
Boilermaker	6/14		\$33.36	57	7	\$27.95
Bricklayer and Stone Mason	6/14		\$27.60	24	74	\$15.70
Carpenter	6/14		\$24.08	61	4	\$14.49
Cement Mason	6/14		\$22.65	64	4	\$9.60
Communication Technician			\$15.50	FED		\$4.72
Electrician (Inside Wireman)			\$24.15	21	48	\$11.80 + 10%
Electrician (Outside-Line Construction\Lineman)			\$38.60	125	65	\$5.00 + 34.5%
Lineman Operator			\$36.54	125	65	\$5.00 + 34.5%
Groundman			\$24.95	125	65	\$5.00 + 34.5%
Elevator Constructor	6/14	a	\$42.940	26	54	\$28.335
Glazier	10/14		\$22.85	36	52	\$6.21
Ironworker	6/14		\$27.50	50	4	\$27.35
Laborer (Building):						
General	6/14		\$20.38	112	4	\$11.17
First Semi-Skilled	6/14		\$22.26	112	4	\$11.17
Second Semi-Skilled	6/14		\$21.06	112	4	\$11.17
Lather			USE CARPENTER RATE			
Linoleum Layer and Cutter	6/14		\$23.98	123	78	\$14.49
Marble Mason	6/14		\$21.55	124	74	\$12.79
Marble Finisher						
Millwright	6/14		\$24.08	61	4	\$14.49
Operating Engineer						
Group I	6/14		\$25.45	84	4	\$12.03
Group II	6/14		\$23.81	84	4	\$12.03
Group III	6/14		\$23.10	84	4	\$12.03
Group III-A	6/14		\$23.81	84	4	\$12.03
Group IV						
Group V	6/14		\$15.27	84	4	\$12.03
Painter	6/14		\$21.10	7	14	\$11.83
Pile Driver	6/14		\$24.08	61	4	\$14.49
Pipe Fitter	12/14		\$28.45	19	1	\$14.42
Plasterer	6/14		\$22.64	64	4	\$9.80
Plumber	12/14		\$28.45	19	1	\$14.42
Roofer \ Waterproofor	6/14		\$22.25	10	2	\$9.63
Sheet Metal Worker	7/14		\$28.87	4	24	\$13.15
Sprinkler Fitter - Fire Protection	6/14		\$31.75	33	19	\$18.90
Terrazzo Worker	6/14		\$28.73	124	74	\$14.38
Terrazzo Finisher						
Tile Setter	6/14		\$21.55	124	74	\$12.79
Tile Finisher						
Traffic Control Service Driver			\$16.35	48	49	\$2.75
Truck Driver-Teamster						
Group I			\$19.45	98	4	\$4.72
Group II						
Group III			\$19.45	98	4	\$4.72
Group IV			\$19.45	98	4	\$4.72

Fringe Benefit Percentage is of the Basic Hourly Rate

For additional information regarding the application of the Marble Finisher, Terrazzo Finisher and Tile Finisher see the Labor and Industrial Relations Commission Order of June 10, 2014, in the Matter of Objection Nos. 006-121.

**Annual Incremental Increase

OCCUPATIONAL TITLE	** Date of Increase	Basic Hourly Rates	Over-Time Schedule	Holiday Schedule	Total Fringe Benefits

* Welders receive rate prescribed for the occupational title performing operation to which welding is incidental.

Use Building Construction Rates on Building construction in accordance with the classifications of construction work established in 8 CSR 30-3.040(2).

Use Heavy Construction Rates on Highway and Heavy construction in accordance with the classifications of construction work established in 8 CSR 30-3.040(3).

a - Vacation: Employees over 5 years - 8%; Employees under 5 years - 6%

**REPLACEMENT PAGE
GREENE COUNTY
BUILDING CONSTRUCTION OVERTIME SCHEDULE**

FED: Minimum requirement per Fair Labor Standards Act means time and one-half (1 ½) shall be paid for all work in excess of forty (40) hours per work week.

NO. 4: Means the regular working day shall consist of eight (8) hours labor on the job between six (6) a.m. and six-thirty (6:30) p.m. and the regular working week shall consist of five (5) consecutive eight (8) hour days beginning with Monday and ending with Friday of each week. All full time or part time labor performed during such hours shall be recognized as regular working hours and paid for at the regular hourly rate. All work performed outside the regular working hours and performed during the regular work week and Saturday work, shall be paid at one & one-half (1½) times the regular rate. All recognized holidays or days locally observed as such, and Sundays shall be paid at the double (2) time rate of pay. Also, there may be a 40-hour work week which would consist of ten (10) hours each day for Monday, Tuesday, Wednesday, Thursday or Friday.

NO. 7: Means work between the hours of 7:00 a.m. and 6:00 p.m. daily, Monday through Saturday, as assigned by the Employer shall be considered regular hours. Weekend work shall be paid at the rate of one and one-half (1 ½) times the regular rate of pay. Weekend begins 12:01a.m. Saturday. Overtime is time worked over forty (40) hours per pay period, and shall be paid at the rate of one and one-half (1½) times the regular rate of pay. Sunday and Holidays will be paid at the rate of two (2) times the regular rate of pay.

NO. 10: Means the regular working day shall be scheduled to consist of at least eight (8) hours but no more than ten (10) consecutive hours, exclusive of the lunch period, unless otherwise provided. Crews shall be scheduled to commence at any time between the hours of 5:00 a.m. and 10:00 a.m. or earlier if agreed on by the majority of any one crew. Except as specifically provided for Saturdays, Sundays and holidays, all work performed by Employees anywhere in excess of forty (40) hours in one (1) work week, or in excess of ten (10) hours in one work day shall be paid at the rate of one and one-half (1½) times the regular hourly wage scale. Any work performed on a Saturday shall be paid at the rate of one and one-half (1½) times the regular hourly wage scale unless such Saturday work falls under the category of Saturday make Up Day. When this Saturday Make Up Day does occur, the Employee may work on Saturday at straight time; provided, however, if during the period worked by said Employee on Saturday, the Employee's compensable time at the straight time rate exceeds forty (40) hours, all time worked in excess of the forty (40) hours will be paid at the rate of one and one-half (1½) time the regular hourly wage scale. The provision of this Saturday Make Up Day shall not apply to any weeks in which a designated holiday is recognized. Any work performed by Employees anywhere on Sunday or holidays shall be paid at the rate of double (2) time the regular wage scale.

NO. 19: On single shift operation, eight (8) hours of work, between 8:00 a.m. and 4:30 p.m., shall constitute a day's work. Forty (40) hours of work Monday through Friday shall constitute a workweek. The starting time may be changed to begin between the hours of six (6:00) and ten (10:00) a.m. The first two (2) hours performed in excess of an eight (8) hour workday Monday through Friday, and the first ten (10) hours on Saturday, shall be paid at time and one-half (1.5) the basic straight-time rate. All work performed on Sundays and holidays, and in excess of ten (10) hours a day shall be paid at double (2) the basic straight time rate of pay. When hours worked are outside of established work hours, the pay rate shall be one and one-half (1.5) times the regular rate of pay for the first ten (10) hours, and all hours in excess of ten (10) hours shall be at the double-time rate. Shift work of either one (1) eight hour night shift, or two (2) eight (8) hour night shifts on a job which will continue for at least one (1) week, all employees shall be paid eighteen and one-half percent (18.5%) over the straight-time hourly rate on the night shifts. All hours worked in excess of eight (8) in a shift shall be paid at the applicable overtime rate of pay. The normal workweek may be changed to four (4) ten (10) hour days or four (4) ten (10) hour nights, if on shift work, with the following provisions: Monday through Thursday would be the normal workweek with Friday being used as scheduled workday in case of a day being lost due to weather, all employees working night shift, on a job that will continue at least one (1) week, shall be paid thirty percent (30%) over the regular straight-time hourly rate of pay, and any hours worked before or after established starting and quitting times being paid at double (2) time hourly rates of pay.

**REPLACEMENT PAGE
GREENE COUNTY
BUILDING CONSTRUCTION OVERTIME SCHEDULE**

NO. 21: Means eight (8) hours of work between the hours of 8:00 a.m. and 4:30 p.m. shall constitute a work day. Forty (40) hours within five (5) days, Monday through Friday, shall constitute a work week. The regular starting time of a job may be moved not more than two (2) hours prior to 8:00 a.m. However, in no case shall more than eight (8) hours be worked per day without the applicable overtime rate being paid. When job conditions dictate, the Employer shall be allowed to establish a four (4) day, ten (10) hours per day work week. This work week is defined as Monday through Thursday or Tuesday through Friday. All hours worked in excess of ten (10) hours per day or forty (40) hours per week shall be paid at the applicable overtime rate. This language is not intended to change the normal five (5) day, eight (8) hour per day work week. All overtime work performed after the regularly scheduled working hours Monday through Friday and Saturday shall be paid for at time and one-half (1½) the regular straight time rate of pay. Sundays and recognized holidays shall be paid for at two (2) times the straight time rate of pay. Shift work performed between the hours of 4:30 p.m. and 1:00 a.m. (second shift) shall receive eight (8) hours pay at the regular hourly rate of pay plus 17.3% for all hours worked. Shift work performed between the hours of 12:30 a.m. and 9:00 a.m. (third shift) shall receive eight (8) hours pay at the regular hourly rate of pay plus 31.4% for all hours worked. An unpaid lunch period of thirty (30) minutes shall be allowed on each shift. All overtime work required before the established start time and after the completion of eight (8) hours of any shift shall be paid at one and one-half (1½) times the shift hourly rate.

NO. 24: Means eight (8) hours shall constitute a day's work on all classes of work between the hours of 6:00 a.m. and 5:30 p.m., Monday through Friday. The pay for time worked during these hours shall be at the regular wage rate. The regular workweek shall be Monday through Friday. A workweek of four (4), ten (10) hour days may be established on a per job basis. Saturday may be used for a make-up day, when working 5-8's, Friday when working 4-10's. All time worked before and after the established workday of eight (8) hours, Monday through Friday, and all time worked on Saturday shall be paid for at the rate of time and one-half (1½) except after eight (8) hours worked, then double (2) time will apply. All time worked on Sundays and the recognized holidays shall be paid at the rate of double (2) time.

NO. 26: Means that the regular working day shall consist of eight (8) hours worked between 6:00 a.m., and 5:00 p.m., five (5) days per week, Monday to Friday, inclusive. Hours of work at each jobsite shall be those established by the general contractor and worked by the majority of trades. (The above working hours may be changed by mutual agreement). Work performed on Construction Work on Saturdays, Sundays and before and after the regular working day on Monday to Friday, inclusive, shall be classified as overtime, and paid for at double (2) the rate of single time. The employer may establish hours worked on a jobsite for a four (4) ten (10) hour day work week at straight time pay for construction work; the regular working day shall consist of ten (10) hours worked consecutively, between 6:00 a.m. and 6:00 p.m., four (4) days per week, Monday to Thursday, inclusive. Any work performed on Friday, Saturday, Sunday and holidays, and before and after the regular working day on Monday to Thursday where a four (4) ten (10) hour day workweek has been established, will be paid at two times (2) the single time rate of pay. The rate of pay for all work performed on holidays shall be at two times (2) the single time rate of pay.

NO. 33: Means the standard work day and week shall be eight (8) consecutive hours of work between the hours of 6:00 a.m. and 6:00 p.m., excluding the lunch period Monday through Friday, or shall conform to the practice on the job site. Four (4) days at ten (10) hours a day may be worked at straight time, Monday through Friday and need not be consecutive. All overtime, except for Sundays and holidays shall be at the rate of time and one-half (1½). Overtime worked on Sundays and holidays shall be at double (2) time.

NO. 36: Means eight (8) hours shall constitute a work day, Monday through Friday between the hours of 6:00 a.m. and 6:00 p.m. Saturday can be used as a makeup day if time is lost due to weather. All hours in excess of the regular forty (40) hour work week or eight (8) hours per day shall be considered overtime and shall be paid for at the rate of one and one-half (1½) times the regular rate. Employees will be paid at the rate of one and one-half (1½) times their regular rate for work performed on Saturdays. Sundays and holidays worked are to be paid at double (2) the regular hourly rate. Four (4) ten-hour days, at the option of the Employer, shall be the standard work week, consisting of a consecutive ten-hour period, Monday through Thursday or Tuesday through Friday, between the hours of 6:00 a.m. and 6:00 p.m. Forty (40) hours per week shall constitute a week's work.

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NO. 48: Means the regularly scheduled work week shall be five (5) consecutive days, Monday through Friday or Tuesday through Saturday. Eight (8) hours shall constitute a day's work. Starting time shall not be earlier than 7:00 a.m. nor later than 10:00 a.m. Forty (40) hours shall constitute a week's work. Overtime at the rate of time and one-half (1½) will be paid for all work in excess of forty (40) hours in any one work week. On the Monday through Friday schedule, all work performed on Saturday will be time and one-half (1½) unless time has been lost during the week, in which case Saturday will be a make up day to the extent of the lost time. On the Tuesday through Saturday schedule, all work performed on Monday will be time and one-half (1½) unless time has been lost during the week, in which case Monday will be a make-up day to the extent of the lost time. Any work performed on Sunday will be double (2) time. If employees work on any of the recognized holidays, they shall be paid time and one-half (1½) their regular rate of pay for all hours worked.

NO. 50: Means eight (8) hours constitute a normal day's work Monday through Friday. Any time worked over eight (8) hours will normally be paid at time and one-half (1½) except for exclusions stated in some following additional sentences. The Employer, at his discretion, may start the work day between 6:00 a.m. and 9:00 a.m. Any schedule chosen shall be started at the beginning of the work week (Monday) and used for at least five days. Work may be scheduled on a four (4) days a week (Monday through Thursday) at ten (10) hours a day schedule. If such a schedule is employed, then Friday may be used as a make-up day when time is lost due to inclement weather. Time and one-half (1½) shall be paid for any work in excess of eight (8) hours in any regular work day Monday through Friday unless working 4-10's, then time and one-half (1½) after ten (10) hours. All work performed on Saturday will be time and one-half (1½). Double (2) time shall be paid for all work on Sundays and recognized holidays.

NO 56: Means the regular work day shall consist of eight (8) hours between 8:00 a.m. and 4:30 p.m. An optional four day work week may be utilized with the ten (10) hour clause, days Monday through Thursday or Tuesday through Friday. Work hours shall be from 7:00 a.m. to 5:30 p.m. any work performed on Monday or Friday outside the regular scheduled four (4) days shall be at one and one half (1 ½) the regular rate of pay. Work performed outside of the regular work day, and on Saturdays shall be paid at one and one half (1 ½) the regular rate of pay. Sundays and holidays shall be paid at double (2) time the regular rate of pay.

NO. 57: Means eight (8) hours per day shall constitute a day's work and forty (40) hours per week, Monday through Friday, shall constitute a week's work. The regular starting time shall be 8:00 a.m. If a second or third shift is used, the regular starting time of the second shift shall be 4:30 p.m. and the regular starting period for the third shift shall be 12:30 a.m. These times may be adjusted by the employer. The day shift shall work a regular eight (8) hours shift as outlined above. Employees working a second shift shall receive an additional \$0.25 above the regular hourly rate and perform seven and one-half (7½) hours work for eight (8) hours pay. Third shift employees shall be paid an additional \$0.50 above the regular hourly rate and work seven (7) hours for eight (8) hours pay. When circumstances warrant, the Employer may change the regular workweek to four (4) ten-hour days at the regular time rate of pay. All time worked before and after the established workday of eight (8) hours, Monday through Friday, and all time worked on Saturday shall be paid at the rate of time and one-half (1½) except in cases where work is part of an employee's regular Friday shift. All time worked on Sunday and recognized holidays shall be paid at the double (2) time rate of pay except in cases where work is part of an employee's previous day's shift. For all overtime hours worked \$26.71 of the fringe benefits portion of the prevailing wage shall be paid at the same overtime rate at which the cash portion of the prevailing wage is to be paid. The remaining \$1.24 of the fringe benefit portion of the prevailing wage may be paid at straight time.

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NO. 61: Means except as herein provided, eight (8) hours a day, 8:00 a.m. to 4:30 p.m., shall constitute a standard work day, and forty (40) hours per week shall constitute a week's work. The regular workday starting time of 8:00 a.m. (and resulting quitting time of 4:30 p.m.) may be moved forward to 6:00 a.m. or delayed one (1) hour to 9:00 a.m. All time worked outside of the standard work day and on Saturday shall be classified as overtime and paid the rate of time and one-half (1½). All time worked on Sunday and holidays shall be classified as overtime and paid at the rate of double (2) time. The Employer has the option of working either five (5) eight-hour days or four (4) ten-hour days to constitute a normal forty (40) hour work week. When the four (4) day ten hour work week is in effect, the standard work week shall consist of forty (40) hours, Monday through Friday, which will consist of any four (4) consecutive ten-hour four days within the five (5) day period. In the event the job is down for any reason beyond the control of the Employer, then Friday and/or Saturday may, at the option of the Employer, be worked as a make-up day, straight time not to exceed ten (10) hours per day, or forty (40) hours per week. When the five (5) day eight-hour work week is in effect, forty (40) hours per week shall constitute a week's work (normal work week being Monday through Friday). In the event the job is down for any reason beyond the control of the Employer, then Saturday may, at the option of the Employer, be worked as a make-up day, at straight time not to exceed eight (8) hours for that day, or forty (40) hours per week. A make-up day is not to be used to make up time lost due to recognized holidays.

NO. 64: Means eight (8) hours shall constitute a day's work beginning at 8:00 a.m. and ending at 4:30 p.m. Forty (40) hours shall constitute a week's work, Sunday through Saturday. In the event time is lost due to weather or conditions beyond the control of the Employer, the Employer may schedule work on Saturday at straight time. All work over eight (8) hours in one day, forty (40) hours in one week, or on Saturday (except as herein provided) shall be classified as overtime and be paid at the rate of time and one-half (1½). All work on Sunday or recognized holidays shall be classified as overtime and be paid at the rate of double (2) time. When the four (4) day ten-hour work week is in effect, the standard work day shall be consecutive ten (10) hour periods. Forty (40) hours per week shall constitute a week's work Sunday through Saturday inclusive. In the event the job is down for reasons beyond the contractors control, then Friday and/or Saturday may, at the option of the Employer be worked as a make-up day, straight time not to exceed ten (10) hours per day or forty (40) hours per week.

NO. 84: The regular working starting time of 8:00 a.m. (and resulting quitting time of 4:30 p.m.) may be moved forward to 6:00 a.m. or delayed one (1) hour to 9:00 a.m. Except as provided in this Article, eight (8) hours a day shall constitute a standard work day and forty (40) hours per week shall constitute a weeks' work, which shall begin on Sunday and end on Saturday. All time worked outside of the standard work day and on Saturday shall be classified as overtime and paid at the rate of time & one-half (1½) (except as herein provided). All time worked on Sunday and recognized holidays shall be classified as overtime and paid at the rate of double (2) time. The Employer has the option of working either five (5) eight-hour days or four (4) ten-hour days to constitute a normal forty (40) hour work week. When the four (4) ten-hour work week is in effect, the standard work day shall be consecutive ten (10) hour periods, exclusive of the lunch period, beginning at 6:30 a.m. and forty (40) hours per week shall constitute a week's work, Monday through Thursday, inclusive. In the event the job is down for any reason beyond the Employer's control, then Friday and/or Saturday may, at the option of the Employer, be worked as a make-up day, straight time not to exceed ten (10) hours or forty (40) hours per week. When the five (5) eight-hour work week is in effect, forty (40) hours per week shall constitute a week's work, Monday through Friday, inclusive. In the event the job is down for any reason beyond the Employer's control, then Saturday may, at the option of the Employer, be worked as a make-up day, straight time not to exceed eight (8) hours or forty (40) hours per week.

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NO. 98: Means eight (8) hours a day shall constitute a standard work day, and forty (40) hours per week shall constitute a week's work which shall begin on Sunday and end on Saturday. All time worked outside of the standard work day and on Saturday shall be classified as overtime and paid the rate of time and one-half (1½) (except as herein provided). All time worked on Sunday and recognized holidays shall be classified as overtime and paid at the rate of double (2) time. The Employer has the option of working either five (5) eight-hour days or four (4) ten-hour days to constitute a normal forty (40) hour work week. When the four (4) ten-hour work week is in effect, the standard work day shall be consecutive ten (10) hour periods between the hours of 5:30 and 6:30 a.m. and 6:30 p.m. Forty (40) hours per week shall constitute a week's work, Monday through Thursday, inclusive. In the event the job is down for any reason beyond the Employer's control, then Friday and/or Saturday may, at the option of the Employer, be worked as a make-up day; straight time not to exceed ten (10) hours per day or forty (40) hours per week. When the five (5) day eight (8) hours work week is in effect forty (40) hours per week shall constitute a week's work, Monday through Friday, inclusive. In the event the job is down for any reason beyond the Employer's control, then Saturday may, at the option of the Employer, be worked as a make-up day; straight time not to exceed eight (8) hours per day or forty (40) hours per week. When the five (5) day eight (8) hour work week is in effect, starting time shall be between 7:00 a.m. and 8:00 a.m. All time worked before 7:00 a.m. shall be paid for at the rate of time and one-half (1½). All work performed on Saturday up to 6:00 p.m. (except as herein provided) shall be compensated for at the rate of time and one-half (1½). All time worked from 6:00 p.m. Saturday to 7:00 a.m. Monday will be paid for at the rate of double (2) time.

NO. 112: Means the regular starting time of 8:00 a.m. (and resulting quitting time of 4:30 p.m.) may be moved forward to 6:00 a.m. or delayed one (1) hour to 9:00 a.m. Except as provided for, eight (8) hours a day shall constitute a standard work day, and forty (40) hours per week shall constitute a week's work, which shall begin on Sunday and end on Saturday. All time worked outside of the standard work day and on Saturday shall be classified as overtime and paid the rate of time and one-half (1½) (except as herein provided). All time worked on Sunday and recognized holidays shall be classified as overtime and paid at the rate of double (2) time. The Employer has the option of working either five (5) eight (8) hour days or four (4) ten (10) hour days to constitute a normal forty (40) hour work week. When the four (4) ten-hour work week is in effect, the standard work day shall be consecutive ten hour periods between the hours of 6:30 a.m. and 6:30 p.m. Forty (40) hours per week shall constitute a week's work, Monday through Thursday, inclusive. In the event the job is down for any reason beyond the Employer's control, then Friday and/or Saturday may, at the option of the Employer, be worked as a make-up day; straight time not to exceed eight (8) hours or forty (40) hours per week.

NO. 123: Means except as provided, eight (8) hours a day (8:00 A.M. to 4:30 P.M.) shall constitute a standard work day, excluding the 30-minute lunch period, and forty (40) hours per week shall constitute a week's work. All time worked outside of the standard work day and on Saturday shall be classified as overtime and paid the rate of time and one-half (except as herein provided). All time worked on Sunday and herein named holidays shall be classified as overtime and paid at the rate of double time. The Employer has the option of working either five (5) eight-hour days or four (4) ten-hour days to constitute a normal forty (40) hour work week. When the four (4) day ten-hour work week is in effect, the standard work week shall consist of forty (40) hours, Monday through Friday, which will consist of any four (4) consecutive ten (10) hour days within the five day period. In the event the job is down for any reason beyond the control of the Employer, then Friday and/or Saturday may, at the option of the Employer, be worked as a make-up day, straight time not to exceed ten (10) hours or forty (40) hours per week. Starting time will be designated by the Employer. When the five (5) day eight (8) hour work week is in effect forty (40) hours per week will constitute a week's work (normal work week being Monday through Friday). In the event the job is down for any reason beyond the control of the Employer, then Saturday may, at the option of the Employer, be worked as a make-up day; at straight time not to exceed eight (8) hours or forty (40) hours per week.

NO. 124: Means eight (8) hours shall constitute a day's work on all classes of work between the hours of 6:00 a.m. and 5:30 p.m., Monday through Friday. The pay for time worked during these hours shall be at the regular wage rate. The regular workweek shall be Monday through Friday. Employment from 4:30 p.m. to 12:00 midnight, Monday through Friday, shall be paid for at one and one-half (1½) times the regular hourly rate. From 12:00 midnight until 8:00 a.m. on any day shall be paid for at twice the regular hourly rate. All time worked on Sundays and the recognized holidays shall be paid at the rate of double (2) time. It is understood that forty (40) hours shall constitute a regular workweek, (5-8's) Sunday Midnight through Friday Midnight, understanding anything over eight (8) hours is one and one-half (1½) times the hourly wage rate.

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GREENE COUNTY
BUILDING CONSTRUCTION OVERTIME SCHEDULE**

NO. 125: Eight (8) hours of work between the hours of 8:00 a.m. and 4:30 p.m. shall constitute a work day. Forty (40) hours within the five (5) days, Monday through Friday inclusive, shall constitute the work week. Starting time may be adjusted not to exceed two (2) hours. Work performed outside of the aforementioned will be paid at the applicable overtime rate. When starting time has been adjusted, all other provisions concerning the work day shall be adjusted accordingly. The overtime rate of pay shall be one and one-half (1½) times the regular rate of wages, other than on Sundays, holidays and from Midnight until 6:00 a.m., which will be paid at double (2) the straight time rate.

**GREENE COUNTY
HOLIDAY SCHEDULE – BUILDING CONSTRUCTION**

NO. 1: All work done on New Year's Day, Memorial Day, Independence Day, Labor Day, Thanksgiving Day and Christmas Day shall be paid at the rate of double time. When one of the above holidays falls on Sunday, the following Monday shall be observed. When one of the above holidays falls on Saturday the preceding Friday shall be observed.

NO. 2: All work performed on New Year's Day, Memorial Day, Fourth of July, Labor Day, Thanksgiving Day, Christmas Day, or the days observed as such, shall be paid at the double time rate of pay.

NO. 4: All work done on New Year's Day, Memorial Day, Independence Day, Labor Day, Thanksgiving and Christmas Day shall be paid at the double time rate of pay. If any of the above holidays fall on Sunday, Monday will be observed as the recognized holiday. If any of the above holidays fall on Saturday, Friday will be observed as the recognized holiday.

NO. 7: The following days are assigned days and are recognized as holidays: New Year's Day, Memorial Day, Independence Day, Labor Day, Veteran's Day, Thanksgiving Day, and Christmas Day. If a holiday falls on a Sunday, it shall be observed on the following Monday. If a holiday falls on a Saturday, it shall be observed on the preceding Friday. No work shall be performed on Labor Day except in case of jeopardy to work under construction. This is applied to protect Labor Day. When a holiday falls during the normal workweek, Monday through Friday, it shall be counted as eight (8) hours toward the forty (40) hour week. However, no reimbursement for these eight (8) hours is to be paid to the workman unless worked. If workman are required to work the above enumerated holidays or days observed as such, or on Sunday, they shall receive double (2) the regular rate of pay for such work.

NO. 14: The following days are recognized Holidays: Memorial Day, Fourth of July, Thanksgiving Day, Christmas Day, and New Year's Day. No work shall be done on Labor Day. When falling on a Sunday and the following Monday is observed as part of the holiday, then that Monday shall be considered a holiday. Sunday and Holidays will be paid at the rate of two (2) times the regular rate of pay.

NO. 19: All work done on New Year's Day, Memorial Day, July 4th, Labor Day, Thanksgiving Day, and Christmas Day shall be paid at the double time rate of pay. The employee may take off Friday following Thanksgiving Day. However, the employee shall notify his or her Foreman, General Foreman or Superintendent on the Wednesday preceding Thanksgiving Day. When one of the above holidays falls on Sunday, the following Monday shall be considered a holiday and all work performed on either day shall be at the double (2) time rate. When one of the holidays falls on Saturday, the preceding Friday shall be considered a holiday and all work performed on either day shall be at the double (2) time rate.

NO. 24: All work done on Christmas Day, Thanksgiving Day, New Year's Day, Memorial Day, Independence Day, Labor Day, Veteran's Day, Presidential Election Day or days locally observed as such, and Sunday shall be recognized as holidays and paid at the double time rate of pay.

NO. 28: All work done on New Year's Day, Veteran's Day, Memorial Day, Independence Day, Thanksgiving Day and Christmas Day shall be paid at the double time rate of pay. No work shall be performed on Labor Day except when triple (3) time is paid. When a holiday falls on Sunday, the following Monday shall be observed as the holiday.

NO. 48: All work performed on New Year's Day, Memorial Day, Fourth of July, Labor Day, Thanksgiving Day and Christmas Day shall be paid for at double (2) the straight-time rate of pay. Any one of the above-listed holidays falling on Sunday shall be observed on the following Monday and paid for at double (2) the straight-time rate of pay. Any of the above holidays falling on Saturday shall be observed on the previous Friday and paid at double (2) the straight-time rate of pay. Employees working on the Saturday will receive the standard pay for Saturday work.

NO. 49: The following days shall be observed as legal holidays: New Year's Day, Decoration Day, July 4th, Labor Day, Thanksgiving Day, Christmas Day, Employee's birthday and two (2) personal days. The observance of one (1) of the personal days to be limited to the time between December 1 and March 1 of the following year. If any of these holidays fall on Sunday, the following Monday will be observed as the holiday and if any of these holidays fall on Saturday, the preceding Friday will be observed as the holiday. If employees work on any of these holidays they shall be paid time & one-half (1½) their regular rate of pay for all hours worked.

**GREENE COUNTY
HOLIDAY SCHEDULE – BUILDING CONSTRUCTION**

NO. 52: All work performed on Memorial Day, Independence Day, Labor Day, Thanksgiving Day and Christmas Day shall receive the double (2) time rate of pay.

NO. 54: All work performed on New Year's Day, Memorial Day, Independence Day, Labor Day, Veteran's Day, Thanksgiving Day, the Friday after Thanksgiving Day, and Christmas Day shall be paid at the double (2) time rate of pay. When a holiday falls on Saturday, it shall be observed on Friday. When a holiday falls on Sunday, it shall be observed on Monday.

NO. 65: Work performed on New Year's Day, Memorial Day, Fourth of July, Labor Day, Thanksgiving Day, Christmas Day, or days celebrated as such, shall be paid at the double time rate of pay. If the holiday falls on Saturday, it will be observed on Friday; if the holiday falls on Sunday, it will be observed on Monday, and shall be paid for at double (2) the regular straight time rate of pay.

NO. 74: All work performed on New Year's Day, Memorial Day, Fourth of July, Labor Day, Veteran's Day, Thanksgiving Day and Christmas Day, shall be paid at double (2) time of the hourly rate of pay. In the event one of the above holiday's falls on Saturday, the holiday shall be celebrated on Saturday. If the holiday falls on Sunday, the holiday will be celebrated on Monday.

NO. 78: The following days shall be recognized as holidays: New Year's Day, Memorial Day, Independence Day, Labor Day, Thanksgiving and Christmas. If any of the above holidays fall on Sunday, Monday will be observed as the legal holiday. If any of the above holidays fall on Saturday, Friday will be observed as the legal holiday. All time worked on Sunday and herein named holidays shall be classified as overtime and paid at the rate of double time.

OCCUPATIONAL TITLE	* Date of Increase	Basic Hourly Rates	Over-Time Schedule	Holiday Schedule	Total Fringe Benefits
Carpenter	6/14	\$28.27	7	16	\$15.05
Electrician (Outside-Line Construction\Lineman)		\$38.60	18	24	\$5.00 + 34.5%
Lineman Operator		\$36.54	18	24	\$5.00 + 34.5%
Lineman - Tree Trimmer		\$20.90	31	30	\$6.01 + 23.5%
Groundman		\$24.95	18	24	\$5.00 + 34.5%
Groundman - Tree Trimmer		\$16.90	31	30	\$6.01 + 23.5%
Laborer					
General Laborer		\$23.22	4	18	\$12.01
Skilled Laborer		\$23.77	4	18	\$12.01
Millwright	6/14	\$28.27	7	16	\$15.05
Operating Engineer					
Group I	6/14	\$29.43	5	15	\$12.59
Group II	6/14	\$29.08	5	15	\$12.59
Group III	6/14	\$28.88	5	15	\$12.59
Group IV	6/14	\$26.83	5	15	\$12.59
Oiler-Driver	6/14	\$26.83	5	15	\$12.59
Pile Driver	6/14	\$28.27	7	16	\$15.05
Traffic Control Service Driver		\$16.35	29	28	\$2.75
Truck Driver-Teamster					
Group I	6/14	\$28.22	12	3	\$11.65
Group II	6/14	\$28.38	12	3	\$11.65
Group III	6/14	\$28.37	12	3	\$11.65
Group IV	6/14	\$28.49	12	3	\$11.65

Use Heavy Construction Rates on Highway and Heavy construction in accordance with the classifications of construction work established in 8 CSR 30-3.040(3).

Use Building Construction Rates on Building construction in accordance with the classifications of construction work established in 8 CSR 30-3.040(2).

If a worker is performing work on a heavy construction project within an occupational title that is not listed on the Heavy Construction Rate Sheet, use the rate for that occupational title as shown on the Building Construction Rate sheet.

**GREENE COUNTY
OVERTIME SCHEDULE - HEAVY CONSTRUCTION**

FED: Minimum requirement per Fair Labor Standards Act means time and one-half (1 ½) shall be paid for all work in excess of forty (40) hours per work week.

NO. 4: Means a regular work week shall consist of not more than forty (40) hours of work, Monday through Saturday, and all work performed over and above ten (10) hours per day and forty (40) hours per week shall be paid at the rate of time & one-half (1½). Workers shall receive time and one-half (1½) for all work performed on Sundays and holidays. A work day is to begin between 6:00 a.m. and 9:00 a.m. at the option of the Employer except when inclement weather or other conditions beyond the reasonable control of the Employer prevent work, in which event, the starting time may be delayed, but not later than 12:00 noon. When a holiday falls during the normal work week, Monday through Friday, it shall be counted as eight (8) hours toward a forty (40) hour week; however, no reimbursement for this eight (8) hours is to be paid to the worker(s) unless worked.

NO. 5: Means a regular work week shall consist of not more than forty (40) hours work, Monday through Saturday, and all work performed over and above ten (10) hours per day and forty (40) hours per week shall be paid at the rate of time & one-half (1½). Workmen shall receive time and one-half (1½) for all work performed on Sundays and recognized holidays or days observed as such. Double (2) time shall be paid for work on Sunday or recognized holidays when and only if any other craft employees of the same employer at work on that same job site are receiving double (2) time pay for that Sunday or holiday. If a job can't work forty (40) hours, Monday through Saturday, because of inclement weather or other conditions beyond the control of the Employer, Friday and Saturday may be worked as make up days at straight time (if working 4-10's). Saturday may be worked as a make up day at straight time (if working 5-8's). Make up days shall not be utilized for days lost to holidays. A work day is to begin between 6:00 a.m. and 9:00 a.m. at the option of the Employer except when inclement weather or other conditions beyond the reasonable control of the Employer, including requirements of the owner, prevent work. In such event the starting time may be delayed but not later than 12:00 noon. Where one of the holidays falls or is observed during the work week, then all work performed over and above thirty-two (32) hours shall be paid at time & one-half (1½).

NO. 7: Means the regular work week shall start on Monday and end on Friday, except where the Employer elects to work Monday through Thursday, ten (10) hours per day. All work over ten (10) hours in a day or forty (40) hours in a week shall be at the overtime rate of one and one-half (1½) times the regular hourly rate. The regular work day shall be either eight (8) or ten (10) hours. If a job can't work forty (40) hours Monday through Friday because of inclement weather or other conditions beyond the control of the Employer, Friday or Saturday may be worked as a make-up day at straight time (if working 4-10's). Saturday may be worked as a make-up day at straight time (if working 5-8's). Make-up days shall not be utilized for days lost due to holidays. A workday is to begin at the option of the Employer but not later than 11:00 a.m. except when inclement weather, requirements of the owner or other conditions beyond the reasonable control of the Employer prevent work. Except as worked as a make-up day, time on Saturday shall be worked at one and one-half (1½) times the regular rate. Work performed on Sunday shall be paid at two (2) times the regular rate. Work performed on recognized holidays or days observed as such, shall also be paid at the double (2) time rate of pay.

NO. 12: Means a regular work week shall consist of not more than forty (40) hours of work and all work performed over and above ten (10) hours per day and forty (40) hours per week shall be paid at the rate of time & one-half (1½). A workday is to begin between 6:00 a.m. and 9:00 a.m. at the option of the Employer except when inclement weather or other conditions beyond the reasonable control of the Employer, in which event, the starting time may be advanced or delayed. Workers shall receive time and one-half (1½) for all work performed on recognized holidays or days observed as such.

NO: 18: Eight (8) hours of work between the hours of 8:00 a.m. and 4:30 p.m. shall constitute a work day. Forty (40) hours within the five (5) days, Monday through Friday inclusive, shall constitute the work week. Starting time may be adjusted not to exceed two (2) hours. Work performed outside of the aforementioned will be paid at the applicable overtime rate. When starting time has been adjusted, all other provisions concerning the work day shall be adjusted accordingly. The overtime rate of pay shall be one and one-half (1½) times the regular rate of wages, other than on Sundays, holidays and from Midnight until 6:00 a.m., which will be paid at double (2) the straight time rate.

GREENE COUNTY
OVERTIME SCHEDULE - HEAVY CONSTRUCTION

NO. 29: Means the regularly scheduled work week shall be five (5) consecutive days, Monday through Friday or Tuesday through Saturday. Eight (8) hours shall constitute a day's work. Starting time shall not be earlier than 7:00 a.m. nor later than 10:00 a.m. Forty (40) hours shall constitute a week's work. Overtime at the rate of time and one-half (1½) will be paid for all work in excess of forty (40) hours in any one work week. On the Monday through Friday schedule, all work performed on Saturday will be time and one-half (1½) unless time has been lost during the week, in which case Saturday will be a make up day to the extent of the lost time. On the Tuesday through Saturday schedule, all work performed on Monday will be time and one-half (1½) unless time has been lost during the week, in which case Monday will be a make-up day to the extent of the lost time. Any work performed on Sunday will be double (2) time. If employees work on any of the recognized holidays, they shall be paid time and one-half (1½) their regular rate of pay for all hours worked.

NO. 31: Means the overtime rate shall be time and one-half the regular rate for work over forty (40) hours per week. Sundays and Holidays shall be paid at double the straight time rate. All employees performing work on affected properties during or following emergencies shall receive the applicable rate of pay for the first sixteen (16) consecutive hours and all hours worked in excess of sixteen (16) consecutive hours shall be paid at double time until broken by an eight (8) hour rest period. Should an employee be called back to work within two hours of his normal quitting time, the previous hours worked shall count toward the above sixteen (16) hour provision.

**GREENE COUNTY
HOLIDAY SCHEDULE – HEAVY CONSTRUCTION**

NO. 3: The following days are recognized as holidays: New Year's Day, Memorial Day, Independence Day, Labor Day, Thanksgiving Day and Christmas Day. If a holiday falls on a Sunday, it shall be observed on the following Monday. No work shall be performed on Labor Day except in case of jeopardy to work under construction. This rule is applied to protect Labor Day. When a holiday falls during the normal work week, Monday through Friday, it shall be counted as eight (8) hours toward the forty (40) hour week; however, no reimbursement for this eight (8) hours is to be paid to the workmen unless worked. An Employer working a four (4) day, ten (10) hour schedule may use Friday as a make up day when an observed holiday occurs during the work week. Employees have the option to work that make up day. If workmen are required to work the above enumerated holidays, or days observed as such, they shall receive time & one-half (1½) the regular rate of pay for such work.

NO. 15: The following days are recognized as holidays: New Year's Day, Memorial Day, July Fourth, Labor Day, Thanksgiving Day and Christmas Day. If a holiday falls on Sunday, it shall be observed on the following Monday. If a holiday falls on Saturday, it shall be observed on the preceding Friday. No work shall be performed on Labor Day except in case of jeopardy to work under construction. This rule is applied to protect Labor Day. If workmen are required to work the above enumerated holidays or days observed as such, they shall receive time and one-half (1½) the regular rate of pay for such work. Where one of the holidays specified falls or is observed during the workweek, then all work performed over and above thirty-two (32) hours in that week shall be paid at the rate of time and one-half (1½). Workmen shall receive time and one-half (1 ½) for all work performed on Sundays. Double (2) time shall be paid for work on Sunday or recognized holidays when and only if any other craft employees of the same employer at work on that same job site are receiving double (2) time for that Sunday or holiday.

NO. 16: The following days are recognized as holidays: New Year's Day, Memorial Day, Fourth of July, Labor Day, Thanksgiving Day and Christmas Day. If a holiday falls on Sunday, it shall be observed on the following Monday. If a holiday falls on Saturday, it shall be observed on the preceding Friday. No work shall be performed on Labor Day except in case of jeopardy to work under construction. This rule is applied to protect Labor Day. When a holiday falls during the normal work week, Monday through Friday, it shall be counted as eight (8) hours toward the forty (40) hour week; however, no reimbursement for this eight (8) hours is to be paid to the worker unless worked. If workers are required to work the above recognized holidays or days observed as such, they shall receive double (2) the regular rate of pay for such work.

NO. 18: All work performed on New Year's Day, Memorial Day, Independence Day, Labor Day, Thanksgiving Day and Christmas Day shall be paid at the time and one-half (1½) rate of pay. If a holiday falls on Sunday, it shall be observed on the following Monday. If a holiday falls on Saturday, it shall be observed on the preceding Friday. No work shall be performed on Labor Day except in case of jeopardy to work under construction. This rule is applied to protect Labor Day. When a holiday falls during the normal work week, Monday through Friday, it shall be counted as eight (8) hours toward a forty (40) hour week; however no reimbursement for this eight (8) hours is to be paid to the working person(s) unless the holiday is worked.

NO. 24: Work performed on New Year's Day, Memorial Day, Fourth of July, Labor Day, Thanksgiving Day, Christmas Day, or days celebrated as such, shall be paid at the double time rate of pay. If the holiday falls on Saturday, it will be observed on Friday; if the holiday falls on Sunday, it will be observed on Monday, and shall be paid for at double (2) the regular straight time rate of pay.

NO. 28: The following days shall be observed as legal holidays: New Year's Day, Decoration Day, July 4th, Labor Day, Thanksgiving Day, Christmas Day, Employee's birthday and two (2) personal days. The observance of one (1) of the personal days to be limited to the time between December 1 and March 1 of the following year. If any of these holidays fall on Sunday, the following Monday will be observed as the holiday and if any of these holidays fall on Saturday, the preceding Friday will be observed as the holiday. If employees work on any of these holidays they shall be paid time & one-half (1½) their regular rate of pay for all hours worked.

NO. 30: All work performed on New Year's Day, Decoration Day, Fourth of July, Labor Day, Christmas Day, Thanksgiving Day and Day after Thanksgiving or days celebrated for the same.

III.E.1.

RECOMMENDED ACTION - Approval of Wyrick expenditures passed by student vote April 2015 to be implemented in FY 2016.

The following resolution was moved by _____ and seconded by _____.

WHEREAS, the Wyrick Commission approved a proposal to expend up to a total of \$96,000 in Wyrick funds, all of which to be used in the installment of a Parking Counting System at Bear Park North (“the project”); and

WHEREAS, President Smart endorsed the project for inclusion on the student ballot; and

WHEREAS, the student body voted to expend Wyrick funds on the project by a vote of 2009 in favor and 960 opposed; and

WHEREAS, funds exist in the Wyrick account to implement this project as approved by the students.

NOW, THEREFORE, BE IT RESOLVED, by the Board of Governors of Missouri State University that an expenditure of Wyrick funds, not to exceed \$105,600 as authorized by the Wyrick Commission and voted on by the students, be made to implement this project.

VOTE: **AYE** _____

NAY _____

COMMENTS: Four projects were submitted to the Wyrick Commission for review and approval. One proposal was recommended to President Smart for his review and approval and for inclusion in the ballot. The proposal was then brought before the student body for voting. Other submitted projects that were not approved include a Cheek Hall Study Room Renovation, with a projected cost of \$20,000, Lighting for the Pride Band/ROTC field, with an estimated cost of \$200,000, and the Purchasing of All-Weather Flags for Public Affairs Week, with an estimated cost of \$3,395. The total funds available, approximately \$125,123.00, will cover the cost of the Parking Counter Project. Any remaining fund balance from the FY15 Wyrick funds will be available for next year or subsequent years.

MISSOURI STATE UNIVERSITY

III.F.1.

BE IT RESOLVED by the Board of Governors for Missouri State University that the actions indicated for academic employees, as itemized below, are hereby approved.

RANKED FACULTY APPOINTMENT:

<u>Name</u>	<u>Position-Department</u>	<u>Salary</u>	<u>Effective</u>
Toby Dogwiler	Department Head Geography, Geology & Planning Professor with Tenure Geography, Geology & Planning	\$109,978 annually	06/15/15
Rick Brattin	Assistant Professor Computer Information Systems	\$115,000 annually	08/10/15
Andrea Hellman	Assistant Professor English	\$53,000 annually	08/10/15
Razib Iqbal	Assistant Professor Computer Science	\$72,500 annually	08/10/15
Christopher Kelts	Assistant Professor Music	\$52,000 annually	08/10/15
James Kratky	Assistant Professor Mathematics	\$56,000 annually	08/10/15
Kayla Lewis	Assistant Professor Reading, Foundations & Technology	\$52,000 annually	08/10/15
Kate Liszka	Assistant Professor History	\$57,000 annually	08/10/15
Christopher Lupfer	Assistant Professor Biology	\$55,000 annually	08/10/15
Robert Maddox II	Assistant Professor Counseling, Leadership & Special Education	\$52,500 annually	08/10/15

Academic Personnel Board Actions, cont'd.

Page 2

Taryne Mingo	Assistant Professor Counseling, Leadership & Special Education	\$55,000 annually	08/10/15
Daniel Simmons	Assistant Professor Communication	\$52,000 annually	08/10/15
Kip Thompson	Assistant Professor Master of Public Health	\$58,500 annually	08/10/15
Keiichi Yoshimatsu	Assistant Professor Chemistry	\$56,000 annually	08/10/15

UNRANKED FACULTY APPOINTMENTS (Term):

<u>Name</u>	<u>Position-Department</u>	<u>Salary</u>	<u>Effective</u>
Jokima Hiller	Instructor Hospitality & Restaurant Administration	\$50,000 annually	08/10/15 05/13/16
Kyle Miller	Instructor History	\$41,412 annually	08/10/15 05/13/16
John Rabon	Instructor Economics	\$42,500 annually	08/10/15 05/13/16

(See Addendum A for Per Course Faculty Appointments)

(See Addendum B for Summer Appointments)

(See Addendum C for Supplemental Payments)

RESIGNATIONS:

<u>Name</u>	<u>Position-Department</u>	<u>Effective</u>
Rose Allen	Assistant Professor Communication Sciences & Disorders	05/15/15

Academic Personnel Board Actions, cont'd.

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Angela Kohnen	Assistant Professor English	05/15/15
Michael Ramon	Instructor Criminology & Criminal Justice	05/15/15
Kevin Swift	Senior Instructor Media, Journalism & Film	05/16/15
QiongQiong Zhou	Assistant Professor Biomedical Sciences	05/15/15
Michael Scroggins	Senior Instructor Computer Science	05/13/16

RETIREMENTS:

<u>Name</u>	<u>Position-Department</u>	<u>Effective</u>
Timothy Bender	Professor Psychology	05/15/15
Michael Casey	Professor Music	05/15/15
Carol Gosselink	Associate Professor Psychology	05/15/15
D. Michael Leibert	Assistant Professor Management	05/15/15
James Moyer	Professor Religious Studies	05/15/15
Shujun Su	Professor Chemistry	05/15/15
Pamela Trewatha	Professor Agriculture	05/15/15
Cheryl Wrinkle	Senior Instructor Physics, Astronomy & Materials Science	05/15/15

DECEASED:

Eric Shade	Associate Professor Computer Science	03/28/15
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SABBATICALS:

The faculty members listed below are recommended for sabbatical leave. Faculty members receive full pay for leave of one semester or half to three-fourths pay for leave of full academic year.

Sean Lyman	Associate Professor Fall 2014 “Drawings Dealing with the Everyday and the Mundane.”
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Billie Follensbee	Professor Spring 2015 “Project about paraphernalia, practices, and ritual significance of fishing in early Mesoamerica.”
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Paris DePaepe	Professor Fall 2015 “Updating curriculum and publishing much needed articles to support improved services to persons with disabilities”
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Etta Madden	Professor Academic Year 2015-2016 “Engaging Italy: American Women Writers’ Utopian Activism, 1870-1910”
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CHANGE OF STATUS:

<u>Name</u>	<u>Position-Department</u>	<u>Action</u>	<u>Effective</u>
Malikah Marrus	From: Assistant Professor School of Social Work To: Clinical Assistant Professor School of Social Work	Change of Status	01/01/15
Dennis Schmitt	From: Professor Agriculture To: Faculty Emeritus Agriculture	Change of Status	01/01/15

Academic Personnel Board Actions, cont'd.

Page 5

Randall Wallace	<p>From: Associate Professor Reading, Foundations & Technology</p> <p>To: Faculty Emeritus Reading, Foundations & Technology</p>	<p>Change of Status</p>	04/01/15
Barry Cobb	<p>From: Clinical Assistant Professor Management \$70,000 annually</p> <p>To: Interim Department Head Management Clinical Assistant Professor Management \$70,000 annually (\$3,750 monthly supplemental)</p>	<p>Change of Status & Salary Adjustment</p>	05/19/15 07/31/16
Michael Casey	<p>From: Professor Music</p> <p>To: Faculty Emeritus Music</p>	<p>Change of Status</p>	06/01/15
Mark Biggs	<p>From: Department Head Media, Journalism & Film Associate Professor Media, Journalism & Film \$97,672 annually</p> <p>To: Associate Dean College of Arts & Letters Associate Professor Media, Journalism & Film \$101,330 annually</p>	<p>Change of Status & Salary Adjustment</p>	07/01/15

Academic Personnel Board Actions, cont'd.

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Michele Day	<p>From: Interim Director School of Social Work Associate Professor School of Social Work \$61,068 annually (\$2,131 monthly supplemental)</p> <p>To: Director School of Social Work Associate Professor School of Social Work \$95,000 annually</p>	<p>Change of Status & Salary Adjustment</p>	<p>07/01/15</p>
Christopher Herr	<p>From: Interim Department Head Theatre & Dance Professor Theatre & Dance \$66,100 annually (\$1,406 monthly supplemental)</p> <p>To: Department Head Theatre & Dance Professor Theatre & Dance \$90,000 annually</p>	<p>Change of Status & Salary Adjustment</p>	<p>07/01/15</p>
Keith Payne	<p>Department Head Defense & Strategic Studies Professor Defense & Strategic Studies (70% appointment) From: \$123,657 annually To: \$128,657 annually</p>	<p>Salary Adjustment</p>	<p>07/01/15</p>
Hillary Roberts	<p>Director Dietetics Internship Program Senior Instructor Biomedical Sciences</p>	<p>Continuation of Appointment</p>	<p>07/01/15 06/30/16</p>
Timothy Bender	<p>From: Professor Psychology</p> <p>To: Faculty Emeritus Psychology</p>	<p>Change of Status</p>	<p>08/01/15</p>

Carmen Boyd	Director Dietetics Program Assistant Professor Biomedical Sciences	Continuation of Appointment	08/01/15 07/31/16
John Chuckiak	Director Honors College Professor History	Continuation of Appointment	08/01/15 05/31/16
Thomas Plymate	From: Department Head Geography, Geology & Planning Professor Geography, Geology & Planning To: Faculty Emeritus Geography, Geology & Planning	Change of Status	08/01/15
Patrick Scott	Director Master of Public Administration Program Professor Political Science	Continuation of Appointment	08/10/15 05/13/16

REAPPOINTMENTS:

Non-tenured, unranked faculty, effective August 10, 2015 through May 13, 2016, unless otherwise noted.

COLLEGE OF ARTS AND LETTERS

Department of Art & Design

Roberta Lowe

Iwona Zalewska-Duszek

Instructor

Senior Instructor

Department of Communication

Lynn Borich	Instructor
Allison Coltharp	Senior Instructor
Nora Cox	Instructor
Gary Iman	Instructor
Jerri Kyle	Senior Instructor
Taleyna Morris	Instructor
Roberta Rowe	Senior Instructor
Heather Walters	Instructor

Department of English

Roberta Berry	Senior Instructor
Sara Burge	Instructor
Mara Cohen Ioannides	Senior Instructor
Tracy Dalton	Senior Instructor
Earl Holmer	Senior Instructor
Jennifer Murvin	Senior Instructor
Richard Neumann	Senior Instructor
Angelia Northrip-Rivera	Senior Instructor
Lori Rogers	Senior Instructor
John Turner	Senior Instructor
Michael Stowe	Senior Instructor

Department of Media, Journalism & Film

Jack Dimond	Senior Instructor
Leonard Horton	Instructor
Andrew Twibell	Instructor

Department of Modern & Classical Languages

Anne Colombo	Instructor
Melanie Kleeschulte	Visiting Instructor
Luis Lombilla	Senior Instructor
Blanca Martinez	Instructor
Weirong Schaefer	Senior Instructor
Corinne Shirley	Instructor
Dane Wallace	Instructor

Department of Music

Martin Morrison	Instructor
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Department of Theatre & Dance

Melinda Robinson

Instructor

COLLEGE OF BUSINESS

Department of Computer Information Systems

Sarah Evans

Instructor

Department of Finance & General Business

Nancy Allen

Senior Instructor

Russell Meek

Instructor

Department of Marketing

Sherry Cook

Senior Instructor

Chris Ellis

Instructor

Courtney Pham

Instructor

Patrick Sells

Instructor

Department of Technology & Construction Management

David Joswick

Senior Instructor

COLLEGE OF EDUCATION

Department of Childhood Education & Family Studies

Candace Fairbairn

Clinical Instructor

Department of Counseling, Leadership & Special Education

Amelia Chenoweth

Instructor

Marci Dowdy

Senior Instructor

Lyle Foster

Instructor

Michael Goeringer

Clinical Instructor

James Matthews

Instructor

Rebecca Smotherman

Instructor

Department of Reading, Foundations & Technology

Annice McLean

Senior Instructor

V. Jane Ward

Instructor

COLLEGE OF HEALTH & HUMAN SERVICES

Hillary Mayes	Instructor	07/01/15 06/30/16
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Todd Daniel	Instructor	07/01/15 06/30/16
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Department of Biomedical Sciences

Rickey Albaugh	Clinical Assistant Professor	07/01/15 06/30/16
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Natalie Allen	Clinical Instructor	
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Rebecca Allen	Instructor	07/01/15 06/30/16
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Ivy Fitzgerald	Instructor	
Nicole Hendrickson	Instructor	
Sarah Murray	Senior Instructor	
Daniela Novotny	Instructor	
Hillary Roberts	Senior Instructor	
Joseph Williams	Instructor	

Department of Communication Sciences & Disorders

Sarah Barber	Clinical Assistant Professor	
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Elisabeth Bell	Clinical Assistant Professor	07/01/15 06/30/16
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Edith Bobbitt-Boyce	Clinical Assistant Professor	07/01/15 06/30/16
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Deborah Cron	Clinical Assistant Professor	07/01/15 06/30/16
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Karen Engler	Clinical Professor	07/01/15 06/30/16
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Jennifer Kerr	Clinical Assistant Professor	07/01/15 06/30/16
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Tara Oetting	Clinical Associate	07/01/15
	Professor	06/30/16
Mary Oswalt	Clinical Professor	07/01/15
		06/30/16
Lynne Schenk	Clinical Instructor	07/01/15
		06/30/16

Department of Kinesiology

Amy Blansit	Instructor
Stacy Goddard	Instructor
Kirsten Hatz	Senior Instructor
Michael Keltner	Instructor
Larry Mays	Instructor

Department of Nursing

Jan Atwell	Clinical Instructor
Louise Bigley	Clinical Instructor
Carol Daniel	Clinical Instructor
Carolyn Graves	Clinical Instructor
Maria Kenneally	Clinical Assistant
	Professor
Kathryn Patterson	Clinical Assistant
	Professor
Lucretia Smith	Clinical Instructor
Danita Todd	Clinical Instructor

Department of Psychology

Tanya Whipple	Senior Instructor
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School of Social Work

Jannette Eldred	Clinical Instructor
Malikah Marrus	Clinical Assistant
	Professor
Regina Russell	Clinical Instructor

Lisa Street

Clinical Assistant
Professor

Dwayne Walker

Visiting Clinical
Instructor

Department of Sports Medicine & Athletic Training

Tara Boehne

Clinical Assistant
Professor

07/01/15
06/30/16

Traci Garrison

Clinical Instructor

Allen Liggett

Clinical Assistant
Professor

07/01/15
06/30/16

Kristin Tivener

Clinical Instructor

COLLEGE OF NATURAL & APPLIED SCIENCE

Department of Biology

Laura Bowe

Instructor

Department of Computer Science

Michael Scroggins

Senior Instructor

Department of Geography, Geology & Planning

Linnea Iantria

Instructor

Department of Mathematics

Patti Blanton

Instructor

COLLEGE OF HUMANITIES & PUBLIC AFFAIRS

Department of Economics

Scott Bloom

Instructor

Julie Galloway

Senior Instructor

Per Norander

Senior Instructor

Department of History

Jeremy Neely

Instructor

Department of Philosophy

Michael Boyle

Instructor

Department of Religious Studies

Lora Hobbs

Senior Instructor

Micki Pulleyking

Senior Instructor

GRANTED TENURE:

(Effective August 10, 2015, unless otherwise noted)

COLLEGE OF ARTS AND LETTERS

Department of Music

Christopher Thompson

Associate Professor

Department of Theatre & Dance

Sarah Wiggin

Assistant Professor

COLLEGE OF BUSINESS

Department of Marketing

Georg Hamwi

Assistant Professor

COLLEGE OF EDUCATION

Greenwood Laboratory School

Melinda Hammerschmidt

Instructor

COLLEGE OF HEALTH & HUMAN SERVICES

Department of Psychology

Melissa Fallone

Assistant Professor

PROMOTIONS:

Change of academic rank (new rank indicated)

(Effective August 10, 2015 unless otherwise noted)

COLLEGE OF ARTS AND LETTERS

Department of Communication

Lynn Borich

Senior Instructor

Nora Cox

Senior Instructor

Department of English

Lanette Cadle

Professor

Lanya Lamouria

Associate Professor

Sara Burge

Senior Instructor

Department of Modern & Classical Languages

Corinne Shirley

Senior Instructor

Department of Music

Christopher Thompson

Professor

Department of Theatre & Dance

Ruth Barnes

Professor

Kurt Heinlein

Professor

Sarah Wiggin

Associate Professor

COLLEGE OF BUSINESS

Department of Computer Information Systems

Sarah Evans

Senior Instructor

Department of Marketing

Georg Hamwi

Associate Professor

Courtney Pham

Senior Instructor

COLLEGE OF EDUCATION

Department of Childhood Education & Family Studies

Denise Cunningham

Professor

Candace Fairbairn

Clinical Assistant Professor

Department of Counseling, Leadership & Special Education

Kim Finch

Associate Professor

COLLEGE OF HEALTH & HUMAN SERVICES

Department of Biomedical Sciences

Joseph Williams

Senior Instructor

Department of Nursing

Rhea Felicilda

Associate Professor

Department of Psychology

Melissa Fallone

Associate Professor

Danae Hudson

Professor

COLLEGE OF HUMANITIES & PUBLIC AFFAIRS

Department of Political Science

David Romano

Professor

COLLEGE OF NATURAL & APPLIED SCIENCE

Department of Biology

Miles Barnhart

Distinguished Professor

Laura Bowe

Senior Instructor

Department of Geography, Geology & Planning

Douglas Gouzie

Professor

Linnea Iantria

Senior Instructor

Kevin Mickus

Distinguished Professor

Department of Mathematics

Patti Blanton

Senior Instructor

Vote: _____ Yea

_____ Nay

COMMENTS:

Rick Brattin, Assistant Professor, Computer Information Systems

Ph.D. University of Arkansas, 2012
M.S. Missouri State University, 1999
B.S. Missouri State University, 1990

Experience: 2005 – present, Part Time Faculty, University of Arkansas, Fayetteville, Arkansas; 2008 – present, Per Course Faculty, Missouri State University.

Toby Dogwiler, Department Head, Geography, Geology & Planning, Professor with Tenure, Geography, Geology & Planning

Ph.D. University of Missouri, 2002
M.S. Mississippi State University, 1998
B.A. Wittenberg University, 1996

Experience: 2010 – present and 2007 – 2008, Chair, Department of Geoscience, Winona State University, Winona, Minnesota 2011 – present, Professor, Winona State University; 2006 – 2011, Associate Professor, Winona State University; 2002 – 2006, Assistant Professor, Winona State University; 2002 – present, Director, Southeast Minnesota Water Resources Center, Winona State University; 2012 – 2013, Interim Program Director, Professional Science Master's program, Winona State University; 2007 – present, Adjunct Faculty, Illinois State University; 2000 – 2011, Instructor, University of Missouri-Columbia; 1998, Instructor, Mississippi State University.

Andrea Hellman, Assistant Professor, English

Ed.D. Boston University, 2008
M.A. József Attila University, 1990

Experience: 2011 – present, Instructor, Missouri State University; 2008 – 2011, Assistant Professor, Missouri Southern State University, Joplin, Missouri; 2008 – 2012, Research Associate, Missouri Southern State University; 2008, Adjunct Faculty, Drury University, Springfield, Missouri; 1997 – 2004, Assistant Professor of EFL, Quinsigamond Community College, Worcester, Massachusetts; 1997 – 2001, Director of EFL, Anna Maria College, Paxton, Massachusetts; 1992 – 1997, Adjunct Faculty, Quinsigamond Community College; 1994 – 1997, Workplace Ed Site Coordinator, Quinsigamond Community College; 1991 – 2001, Co-Director, Emma House, Worcester, Massachusetts; 1990 – 1992, Substitute Teacher Pre K-K, Rainbow Child Development Center, Worcester, Massachusetts.

Razib Iqbal, Assistant Professor, Computer Science

Ph.D. University of Ottawa, Canada, 2011

M.S. University of Ottawa, Canada, 2006

B.S. North South University, Bangladesh, 2003

Experience: 2014 – 2015, Assistant Professor, Valley city State University, Valley City, North Dakota; 2005 – 2010, Research Assistant, University of Ottawa, Canada; 2005 – 2010, Teaching Assistant, University of Ottawa, Canada; 2004, Instructor, North South University, Bangladesh; 2003 – 2004, Teaching Assistant, North South University, Bangladesh.

Christopher Kelts, Assistant Professor, Music

D.M.A. University of Missouri-Kansas City, 2010

M.M. Illinois State University, 2005

B.M. Missouri State University, 2002

Experience: 2011 – present, Assistant Professor, Director of Orchestras, Washburn University, Topeka, Kansas; 2010 – 2011, Lecturer, Interim Director of Orchestras, Washburn University; 2009 – 2010, Adjunct Faculty, Benedictine College, Atchison, Kansas; 2007 – present, Coach student chamber music ensembles, Heartland Summer Chamber Music Festival; 2008, Coach student chamber music ensembles and string orchestra, University Academy of Kansas City; 2002 – 2005, Graduate Teaching Assistant, Illinois State University, Normal, Illinois; 2002, Sabbatical replacement, Illinois, State University; 1996 – 2012, Personal viola studio; 2010 – present, Music Director/Conductor, Kinnor Philharmonic Orchestra, Overland Park, Kansas; 2008 – present, Music Director/Conductor, Kansas City Civic Orchestra; 2007 – present, Conductor of Academy Orchestras, Heartland Summer Chamber Music Academy, Kansas City, Missouri.

James Kratky, Assistant Professor, Mathematics

M.A. Western Michigan University, 2011

B.S. Ferris State University, 2005

A.A.S. Northwestern Michigan College, 2003

2012 – 2013, Workshop Instructor, Michigan Mathematics Rural Area Project, Gaylord, Michigan; 2011 – 2012, Teaching Assistant/Instructor, Western Michigan University, Kalamazoo, Michigan; 2006 – 2008, Mathematics Instructor, Upward Bound Summer Program, Traverse City, Michigan; 2008, Long-term Substitute Teacher, Traverse City Area Public Schools; 2006 – 2008, Mathematics Instructor, The Leelanau School, Glen Arbor, Michigan; 2006, Long-term Substitute Teacher, Traverse City Area Public Schools, Traverse City, Michigan.

Kayla Lewis, Assistant Professor, Reading, Foundations & Technology

M.S. Ed. Missouri State University, 2002

B.S. Ed. Missouri State University, 1999

Experience: 2011 – present, Literacy Coach, Republic, Missouri; 2014, Per Course Faculty, Missouri State University; 2011 – 2012, Per Course Faculty, Missouri State University; 2010 – 2011, Literacy Coach, Reading Recovery Teacher, Republic, Missouri; 2010, Per Course Faculty, Missouri State University; 2009 – 2010, Full-Time Instructor, Missouri State University; 2006 – 2009, Per Course Faculty, Missouri State University, 1999 – 2003, First Grade Teacher, Republic, Missouri; 2003 – 2009, Second Grade Teacher, Republic, Missouri; 2003, Per Course Faculty, Missouri State University.

Kate Liszka, Assistant Professor, History

Ph.D. University of Pennsylvania, 2012

M.A. University of Pennsylvania, 2007

B.A. Pennsylvania State University, 2001

Experience: 2012 – 2015, Postdoctoral Fellow and Lecturer, Princeton University, Princeton, New Jersey; 2008 – 2010, Part-time Instructor, Loyola University, Chicago, Illinois; 2007 -2008, Adjunct Faculty, Roosevelt University, Chicago, Illinois; 2003 – 2007, Teaching Assistant, University of Pennsylvania, Philadelphia, Pennsylvania.

Christopher Lupfer, Assistant Professor, Biology

Ph.D. Oregon State University, 2009

B.S. Brigham Young University-Idaho, 2004

Experience: 2009 – present, Postdoctoral Fellow, St. Jude Children's Research Hospital, Memphis, Tennessee; Fall 2014, Adjunct Assistant Professor, Rhodes College, Memphis, Tennessee; Spring 2014, Visiting Assistant Professor, Rhodes College; 2005 – 2009, Graduate Research Assistant, Oregon State University, Corvallis, Oregon; 2008, Teaching Assistant, Oregon State University.

Robert Maddox II, Assistant Professor, Counseling, Leadership & Special Education

Ed.S. Southeast Missouri State University, 2011

M.A. Southeast Missouri State University, 2009

B.S. Missouri State University, 2005

Experience: 2014, Instructor, University of Wyoming, Laramie, Wyoming; 2014, Teaching Assistant, University of Wyoming; 2014, Adjunct Instructor, University of Wyoming; 2012 – 2013, Guest Lecturer, University of Wyoming; 2013, Teaching Assistant, University of Wyoming; 2008, Guest Lecturer, Southeast Missouri State University, Cape Girardeau, Missouri.

Taryne Mingo, Assistant Professor, Counseling, Leadership & Special Education

Ed.S. University of Georgia, 2010

M.Ed. University of Georgia, 2009

B.S. University of Georgia, 2007

B.A. University of Georgia, 2007

Experience: 2009 – 2010, Professional School Counselor, Benton Elementary School; 2010 – present, Professional School Counselor, South Jackson Elementary School, 2013 – present, Guest Lecturer, University of Georgia, Athens, Georgia; 2014 – present, Doctoral Clinical Supervisor, University of Georgia; 2014, Graduate Teaching Assistant, University of Georgia.

Daniel Simmons, Assistant Professor, Communication

Ph.D. Southern Illinois University, 2008

M.A. Texas Tech University, 2004

B.A. West Texas A&M University, 2002

Experience: 2010 – present, Assistant Professor, Angelo State University, San Angelo, Texas; 2009 – 2010, Assistant Professor, Eastern New Mexico University; 2008 – 2009, Visiting Assistant Professor, San Jose State University; 2004 – 2008, Graduate Teaching Assistant, Southern Illinois University, Carbondale; 2002 – 2004, Graduate Teaching Assistant, Texas Tech University; 2002 – 2004, Forensics Graduate Assistant, Texas Tech University.

Kip Thompson, Assistant Professor, Master of Public Health

Ph.D. University of South Alabama, 2000

M.P.H Missouri State University, 2014

M.S. Missouri State University, 1993

B.S.Ed. Missouri State University, 1989

Experience: 2004 – present, Lead Instructor, Ozarks Technical Community College; 2000 – 2004, Instructor, Ozarks Technical Community College; 1999 – present, Adjunct Instructor, Drury University Graduate School; 1998 – present, Adjunct Instructor, Online Instruction, Columbia College, Columbia, Missouri; 2011 – 2012, Director of Public Health, US Army Central Command, Camp Arifjan, Kuwait; 2011 – present, Major, United States Army Reserves, 983rd Medical Detachment, Preventative medicine, St. Paul, Minnesota – Commander; 2009 – 2011, Major, United States Army Reserves, 330th Medical Brigade, Chicago, Illinois – Staff Preventive Medicine Officer; 2008 – 2009, Captain, United States Army Reserves, 139th Medical Group, Independence, Missouri – HHD Commander; 2007 – 2008, Chief, Preventive Medicine Services, Task Force Medical Falcon, Camp Bondsteel, Kosovo – North Atlantic Treaty Organization; 2001 – 2007, Captain, United States Army Reserves, 14th Medical Detachment, Preventive Medicine, Springfield, Missouri – Commander; 1999 – 2000, High School Science Teacher, Springfield R-12 Schools, Springfield, Missouri; 1995 – 1997, Departmental Fellow, Department of Marine Sciences, University of South Alabama; 1993 – 1995, Research Assistant, University Programs, Dauphin Island Sea Lab; 1993, Teaching Assistant, University Programs, Dauphin Island Sea Lab; 1992 – 1993, Research Assistant, Missouri State University; 1991 – 1992, Reaching Assistant, Missouri State University; 1989 – 1991, High School Science Teacher, Ash Grove R-IV Schools, Ash Grove, Missouri.

Keiichi Yoshimatsu, Assistant Professor, Chemistry

Ph.D. Lund University, 2009

B.E. Tokyo University of Agriculture and Technology, 2004

Experience: 2010 – present, Postdoctoral Research, University of California, Irvine, California; 2009 – 2010, Postdoctoral Research, National Institute for Materials Science, Japan; 2004 – 2009, Graduate Research, Lund University, Sweden; 2003 – 2004, Undergraduate Research, Tokyo University of Agriculture and Technology, Japan; 2004, Teaching Assistant, Tokyo University of Agriculture and Technology; 2000 – 2003, Part-time Math/Science Tutor, Tokyo University of Agriculture and Technology.

ADDENDUM A

The following have been appointed as Per Course Faculty for the fall semester August 11, 2014 through December 12, 2014.

<u>Name</u>	<u>Department</u>	<u>Salary</u>
Bradley, Robert	Theatre & Dance	\$500.00

The following have been appointed as Per Course Faculty for the spring semester January 5, 2015 through May 15, 2015.

<u>Name</u>	<u>Department</u>	<u>Salary</u>
Aho, Kyle	Music	\$4,062.00
Ampleman, James	Management	\$3,520.00
Anderson, Jason	Counseling, Leadership & Special Education	\$2,745.00
Applequist, John	Criminology & Criminal Justice	\$2,420.00
Auguston, Darice	Music	\$ 539.00
Babbitt, Kevin	Communication	\$1,045.00
Baedke, Jesse	Biomedical Sciences	\$1,430.00
Baltes, Jennifer	Psychology	\$1,540.00
Barnes, Kenneth	Computer Information Systems	\$1,540.00
Barnett, Helen	Sociology & Anthropology	\$2,145.00
Bennett, Susan	Theatre & Dance	\$1,980.00
Borich, Michael	Media, Journalism & Film	\$2,754.00
Botsford, Diana	Media, Journalism & Film	\$ 275.00
Bradley, Karla	Nursing	\$16,427.00
Brammer, Ronald	Music	\$2,860.00
Brocaille, Nicole	Psychology	\$3,410.00
Brown, Bryan	Communication	\$ 990.00
Brown, Gina	Childhood Education & Family Studies	\$1,540.00
Bruce, Richard	Technology & Construction Management	\$3,355.00
Brunner, Judy	Reading, Foundations & Technology	\$2,338.00
Buergler, Melanie	Psychology	\$3,465.00
Burnett, Thomas	Kinesiology	\$5,658.00
Cabrera Hurtado, Juan	Modern & Classical Languages	\$2,448.00
Campbell, Stephanie	Psychology	\$2,745.00
Capeci, Dominic	History	\$6,266.00
Carlson, Emilia	Foreign Language Institute	\$2,448.00
	Theatre & Dance	\$ 385.00
Clemons, Lachelle	Counseling, Leadership & Special Education	\$4,095.00

Academic Personnel Board Actions, cont'd.

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Coker, Whitney	Communication	\$2,200.00
Coleman, Courtney	Biology	\$4,542.00
Collins, Jeffrey	Music	\$5,554.00
Conrad, Kimberly	Psychology	\$2,445.00
Cook, Heather	English	\$1,100.00
Corcoran, William	Geography, Geology & Planning	\$19,415.00
Cover, Joseph	English	\$1,155.00
Cutright, Joyce	Agriculture	\$2,100.00
Davis, Jason	Chemistry	\$4,848.00
De Azeredo Moura, Isabel	Foreign Language Institute	\$3,848.00
DeWitt, Thomas	Agriculture	\$3,200.00
Dibble, Laurel	Media, Journalism & Film	\$1,045.00
Dou, Xiaozheng	Chemistry	\$4,848.00
Elliott, Travis	Agriculture	\$5,665.00
Elliston, Hiromi	Foreign Language Institute	\$7,544.00
Fan, Jinzi	Foreign Language Institute	\$2,448.00
Faust, Kristine	Biomedical Sciences	\$ 770.00
Foster, Jeffrey	Psychology	\$1,705.00
French, Gregory	History	\$1,224.00
Frietze, Joseph	Graduate College	\$ 715.00
	Psychology	\$1,650.00
George, Larry	Honors College	\$3,200.00
Gibson, Melissa	Childhood Education & Family Studies	\$ 880.00
Gillis, Derek	Chemistry	\$3,232.00
Gratton, Andrew	Technology & Construction Management	\$3,000.00
Groves, Jeffrey	Graduate College	\$ 990.00
Guilliams, Marcia	Computer Information Systems	\$5,225.00
Hackenwerth, William	Counseling, Leadership & Special Education	\$2,745.00
Hall, David	Management	\$3,000.00
Happel, Rachel	Psychology	\$1,705.00
Harrison, Glenda	Sociology & Anthropology	\$2,530.00
Herbert, Jonathan	English	\$1,045.00
Herrell, Justin	Counseling, Leadership & Special Education	\$ 915.00
Herring, Sean	English	\$5,284.00
Hill, Pamela	Outreach	\$1,400.00
Hoang, Tung	Chemistry	\$4,848.00
Hobbs, Lacy	Agriculture	\$3,600.00
Holcomb, Kazumi	Foreign Language Institute	\$3,448.00
Hooker, Tristin	English	\$1,100.00
Houser, Brett	English	\$2,570.00
Howard, Amber	Reading, Foundations & Technology	\$1,155.00

Academic Personnel Board Actions, cont'd.

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Ice, Whitney	Theatre & Dance	\$2,145.00
Jacobson, Carol	English	\$1,100.00
Johnston, Glenda	Mathematics	\$2,624.00
Jones, Elaine	Technology & Construction Management	\$3,685.00
Kear, Dennis	Reading, Foundations & Technology	\$29,444.00
Keller, Ted	Geography, Geology & Planning	\$3,850.00
Kent, Stacey	Social Work	\$2,445.00
Kepley, Michael	Computer Information Systems	\$4,345.00
Kitchen, Jonathan	English	\$1,210.00
Knaup, Kayce	Counseling, Leadership & Special Education	\$1,595.00
Kopp, Kevin	Counseling, Leadership & Special Education	\$ 915.00
Krumme, Gregg	Biomedical Sciences	\$3,886.00
Lakin, Brenda	Counseling, Leadership & Special Education	\$3,410.00
Lambert, Lauren	Communication	\$2,090.00
Legitt, Stephen	Media, Journalism & Film	\$1,155.00
Limcher, Jenny	Foreign Language Institute	\$2,448.00
	Management	\$3,000.00
Liu, Fan	Foreign Language Institute	\$2,448.00
Loffler, Robert	Music	\$2,525.00
Mallahan, Carly	Music	\$2,145.00
Mann, Natalya	Foreign Language Institute	\$5,308.00
Marcelo, Aimee	Computer Information Systems	\$ 770.00
Mattix, Lora	English	\$2,090.00
McBride, Nancy	Counseling, Leadership & Special Education	\$5,490.00
McCracken, Ramey	English	\$8,471.00
McDonald, Scott	Finance & General Business	\$2,310.00
McIntire, Carolyn	Childhood Education & Family Studies	\$2,640.00
McRae, Jennifer	Sports Medicine & Athletic Training	\$2,295.00
Miller, Arden	Psychology	\$2,035.00
Miller, Myra	Management	\$2,255.00
Mitchell, Molinda	English	\$3,799.00
Munoz, Leigh	Music	\$1,515.00
Murphy, Lindsey	Childhood Education & Family Studies	\$1,320.00
Murray, Kathleen	Music	\$4,590.00
Nichols, Carl	Mathematics	\$3,024.00
Niekamp, Melissa	Nursing	\$4,980.00
Nivens, Jesse	Art & Design	\$2,948.00
Ochieng, Marrie	Art & Design	\$4,896.00
Orchard, Patrica	Childhood Education & Family Studies	\$ 385.00
Ortiz, Ana	Modern & Classical Languages	\$2,448.00
Owenby, Drucilla	Computer Information Systems	\$3,465.00

Academic Personnel Board Actions, cont'd.

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Parker, Lane	Technology & Construction Management	\$1,485.00
Pearce, Amy	Biomedical Sciences	\$3,667.00
Pennington, David	Communication	\$2,200.00
Pettijohn, James	Finance & General Business	\$2,035.00
Pettus, Julie	Computer Information Systems	\$3,190.00
Philibert, Nanette	Management	\$1,980.00
Porter, Patricia	Technology & Construction Management	\$3,000.00
Prosono, Marvin	Sociology & Anthropology	\$2,035.00
Qualls, Lisa	Music	\$4,840.00
Qualls, Lisa	Music	\$7,344.00
Quirk, Brady	Counseling, Leadership & Special Education	\$1,650.00
Rakowski, Karen	Sports Medicine & Athletic Training	\$4,800.00
Range, Brett	Counseling, Leadership & Special Education	\$2,745.00
Rapp, Kelly	Psychology	\$1,815.00
Rasmussen, Jamie	Criminology & Criminal Justice	\$3,355.00
Reece, Lisa	Chemistry	\$6,713.00
Rippee, Reeda	Counseling, Leadership & Special Education	\$ 660.00
Rivera-Cruz, Berenice	Biomedical Sciences	\$ 500.00
Ross, Erin	Music	\$ 472.00
Ruggiero, Giulianella	Foreign Language Institute	\$4,048.00
Russell, Timothy	Agriculture	\$1,800.00
Salchow, Jason	Agriculture	\$4,200.00
Scales, Megan	Sociology & Anthropology	\$8,030.00
Scheele, Robert	Computer Information Systems	\$4,180.00
Scott, Shari	Counseling, Leadership & Special Education	\$ 880.00
Smith, Sean	Technology & Construction Management	\$4,595.00
Smith, Susan	Political Science	\$5,060.00
Soto, Stephen	Management	\$1,485.00
St. Pierre, Laurine Grace	Music	\$4,039.00
Starnes, David	Theatre & Dance	\$1,925.00
Stein, James	Biomedical Sciences	\$2,877.00
Stockburger, David	Psychology	\$1,100.00
Stotsbery, Lawrence	Music	\$1,262.00
Stout, Kristen	Communication	\$ 990.00
Strickler, John	Music	\$2,839.00
Stubbs, Sue	Music	\$1,616.00
Stulce, Tara	Biomedical Sciences	\$1,100.00
Summers, A. Lawrence	Management	\$6,000.00
Sutliff, Jackson	English	\$7,096.00
Svaranowic, George	Management	\$ 863.00
Taylor, Amanda	Music	\$5,301.00

Academic Personnel Board Actions, cont'd.

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Teghtmyer, Nicole	English	\$1,100.00
Thomas, Michael	Kinesiology	\$4,000.00
Tindle, Tracy	Reading, Foundations & Technology	\$1,650.00
Tintocalis, Stacy	English	\$2,145.00
Tomlinson, Lena	Counseling, Leadership & Special Education	\$1,375.00
Turner, Melissa	Management	\$4,070.00
Turpin, Barbara	Psychology	\$3,575.00
Tyra, Dudley	Communication	\$2,365.00
Wear, Sheila	Agriculture	\$ 800.00
Wells, Jeffery	Fashion & Interior Design	\$9,000.00
Whittaker, Lyle	Agriculture	\$2,400.00
Wiles, Mike	Agriculture	\$2,000.00
Wyrick, Thomas	Economics	\$11,314.00
Yoojin, Jo	Foreign Language Institute	\$2,448.00

The following have been appointed as Per Course Faculty for the fall semester August 10, 2015 through December 11, 2015.

<u>Name</u>	<u>Department</u>	<u>Salary</u>
Adams, Carly	Marketing	\$6,000.00
Bishop, Rhonda	Childhood Education & Family Studies	\$2,745.00
Borich, Michael	Media, Journalism & Film	\$2,754.00
Boyer, Mark	Religious Studies	\$2,754.00
Brown, Gina	Childhood Education & Family Studies	\$2,445.00
Dibble, Laurel	Media, Journalism & Film	\$2,754.00
Elkins, Kenneth	Religious Studies	\$2,448.00
Embree, David	Religious Studies	\$4,896.00
Fugitt, John	Religious Studies	\$2,448.00
Goodale, Deborah	Finance & General Business	\$3,000.00
	Marketing	\$3,000.00
Hammons, David	Marketing	\$8,100.00
Kennell, Everett	Media, Journalism & Film	\$4,896.00
Martinez, Mark	Media, Journalism & Film	\$2,754.00
Maxfield, Michael	Media, Journalism & Film	\$4,896.00
McDonald, Scott	Finance & General Business	\$3,000.00
Pettijohn, James	Finance & General Business	\$11,572.00
Rice, Judith	History	\$2,365.00
Rogers, Valorie	Management	\$3,000.00
Schaefer, Michele	College of Business	\$4,500.00

ADDENDUM B

The following have been appointed as Summer Faculty for the summer semester June 1, 2015 through July 31, 2015

<u>Name</u>	<u>Department</u>	<u>Salary</u>
Abidogun, Jamaine	History	\$4,616.00
Adamson, Stanley	Finance & General Business	\$ 375.00
Anderson, Wayne	Finance & General Business	\$12,463.00
Artman, Amy	Religious Studies	\$2,700.00
Ashcroft, Paul	School of Accountancy	\$10,979.00
Baldwin, Julie	Criminology & Criminal Justice	\$7,000.00
Barreda, Albert	Hospitality & Restaurant Administration	\$6,000.00
Basu Roy, Subhasree	Economics	\$6,000.00
Bauman, Isabelle	Communication	\$4,505.00
Beatty, Nick	Political Science	\$5,069.00
Belshoff, Richard	Mathematics	\$5,751.00
Berg, Susan	Nursing	\$1,920.00
Berquist, Charlene	Communication	\$12,254.00
Bhattacharyy, Guatam	Chemistry	\$6,000.00
Black, Alice	Geography, Geology & Planning	\$9,089.00
Blanton, Patti	Mathematics	\$2,766.00
Borich, Lynn	Communication	\$2,911.00
Borich, Michael	Media, Journalism & Film	\$2,754.00
Bosch, Eric	Chemistry	\$2,227.00
Bourhis, John	Communication	\$6,858.00
Bowe, Laura	Biology	\$3,708.00
Boyle, Michael	Philosophy	\$3,024.00
Brahnam, S. Berlin	Computer Information Systems	\$5,250.00
Brazeal, LeAnn	Communication	\$8,069.00
Breault, Rick	Reading, Foundations & Technology	\$8,374.00
Brock, Timothy	Geography, Geology & Planning	\$6,000.00
Bunn, Roger	Mathematics	\$6,210.00
Burnett, Melissa	Marketing	\$11,100.00
Byrd, David	School of Accountancy	\$ 458.00
Byrd, Sandra	School of Accountancy	\$18,503.00
Cagle, Michael	Mathematics	\$2,424.00
Camp, Deanne	Reading, Foundations & Technology	\$16,227.00
Carr, Sylvia	Mathematics	\$6,426.00
Chang, Ching-Wen	Reading, Foundations & Technology	\$9,135.00
Chin, Mary	Marketing	\$7,376.00

Academic Personnel Board Actions, cont'd.

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Chuchiak, John	History	\$5,419.00
	Honors College	\$9,140.00
Clark, Ronald	Marketing	\$8,836.00
Cobb, Barry	Management	\$1,680.00
Cook, Sherry	Marketing	\$3,712.00
Corcoran, William	Geography, Geology & Planning	\$9,430.00
Cox, Nora	Communication	\$2,826.00
Crafts, Daniel	Hospitality & Restaurant Administration	\$5,187.00
Crain, Susan	Finance & General Business	\$1,000.00
Cuebas, Dean	Chemistry	\$4,195.00
De La Hoz De La Hoz, Helena	Chemistry	\$3,300.00
DeBode, Jason	Management	\$ 750.00
Dicke, Thomas	History	\$10,712.00
Dillon, Randy	Communication	\$12,118.00
Dimond, Jack	Media, Journalism & Film	\$3,206.00
Dreyer-Lude, Melanie	Theatre & Dance	\$6,000.00
Dudash, Elizabeth	Communication	\$4,440.00
Dyer, Samuel	Communication	\$4,505.00
Easdon, Jerry	Chemistry	\$5,680.00
Ellickson, Mark	Political Science	\$10,493.00
Foreman, Elizabeth	Philosophy	\$6,000.00
Foster, Lyle	Sociology & Anthropology	\$3,168.00
Garland, Brett	Criminology & Criminal Justice	\$13,588.00
Gartin, Pat	Criminology & Criminal Justice	\$1,958.00
Gebken, Richard	Technology & Construction Management	\$6,075.00
Goddard, Stacy	Kinesiology	\$ 924.00
Goerndt, Michael	Agriculture	\$6,000.00
Goodwin, David	Reading, Foundations & Technology	\$8,774.00
Gouzie, Douglas	Geography, Geology & Planning	\$4,548.00
Grander, Michele	Management	\$12,248.00
Greene, Brian	Biology	\$4,455.00
Gutzke, David	History	\$5,853.00
Haggard, Kelly	Finance & General Business	\$9,543.00
Hallgren, Deanna	Childhood Education & Family Studies	\$2,445.00
Hammond, Michael	School of Accountancy	\$12,012.00
Hamwi, Georg	Marketing	\$ 750.00
Harbaugh, Adam	Mathematics	\$5,488.00
Harris, Shawn	School of Accountancy	\$3,000.00
Harsha, Phillip	School of Accountancy	\$7,500.00
Hass, Aida	Criminology & Criminal Justice	\$12,854.00
Heinlein, Kurt	Theatre & Dance	\$9,736.00

Academic Personnel Board Actions, cont'd.

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Henary, Sara	Political Science	\$6,000.00
Hermans, Charles	Marketing	\$16,422.00
Herring, Tara	Biology	\$3,150.00
Hickey, Dennis	Political Science	\$13,974.00
High, Brian	Chemistry	\$3,191.00
Hiller, Jokima	Hospitality & Restaurant Administration	\$3,750.00
Hines, Christopher	School of Accountancy	\$9,000.00
Hopper, Tina	Biology	\$2,550.00
Hubbard, Kevin	Technology & Construction Management	\$16,090.00
Hurst, Beth	Reading, Foundations & Technology	\$6,069.00
Iman, Gary	Communication	\$5,435.00
Jackson, Wendy	Social Work	\$2,445.00
Johnston, Ahren	Marketing	\$12,650.00
Jones, Jeffrey	Finance & General Business	\$9,750.00
Jones, Martin	Technology & Construction Management	\$5,830.00
Jones, Steven	Reading, Foundations & Technology	\$11,228.00
Jutla, Rajinder	Geography, Geology & Planning	\$5,155.00
Karuppan, Corinne	Management	\$ 750.00
Kaula, Rajeev	Computer Information Systems	\$3,021.00
Keith, Nancy	Marketing	\$8,066.00
Keller, Anthony	School of Accountancy	\$8,385.00
Keller, Carl	School of Accountancy	\$19,008.00
Keltner, Michael	Kinesiology	\$ 909.00
Kemp, Paula	Mathematics	\$20,000.00
Kenneally, Maria	Nursing	\$2,880.00
Keys, Amanda	Social Work	\$3,900.00
Killion, J Kurt	Mathematics	\$7,668.00
Kilmer, Shelby	Mathematics	\$11,808.00
Kim, Kyoungtae	Biology	\$7,350.00
Kyle, Jerri	Communication	\$9,069.00
Leamy, Diane	Criminology & Criminal Justice	\$6,391.00
LeBarr, Cameron	Music	\$6,000.00
Lopez, Joyce	Management	\$6,553.00
Maher, Sean	Biology	\$6,000.00
Maier, Melissa	Communication	\$3,882.00
McLean, Annice	Reading, Foundations & Technology	\$6,719.00
Meek, Russell	Finance & General Business	\$3,375.00
Mehany, Mohamed	Technology & Construction Management	\$11,500.00
Merrigan, Michael	Management	\$4,500.00
Michelfelder, Gary	Geography, Geology & Planning	\$6,000.00
Miller, F. Thornton	History	\$10,679.00

Academic Personnel Board Actions, cont'd.

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Morgan, Michelle	History	\$8,078.00
Morris, Eric	Communication	\$5,808.00
Morris, Taleyna	Communication	\$5,329.00
Mosier, Samantha	Political Science	\$6,000.00
Nelson, Eric	History	\$10,733.00
Nelson, Walt	Finance & General Business	\$14,117.00
Niekamp, Melissa	Nursing	\$3,000.00
Nixon, Sarah	Reading, Foundations & Technology	\$6,674.00
Norander, Stephanie	Communication	\$4,380.00
	Provost's Office	\$4,380.00
Oatman, David	Kinesiology	\$5,410.00
Oden, Debra	School of Accountancy	\$21,997.00
Olson, Stevan	School of Accountancy	\$17,734.00
Pace, Glenn	Management	\$4,776.00
Parker, Richard	Marketing	\$18,458.00
Pavlowsky, Robert	Geography, Geology & Planning	\$5,919.00
Peterson, Dane	Marketing	\$6,597.00
Pettijohn, James	College of Business	\$9,500.00
Pham, Courtney	Marketing	\$10,400.00
Philpot, James	Finance & General Business	\$22,793.00
Piston, William	History	\$5,334.00
Pursley, Jennifer	Mathematics	\$2,610.00
Putzu, Vadim	Religious Studies	\$6,000.00
Rader, Gary	Political Science	\$2,799.00
Rector, Paula	Criminology & Criminal Justice	\$6,870.00
Reed, Michael	Physics, Astronomy & Mat Sciences	\$24,746.00
Richter, Mark	Chemistry	\$8,366.00
Rodriguez de la Vega, Vanessa	Modern & Classical Languages	\$6,000.00
Rothschild, Philip	Management	\$6,500.00
Ryder, Christina	Sociology & Anthropology	\$2,250.00
Sakidja, Ridwan	Physics, Astronomy & Mat Sciences	\$6,000.00
Saunders, Georgianna	Biology	\$4,599.00
Saxon, Caryn	Criminology & Criminal Justice	\$7,105.00
Schaefer, Allen	Marketing	\$19,711.00
Schaefer, Michele	College of Business	\$8,500.00
Schmelzle, George	School of Accountancy	\$18,094.00
Schroder, Gwen	Finance & General Business	\$3,000.00
Scott, James	Finance & General Business	\$6,162.00
Scott, Patrick	Political Science	\$5,834.00
Scroggins, Michael	Management	\$ 375.00
Scroggins, Wesley	Management	\$15,090.00

Academic Personnel Board Actions, cont'd.

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Self, Sharmistha	Provost's Office	\$6,071.00
Senger, Steven	Mathematics	\$6,000.00
Sexton, Randall	Computer Information Systems	\$11,100.00
Shah, Kishor	Mathematics	\$15,320.00
Sheffield, Eric	Reading, Foundations & Technology	\$10,222.00
Simmers, Christina	Marketing	\$11,400.00
Simmons, Daniel	Communication	\$2,754.00
Stafford, Gary	Mathematics	\$6,150.00
Stanojevic, Vera	Mathematics	\$16,320.00
Stockburger, David	Psychology	\$4,789.00
Stokes, Amy	Marketing	\$10,000.00
Stone, Lorene	Sociology & Anthropology	\$7,975.00
Street, Lisa	Social Work	\$4,088.00
Sullivan, Patrick	Mathematics	\$6,000.00
Suttmoeller, Michael	Criminology & Criminal Justice	\$1,550.00
Swearingen, Rebecca	Reading, Foundations & Technology	\$9,146.00
Tassin, Kerri	School of Accountancy	\$7,708.00
Twibell, Andrew	Media, Journalism & Film	\$3,426.00
Udan, Ryan	Biology	\$6,000.00
Wait, David	Biology	\$11,781.00
Walters, Heather	Communication	\$12,596.00
Wessels, Emanuelle	Media, Journalism & Film	\$2,639.00
White, Timothy	Media, Journalism & Film	\$10,197.00
White-Van Ornum, Kimberly	Mathematics	\$2,535.00
Wisdom, Barry	Management	\$8,078.00
Witt, Harrison	Media, Journalism & Film	\$6,000.00
Witte, Hugh	Finance & General Business	\$9,046.00
Wood, Kelly	Provost's Office	\$5,997.00
Woodward, Rebecca	Provost's Office	\$10,108.00
Wright, Matthew	Mathematics	\$4,428.00
Yarckow-Brown, Ivy	Criminology & Criminal Justice	\$7,756.00
Zhang, Ying	Finance & General Business	\$10,900.00

ADDENDUM C**Supplemental payment for teaching assignments:**

<u>Name</u>	<u>Department</u>	<u>Salary</u>
Adams, Kathryn	Nursing	\$715.00
Adamson, Reesha	Counseling, Leadership & Special Education	\$1,815.00
Ajuwon, Paul	Counseling, Leadership & Special Education	\$550.00
Allen, Natalie	Biomedical Sciences	\$10,000.00
Amberg, Richard	Media, Journalism & Film	\$2,639.00
Amidon, Ethan	Criminology & Criminal Justice	\$550.00
Anderson, Wayne	Finance & General Business	\$6,581.00
Artman, Amy	Religious Studies	\$5,170.00
Atwell, Jan	Nursing	\$550.00
Barhnam, S. Berlin	Computer Information Systems	\$2,860.00
Barreda, Albert	Hospitality & Restaurant Administration	\$2,950.00
Barrier, Tonya	Computer Information Systems	\$1,430.00
Bauman, R. Isabelle	Communication	\$440.00
Berquist, Charlene	Communication	\$1,650.00
Blades, Heather	Communication	\$1,045.00
Bloom, Scott	Economics	\$990.00
Bourhis, John	Communication	\$1,925.00
Boyd, Carmen	Biomedical Sciences	\$13,563.00
	Study Away	\$1,819.00
Boyle, Michael	Philosophy	\$5,115.00
Brady, Katherine	Marketing	\$1,925.00
Brady, Katherine	Marketing	\$2,400.00
Brahnam, S. Berlin	Computer Information Systems	\$10,900.00
Brazeal, LeAnn	Communication	\$1,100.00
Breault, Donna	Childhood Education & Family Studies	\$1,192.00
Brinson, Sabrina	Childhood Education & Family Studies	\$73.00
Burge, Sara	English	\$1,980.00
Byrd, Sandra	Accountancy	\$4,510.00
Cadle, Lanette	English	\$715.00
Camp, Deanne	Reading, Foundations & Technology	\$9,255.00
Cemore Brigden, Joanna	Childhood Education & Family Studies	\$2,035.00
Chang, Chih-Cheng	Finance & General Business	\$11,100.00
Chang, Ching-Wen	Reading, Foundations & Technology	\$8,355.00
Chin, Mary	Marketing	\$3,025.00
Chuchiak, John	History	\$715.00
	Honors College	\$1,000.00

Academic Personnel Board Actions, cont'd.

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Claborn, David	Political Science	\$770.00
	Defense & Strategic Studies	\$330.00
Cobb, Barry	Management	\$6,720.00
Colombo, Anne	Modern & Classical Languages	\$1,045.00
Combs, Christina	Childhood Education & Family Studies	\$10,740.00
Cornelius-White, Jeffrey	Counseling, Leadership & Special Education	\$2,745.00
	Study Away	\$4,458.00
Crain, Susan	Finance & General Business	\$1,485.00
Cunningham, Denise	Childhood Education & Family Studies	\$3,607.00
Dallas, Melissa	Hospitality & Restaurant Administration	\$935.00
Daniel, Carol	Nursing	\$1,247.00
Dattero, Ronald	Computer Information Systems	\$4,290.00
DeBode, Jason	Management	\$2,585.00
Dicke, Thomas	History	\$7,005.00
Dillon, Randy	Communication	\$3,230.00
Dollar, Susan	Social Work	\$2,090.00
Dubinsky, Julie	Finance & General Business	\$3,300.00
Dudash, Elizabeth	Public Affairs	\$8,000.00
Duitsman, Dalen	Master of Public Health	\$1,320.00
Dyer, Samuel	Communication	\$550.00
Elliott, W. Anson	Agriculture	\$1,155.00
Evans, Sarah	Computer Information Systems	\$8,925.00
Evans, Sarah	Computer Information Systems	\$4,800.00
Federman, Elizabeth	Master of Public Health	\$1,540.00
Finch, Kim	Counseling, Leadership & Special Education	\$1,500.00
Foster, Kurtis	Foreign Language Institute	\$2,448.00
Frederick, Dana	Management	\$10,415.00
Galloway, Terrel	Economics	\$6,964.00
Garg, Vinay	Management	\$10,900.00
Garland, Brett	Criminology & Criminal Justice	\$2,400.00
Garrison-Kane	Counseling, Leadership & Special Education	\$165.00
Gattis, Lyn	English	\$935.00
Gebkin, Richard	Technology & Construction Management	\$22,000.00
Geiger, Lacey	Computer Information Systems	\$3,000.00
Goodwin, David	Reading, Foundations & Technology	\$1,705.00
Graves, Carolyn	Nursing	\$1,595.00
Griffith, Cameron	Study Away	\$1,364.00
Groves, Fred	Reading, Foundations & Technology	\$2,215.00
Gutzke, David	History	\$660.00
Haggard, Kelly	Finance & General Business	\$10,700.00
Hail, Cindy	Childhood Education & Family Studies	\$2,310.00

Academic Personnel Board Actions, cont'd.

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Hallgren, Deanna	Childhood Education & Family Studies	\$2,445.00
Hammond, Michael	Accountancy	\$9,061.00
Hammond, Michael	Ozarks Writing Project	\$1,000.00
Harbaugh, Adam	Childhood Education & Family Studies	\$1,372.00
Harper, Sharon	Art & Design	\$1,653.00
Hass, Aida	Criminology & Criminal Justice	\$4,510.00
Heitger, Lester	Accountancy	\$1,155.00
Hellman, Andrea	Childhood Education & Family Studies	\$1,840.00
Hermans, Charles	Marketing	\$15,830.00
	Study Away	\$8,211.00
Herr, Christopher	Theatre & Dance	\$110.00
High, Brian	Chemistry	\$11,829.00
Hobbs, Lora	Religious Studies	\$5,500.00
Holmer, Earl	English	\$2,385.00
Hope, Kathryn	Nursing	\$587.00
Hornsby-Gutting, Angela	History	\$1,375.00
Hubbard, Kevin	Technology & Construction Management	\$6,430.00
Hughes, Joseph	Modern & Classical Languages	\$5,279.00
	Counseling, Leadership & Special Education	\$2,745.00
	Ozarks Writing Project	\$1,600.00
Hunter, Anne Marie	Biomedical Sciences	\$1,045.00
Hurst, Beth	Reading, Foundations & Technology	\$2,035.00
Iantria, Linnea	Study Away	\$2,319.00
Iman, Gary	Communication	\$6,105.00
Johnson, David	Political Science	\$5,005.00
	Political Science	\$2,585.00
Johnson, Julie	Modern & Classical Languages	\$3,575.00
Johnson, Richard	Computer Information Systems	\$2,475.00
Johnston, Ahren	Marketing	\$11,100.00
Jones, Cheryl	English	\$100.00
Jones, Jeffrey	Finance & General Business	\$3,885.00
	Finance & General Business	\$1,485.00
Jones, Martin	Technology & Construction Management	\$2,695.00
Jones, Steven	Reading, Foundations & Technology	\$100.00
Joseph, Robert	Defense & Strategic Studies	\$9,000.00
Kaf, Wafaa	Communication Sciences & Disorders	\$4,168.00
Kane, Thomas	Psychology	\$303.00
Kaufman, Daniel	Honors College	\$3,200.00
Kaula, Rajeev	Computer Information Systems	\$11,558.00
Keith, Nancy	Marketing	\$11,100.00
Keller, Anthony	Accountancy	\$1,375.00

Academic Personnel Board Actions, cont'd.

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Keller, Carl	Accountancy	\$2,400.00
Kenneally, Maria	Nursing	\$10,040.00
Kennedy, Kathleen	History	\$715.00
Knowles, Amy	English	\$2,100.00
Leamy, Diane	Criminology & Criminal Justice	\$4,730.00
Leasure, Stanley	Finance & General Business	\$8,580.00
Liu, Dandan	Foreign Language Institute	\$2,348.00
Liu, Hui	Computer Science	\$1,750.00
Lombilla, Luis	Modern & Classical Languages	\$935.00
MacGregor, Cynthia	Counseling, Leadership & Special Education	\$2,745.00
Maier, Melissa	Communication	\$1,045.00
Marrus, Malikah	Social Work	\$3,025.00
Maserson, Gerald	Graduate College	\$825.00
Matthews, James	Counseling, Leadership & Special Education	\$1,540.00
Mayes, Hillary	College of Health & Human Services	\$2,400.00
McCarthy, Bernard	Criminology & Criminal Justice	\$1,210.00
McLean, Annice	Reading, Foundations & Technology	\$6,765.00
McMeley, Cynthia	Reading, Foundations & Technology	\$1,595.00
McMurtrey, Shannon	Computer Information Systems	\$11,495.00
Mehany, Mohamed	Technology & Construction Management	\$1,875.00
Merrigan, Michael	Management	\$5,000.00
Meyer, James	Childhood Education & Family Studies	\$5,027.00
Miller, F. Thornton	History	\$4,730.00
Mitchell, David	Economics	\$1,082.00
Morris, Eric	Communication	\$440.00
Morris, Taleyna	Communication	\$1,925.00
Moser, Linda	English	\$1,210.00
Murray, Sarah	Biomedical Sciences	\$1,043.00
Nelson, Eric	History	\$4,070.00
Nelson, Walt	Finance & General Business	\$7,130.00
Novik, Melinda	Kinesiology	\$4,188.00
Oden, Debra	Accountancy	\$550.00
Odneal, Marilyn	Agriculture	\$2,530.00
Oetting, Tara	Communication Sciences & Disorders	\$275.00
Olsen, Reed	Economics	\$1,155.00
Olson, Stevan	Accountancy	\$22,000.00
Oswalt, Mary Jill	Communication Sciences & Disorders	\$3,407.00
Pace, Glenn	Management	\$17,100.00
Patterson, Kathryn	Nursing	\$9,376.00
Patterson, Paula	Music	\$3,000.00
Payne, Keith	Defense & Strategic Studies	\$11,500.00

Academic Personnel Board Actions, cont'd.

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Pearman, Cathy	Reading, Foundations & Technology	\$1,650.00
Pervukhin, Eric	Art & Design	\$1,960.00
Peterson, Dane	Marketing	\$12,495.00
Pham, Courtney	Marketing	\$5,600.00
Philpot, James	Finance & General Business	\$4,930.00
Price, Debra	Childhood Education & Family Studies	\$1,265.00
Pursley, Jennifer	Mathematics	\$2,475.00
Qiao, Yuhua	Graduate College	\$440.00
Ragan, Kent	Finance & General Business	\$11,100.00
Ramon, Michael	Criminology & Criminal Justice	\$6,655.00
Rector, Paula	Criminology & Criminal Justice	\$5,445.00
Ridinger, Rhonda	Kinesiology	\$6,594.00
Roam, Kimberly	Childhood Education & Family Studies	\$3,875.00
Robbins, Linda	Counseling, Leadership & Special Education	\$2,948.00
Rogers, Lori	English	\$990.00
Rose, John	Defense & Strategic Studies	\$4,500.00
Rost, Ann	Psychology	\$2,146.00
Rowe, Roberta	Communication	\$1,680.00
Salinas, Patti	Criminology & Criminal Justice	\$1,375.00
Saquer, Jamil	Computer Science	\$1,850.00
Satzinger, John	Computer Information Systems	\$4,840.00
Saxon, Caryn	Criminology & Criminal Justice	\$2,365.00
Schlinder, Kelly	Foreign Language Institute	\$2,448.00
Schmelzle, George	Accountancy	\$2,640.00
Schotthofer, Melissa	Childhood Education & Family Studies	\$2,310.00
Scott, James	Finance & General Business	\$4,105.00
Scott, Patrick	Political Science	\$1,916.00
Scroggins, Michael	Computer Science	\$703.00
Scroggins, Wesley	Management	\$10,900.00
Sells, Patrick	Marketing	\$1,870.00
Shand-Hawkins, Carolyn	Mathematics	\$104.00
Sherrill, Donna	Mathematics	\$113.00
Shirley, Corinne	Modern & Classical Languages	\$1,815.00
Shoumikhin, Andrei	Defense & Strategic Studies	\$4,000.00
Siebert, Matthew	Chemistry	\$672.00
Simmers, Christina	Marketing	\$3,080.00
Sims-Giddens, Susan	College of Health & Human Services	\$5,000.00
Sims-Giddens, Susan	Nursing	\$1,265.00
	Nursing	\$880.00
Slattery, Dianne	Technology & Construction Management	\$3,410.00
Slattery, Kerry	Technology & Construction Management	\$6,444.00

Academic Personnel Board Actions, cont'd.

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Smith, Cara	Childhood Education & Family Studies	\$2,475.00
Smith, Deanna	Management	\$2,138.00
Smith, Lloyd	Computer Science	\$3,290.00
Smith, Lucretia	Nursing	\$2,054.00
Stafford, Gary	Mathematics	\$2,399.00
Stanton, Rhonda	Ozarks Writing Project	\$500.00
	English	\$1,265.00
Street, Lisa	Social Work	\$440.00
Suttmoeller, Michael	Criminology & Criminal Justice	\$825.00
Templeton, Kelly	Theatre & Dance	\$1,925.00
Test, Joan	Childhood Education & Family Studies	\$1,833.00
Thomas, Steven	Management	\$11,100.00
Tivener, Kristin	Biomedical Sciences	\$1,320.00
Trewatha, Pamela	Agriculture	\$6,050.00
Turner, John	English	\$1,045.00
Utley, Rose	Nursing	\$1,375.00
Van Landuyt, Cathryn	Computer Information Systems	\$2,420.00
Van Ornum, Kimberly	Mathematics	\$2,750.00
Vanderhoof, Glenna	Computer Information Systems	\$220.00
VanLanduyt, Cathryn	Computer Information Systems	\$5,000.00
Van-Ornum, Kimberly	Mathematics	\$341.00
Vollmar, Kenneth	Computer Science	\$4,000.00
Wallace, Dane	Modern & Classical Languages	\$2,664.00
Walters, Heather	Communication	\$4,290.00
	Greenwood	\$4,500.00
Wang, Yang	Computer Science	\$500.00
Watson, Robert	Counseling, Leadership & Special Education	\$563.00
Wessels, Emanuelle	Media, Journalism & Film	\$2,639.00
White, Timothy	Media, Journalism & Film	\$1,457.00
Wilhelm, Paula	Management	\$3,000.00
Winkler, Danny	Computer Information Systems	\$5,390.00
Witte, Hugh	Finance & General Business	\$55.00
Wood, Kelly	Provost's Office	\$3,750.00
Wooden, Shannon	English	\$1,045.00
Worman, Frederick	Study Away	\$3,882.00
Yadon, Carly	Psychology	\$2,400.00
Yarckow-Brown, Ivy	Criminology & Criminal Justice	\$7,480.00
Yu, Min	Childhood Education & Family Studies	\$2,145.00

MISSOURI STATE UNIVERSITY

III.F.2.

BE IT RESOLVED by the Board of Governors for Missouri State University that the actions indicated for non-academic employees, as itemized below, are hereby approved.

APPOINTMENTS:

<u>Name</u>	<u>Position-Department</u>	<u>Grade</u>	<u>Salary</u>	<u>Effective</u>
Laura Haselden	Administrative Assistant I Residence Life, Housing & Dining Services	11	\$22,464 annually	01/21/15
Victoria E. White	Financial Aid Counselor Financial Aid	42	\$31,300 annually	01/20/15
Robert S. Penner	Public Safety Officer Safety & Transportation	24	\$24,758 annually	01/21/15
Jon Crockett	Construction Technician Facilities Management	25	\$29,973 annually	01/26/15
Diane K. Nelson	Senior Pharmacy Technician Taylor Health & Wellness Center	14	\$30,700 annually	01/26/15
Sarah E. Hinman (Grant Funded)	Research Specialist Biology	41	\$31,200 annually	01/28/15 07/31/15
Claus Goritschnig	Public Safety Officer Safety & Transportation	24	\$24,758 annually	02/02/15
Phillip Raleigh	Administrative Specialist II Graduate College	12	\$27,082 annually	02/02/15
Ryan C. Theissen	Groundskeeper Grounds Services	22	\$20,892 annually	02/09/15
Jonna L. Yates	Public Safety Officer Safety & Transportation	24	\$24,758 annually	02/09/15
Moussa Dembele	Custodian I Hammons Student Center	21	\$23,920 annually	02/17/15

Non-academic Personnel Board Actions, cont'd.

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Karl M. Schmidt	Director of Development Office of Development	44	\$55,000 annually	02/17/15
Lisa M. Bonner	Academic Administrative Assistant I Biomedical Sciences	11	\$23,130 annually	02/23/15
Samantha M. Kent	Groundskeeper Grounds Services	22	\$20,892 annually	02/23/15
Amy Anderson-Cooper	Accounting Specialist Office of Student Engagement	13	\$29,120 annually	02/25/15
Kevin P. Dunn	Assistant Coach Intercollegiate Athletics	UN	\$50,000 annually	03/02/15
Carol Raeleen Ziegler	Military/Veterans Transition Coordinator Veteran Student Services	41	\$34,000 annually	03/10/15
Nechell T. Bonds	Director of Admissions Office of Admissions	48	\$85,000 annually	03/16/15
Shawn K. Erdman	Academic Advisor-Marketing & Recruitment Specialist Hospitality & Restaurant Administration	41	\$34,000 annually	03/16/15
Robert Linder	Director of Photographic Services Photographic Services	45	\$56,000 annually	03/16/15
Eddie D. Massey	Ranch Hand, Journagan Ranch School of Agriculture	UN	\$26,000 annually	03/16/15
Ashley E. Raines	Executive Assistant IV Office of Diversity & Inclusion	17	\$37,960 annually	03/16/15
Jessica L. Whittington	Accounting Technician Financial Services	13	\$27,040 annually	03/16/15
Michael L. Fox	Telecommunications Technician Computer Services	26	\$35,360 annually	03/30/15

Non-academic Personnel Board Actions, cont'd.

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Isabel De Azeredo	English Language Institute Instruction Specialist English Language Institute	42	\$30,812 annually	04/01/15
Joshua Matlack	English Language Institute Instruction Specialist English Language Institute	42	\$30,812 annually	04/01/15
Charles K. Miller	English Language Institute Instruction Specialist English Language Institute	42	\$30,812 annually	04/01/15
Catherine C. Pettijohn	English Language Institute Instruction Specialist English Language Institute	42	\$30,812 annually	04/01/15
Matthew W. Sligh	Assistant Coach Intercollegiate Athletics	UN	\$70,000 annually	04/01/15
Marcelle R. Champagne	Systems Analyst Computer Services	35	\$50,631 annually	04/13/15
Billy E. Foust	Custodian I Plaster Student Union-Custodial	21	\$22,152 annually	04/16/15
Julie Vaughan	Budget Officer College of Natural & Applied Sciences	42	\$43,500 annually	04/20/15
Jon Mattheis	Construction Technician Facilities Management	25	\$29,973 annually	04/27/15
Thomas R. Johnson	Director Safety & Transportation	48	\$83,000 annually	05/18/15

RESIGNATIONS:

<u>Name</u>	<u>Position-Department</u>	<u>Effective</u>
Rachel L. Pachmayr	Assistant Teacher Child Development Center	11/14/14

Non-academic Personnel Board Actions, cont'd.

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Jennifer K. Jones	Associate Head Athletics Coach Intercollegiate Athletics	01/22/15
Sherryl K. Anderson	Administrative Assistant II Residence Life, Housing & Dining Services	01/23/15
Sarah M. Williams	Systems Analyst Computer Services	02/13/15
Laura J. King	Administrative Assistant II Intercollegiate Athletics	02/27/15
Julie A. Ross	Teacher Child Development Center	02/27/15
Rachel R. Saunders	Custodian I Residence Life, Housing & Dining Services	02/27/15
Catherine D. Tucker	Academic Advisor-Marketing & Recruitment Specialist Hospitality & Restaurant Administration	02/28/15
Hai Deng	Programmer/Analyst Computer Services	03/06/15
Eric Thuston	Enterprise Systems Administrator Computer Services	03/06/15
Sonda J. Reinartz	Director Bookstore	03/31/15
Jane L. Renner	PLC Resource Specialist Southwest Regional Professional Development Center	03/31/15
John Egorugwu	Assistant Coach Intercollegiate Athletics	04/13/15
Karissa M. Jones	Assistant Director, Alumni Activities Alumni Relations	04/14/15
Donald A. Clark	Director Safety & Transportation	04/15/15

Non-academic Personnel Board Actions, cont'd.

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Danial M. Watts	Planner Ctr for Resource Planning & Management	04/17/15
Teresa A. Patterson	Senior Accountant/Analyst Financial Services	04/24/15
Anthony M. Alarcon	Custodian I Residence Life, Housing & Dining Services	04/30/15
Jacob Rhy Norton	Microbiology Lab Coordinator Biology (75% FTE)	04/30/15
Michael S. Orf	Construction Manager Facilities Management	04/30/15
Douglas E. Greiner	Director Counseling & Testing	07/03/15
RETIREMENTS:		
<u>Name</u>	<u>Position-Department</u>	<u>Effective</u>
Pamela A. Mayer	Library Associate II Library/School of Agriculture	01/30/15
Geri L. Partenheimer	Administrative Specialist II Learning Diagnostic Clinic (9-month position)	01/30/15
Robert I. Kincaid	Special Assistant to Head Football Coach Intercollegiate Athletics	02/27/15
Jean Ann Percy	Administrative Assistant II Business Advisement Center	02/27/15
Thomas Walker	Custodian I Plaster Student Union-Custodial	02/27/15
Roberta A. Anderson	Trade Book Buyer-Administrative Assistant Bookstore	03/31/15

Non-academic Personnel Board Actions, cont'd.

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Kathie-Ann Bachelet	Executive Assistant II College of Natural & Applied Sciences	04/30/15
Janice G. Presley	Academic Administrative Assistant II Media, Journalism & Film	04/30/15
Patricia S. Yarcow	Academic Administrative Assistant II Hospitality & Restaurant Administration	05/15/15
Michael J. Jungers	Dean of Students Office of Dean of Students	05/31/15
Katie M. Anderson	Academic Records Specialist Registrar	06/30/15
Janet P. Leighton	Academic Administrative Assistant II Political Science	06/30/15
Stephen E. Seal	Assistant Director Greenwood Laboratory School (83% FTE)	07/31/15

SEPARATION FROM EMPLOYMENT:

<u>Name</u>	<u>Position-Department</u>	<u>Effective</u>
Lori Roessler	Program Coordinator, Academic Assistant Student Development & Public Affairs	03/18/15
John W. Means	Public Safety Officer Safety & Transportation	03/23/15
Galen D. Hope	Academic Records Specialist Office of the Registrar	03/24/15
Derek Tilmon	Assistant Coach Intercollegiate Athletics	03/31/15

CHANGE OF STATUS:

<u>Name</u>	<u>Position-Department</u>	<u>Action</u>	<u>Effective</u>
Stephanie M. Campbell	Senior Pharmacy Technician Taylor Health & Wellness Center From: GR 14, \$ 28,622 annually To: GR 14, \$ 30,700 annually	Salary Adjustment	01/26/15
Gary Chorn	Assistant Director Facilities Management, Custodial Interim Assistant Director, Maintenance Facilities Management GR 46, \$56,821 annually (\$500 monthly supplemental)	Continuation of Appointment	02/01/15
Josefina Garcia	From: Accountant Financial Services GR 42, \$38,016 annually To: Senior Accountant/Analyst Financial Services GR 44, \$42,578 annually	Reclassification & Salary Adjustment	02/01/15
Brenda K. Lanning	Senior Procurement Technician Office of Procurement From: GR 15, \$37,965 annually To: GR 15, \$39,000 annually	Salary Adjustment	02/01/15
Pamela A. Mayer	From: Library Associate II School of Agriculture To: Staff Emeritus School of Agriculture	Change of Status	02/01/15
Geri L. Partenheimer	From; Administrative Specialist II Learning Diagnostic Clinic To: Staff Emeritus Learning Diagnostic Clinic	Change of Status	02/01/15

Non-academic Personnel Board Actions, cont'd.

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Kurtis R. Foster	<p>From: English Language Institute Specialist English Language Institute GR 42, \$34,003 annually</p> <p>To: English Language Institute Academic Specialist English Language Institute GR 43, \$37,000 annually</p>	Promotion	02/02/15
Shannon B. Holt	<p>From: Senior Academic Records Specialist Office of the Registrar GR 14, \$32,300 annually</p> <p>To: Assistant Registrar – Records & Registration Office of the Registrar GR 42, \$42,000 annually</p>	Promotion	02/02/15
Crystal A. Young	<p>From: English Language Institute Specialist English Language Institute GR 42, \$34,003 annually</p> <p>To: English Language Institute Academic Specialist GR 43, \$38,000 annually</p>	Promotion	02/02/15
Sharon A. Lopinot	<p>From: Administrative Assistant III College of Education</p> <p>To: Executive Assistant II College of Education</p>	Title change	02/10/15
Jessica Balisle	<p>From: Administrative Specialist I Broadcast Services GR 11, \$23,132 annually</p> <p>To: Administrative Specialist II Broadcast Services GR 12, \$25,908 annually</p>	<p>Reclassification & Salary Adjustment</p>	02/16/15

Non-academic Personnel Board Actions, cont'd.

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Jacquelyn L. Coones	Director of Development Office of Development From: GR 44, \$53,288 annually To: GR 44, \$55,000 annually	Salary Adjustment	02/17/15
Andrew S. Garton	Director of Development Office of Development From: GR 44, \$51,765 annually To: GR 44, \$55,000 annually	Salary Adjustment	02/17/15
Robert S. Hornberger	From: Registrar Office of the Registrar GR 47, \$77,901 annually To: Assistant VP for Enrollment Management /Registrar GR 48, \$83,901 annually	Reclassification & Salary Adjustment	02/17/15
Jose E. Nino	Custodian I Hammons Student Center From: GR 21, \$20,726 annually To: GR 21, \$23,920 annually	Salary Adjustment	02/17/15
Jean Ann Percy	From: Administrative Assistant II Business Advisement Center To: Staff Emeritus Business Advisement Center	Change of Status	03/01/15
Heather L. Phillips	From: SWMO AHEC Health Program Coordinator SWMO Area Health Education Center To: Health Career Coordinator SWMO Area Health Education Center	Title Change	03/06/15

Non-academic Personnel Board Actions, cont'd.

Page 10

Alisa Garbisch	From: Coordinator Residential Academic Programs Residence Life, Housing & Dining Services GR 43, \$41,185 annually	Promotion	03/09/15
	To: Assistant Director, Residence Life Housing & Dining Services, Student Success Initiatives Residence Life, Housing & Dining Services GR 45, \$47,000 annually		
Rachelle I McCart	From: Administrative Assistant II Southwest Regional Professional Development Center	Change of Status	03/09/15
	To: Academic Administrative Assistant II Counseling, Leadership & Special Education		
Raymond L. Presnell	From: Electronics Department Manager Bookstore GR 44, \$46,591 annually	Change of Status	03/13/15
	To: Interim Director Bookstore Electronics Department Manager Bookstore GR 44, \$46,591 annually (\$1,000 monthly supplemental)		
Lisa M. Cardwell	From: Team Store Supervisor Bookstore	Title change	03/16/15
	To: Clothing/Soft Goods Inventory Specialist Bookstore		

Non-academic Personnel Board Actions, cont'd.

Page 11

Donald R. Hopper	From: Tech Buyer – Tech Support Specialist Bookstore To: Technology/Supply Buyer – Technical Support Specialist Bookstore	Title change	03/16/15
Savonna Owrey	Form: Customer Service Specialist Bookstore To: Clothing/Soft Goods Specialist Bookstore	Title change	03/16/15
Janet E. Wicks	From: Art & School Supply-Clinique Coordinator Bookstore To: Invoicing Specialist/Clinique Coordinator Bookstore	Title change	03/16/15
Kelly Barnts	From: Administrative Specialist II Office of Human Resources To: Administrative Assistant II Intercollegiate Athletics	Change of Status	03/16/15
Kami Gollhofer	From: Academic Advisor-Marketing, Recruitment & Retention Specialist Nursing GR 42, \$37,271 annually To: Health Career Coordinator SWMO Area Health Education Center GR 43, \$38,000 annually	Promotion	03/30/15
Roberta A. Anderson	From: Trade Book Buyer-Administrative Assistant Bookstore To: Staff Emeritus Bookstore	Change of Status	04/01/15

Non-academic Personnel Board Actions, cont'd.

Page 12

Timothy S. Datema	From: Bookstore Shipping & Receiving Supervisor Bookstore To: Bookstore Shipping & Receiving/ PawPrints Supervisor Bookstore	Title change	04/01/15
Jordan Hawkins	From: Jr Research Scientist Center for Biomedical & Life Sciences GR 42, \$36,757 annually To: Sr Research Scientist Center for Biomedical & Life Sciences GR 45, \$45,000 annually	Promotion	04/01/15
Grant P. Jones	From: Operations Manager Bookstore GR 43, \$43,170 annually To: Business Manager Bookstore GR 44, \$46,624 annually	Reclassification & Salary Adjustment	04/01/15
John C. Nagle	From: Videographer/Editor Broadcast Services GR 42, \$32,320 annually To: Videographer/Editor-Marketing & Communications Photographic Services GR 42, \$36,400 annually	Transfer & Salary Adjustment	04/01/15
Wroy Roworth	From: Field Support Manager, SWRPDC College of Education To: Staff Emeritus College of Education	Change of Status	04/01/15
Kellie Harper	Head Athletics Coach Intercollegiate Athletics From: \$147,175 annually To: \$160,000 annually	Salary Adjustment	04/15/14

Non-academic Personnel Board Actions, cont'd.

Page 13

Misty L. Bowen	From: Sr. Academic Records Specialist Office of the Registrar GR 14, \$33,543 annually To: Coordinator Office of the Registrar GR 16, \$37,000 annually	Promotion	04/16/15
Kimberly R. Strope	From: Academic Records Specialist Office of the Registrar GR 13, \$27,699 annually To; Coordinator Office of the Registrar GR 16, \$37,000 annually	Promotion	04/16/15
Mollie B. Gagnon	From: Admission Counselor Office of the Registrar GR 41, \$30,607 annually To: Coordinator Office of the Registrar GR 16, \$37,000 annually	Promotion	04/16/15
Teresa A. Steele	Budget Officer College of Education From: GR 42, \$41,481 annually To: GR 42, \$43,500 annually	Salary Adjustment	04/20/15
Kathie Anne Bachelet	From: Executive Assistant II College of Natural & Applied Sciences To: Staff Emeritus College of Natural & Applied Sciences	Change of Status	05/01/15
Glenda J. Eddy	From: Administrative Assistant II Research & Economic Development To: Executive Assistant I Research & Economic Development	Title Change	05/01/15

Non-academic Personnel Board Actions, cont'd.

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Andrew Englert	From: Interim Assistant Director Patrol Lieutenant Safety & Transportation GR 44, \$44,000 annually (\$500 annually Supplemental) To: Patrol Lieutenant Safety & Transportation GR 44, \$44,000 annually	Change of Status	05/17/15
Jay L. Huff	From: Interim Director Assistant Director Safety & Transportation GR 45, \$55,063 annually (\$1,000 annually Supplemental) To: Assistant Director Safety & Transportation GR 45, \$55,063 annually	Change of Status	05/17/15
Michael J. Jungers	From: Dean of Students Office of Dean of Students To: Staff Emeritus Office of Dean of Students	Change of Status	06/01/15
Katie M. Anderson	From: Academic Records Specialist Office of the Registrar To: Staff Emeritus Office of the Registrar	Change of Status	07/01/15

Vote: ____ Yea
____ Nay

IV.A.

PRESIDENT'S REPORT

President Clif Smart's report will include updates and comments on the following topics:

1. Faculty Highlight
2. 2015 Legislative Summary
3. Approval of former Missouri State University employees to be added to the Wall of Fame

V.A.

FACULTY SENATE REPORT

Drs. Stephen McIntyre and Sharmistha Self, outgoing and incoming Chairpersons for the Faculty Senate, will be present to make reports to the Governors. The reports will be made within the guidelines approved at the October 21, 1983, meeting of the Board of Regents.

FACULTY MORALE SURVEY 2014

A BIENNIAL REPORT FROM THE COMMITTEE ON FACULTY CONCERNS

Committee Officers

Chairperson: Dr. Ken Gillam (English)

Secretary: Dr. Shurita Thomas-Tate (Communication Sciences and Disorders)

Committee Members

Dr. Corey Fox (Management)

Dr. Fred Groves (Reading Foundations and Technology)

Dr. Angela Hornsby-Gutting (History)

Dr. Joseph Hulgus (Counseling, Leadership, and Special Education)

Dr. Ahren Johnston (Marketing)

Dr. Kyoungtae Kim (Biology)

Mr. Joshua Lambert (Library)

Dr. Hui Liu (Computer Science)

Dr. Alana Mantie-Kozlowski (Communication Sciences and Disorders)

Dr. Reed Olsen, committee statistician (Economics)

Dr. Benjamin Onyango (Agriculture)

Ms. Sarah Williams (Art and Design)

Dr. Sharmistha Self, ex officio (Economics)

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EXECUTIVE SUMMARY

The results of the 2014 Faculty Morale Survey show that the areas of greatest satisfaction (rated on average 4.25 or higher) are facilities and support available to students from the Educational Technology Center, Computer Services, the Library. Sick leave benefits, Taylor Health & Wellness, and the Bear CLAW tutoring center round out the top six.

Among the lowest areas of satisfaction (rated on average 3.49 or below) in the 2014 survey are support for research including reimbursement for conference travel; a host of issues regarding compensation: including the issues with pay raises; shared governance; and physical plant.

Statements from the survey that the faculty most agreed with (rated on average 3.56 or higher) include that teaching assignments match interests and background, MSU faculty are of high quality and congenial, Equal Opportunity policies are observed in hiring, and satisfaction with being a faculty member.

Statements from the survey that the faculty least agreed with (rated on average 2.66 or lower) include that they are planning to leave the university, that they feel pressure to deflate grades, that salary prospects look good, that they are actively looking for other employment, and that salary differentials across campus are justified.

Because in large part priorities are reflected in the way the university uses its financial resources, four new questions regarding university budgeting were added to the 2014 survey. The results indicate that faculty moderately agree that too little money is being spent on instruction (4.05) while disagreeing that too little is spent on administration (2.04) and peripheral services (2.42).

The qualitative results yielded information about sources of dissatisfaction for some faculty, including concerns about poor quality of some academic buildings including their maintenance, lack of pay for teaching overloads, too much money spent on athletics and administration, and the fact that faculty must pay to use the Foster Recreation facility. The qualitative results, with 38 individual comments, showed confusion among the faculty in the area of pay increases. While many were positive about the cost of living increases over the past few years, many were still concerned, wary, and critical of the merit and equity system, which hasn't seemed to be in effect over the past few years. Finally, across a number of the sections of the survey some faculty were concerned about diversity across campus, specifically noting the incident at the Homecoming game and university's response to it.

The report concludes with recommendations from the Faculty Concerns Committee to help improve conditions associated with work productivity and morale.

PURPOSE

The Faculty Morale Survey reports faculty perceptions of university conditions that support faculty morale and university productivity. This survey is administered biennially, and is one way of meeting the Faculty Concerns Committee's mission to serve as a board for continuous review of faculty rights and responsibilities, invite items of concern, and initiate and advocate for faculty and administrative

discussions. Data collected over four survey periods (a six year span from 2008 to 2014) are reported within this summary (see Table 1 in the appendix). The Survey can provide useful information to determine successes and improve conditions for university productivity.

MEASURE

The 2014 Survey contained 77 items. There are two types of questions contained in the survey. Satisfaction questions (44 total questions) scale answers from (1) strongly dissatisfied to (5) extremely satisfied with (3) being neutral. Agreement questions (33 total questions) scale anchors from (1) strongly disagree to (5) strongly agree, with (3) being neutral. Longitudinal data is also provided for most items on the survey. The survey was administered electronically online. Two hundred fifty one (251) of seven hundred thirty three (733) faculty members (full-time instructors, all level of professor, and clinical faculty) responded to the survey, representing a participation rate of 34.2%. The survey was administered in November and December using the list of faculty provided by the Faculty Senate office. It should be noted that the completed surveys do not comprise a random or representative sample of the faculty and as such results may be interpreted with caution. However, the committee believes that these results provide at least some level of insight into the perceptions of our university faculty.

OVERALL RESULTS

The ten satisfaction questions in the 2014 survey showing the highest mean values (mean values in parentheses) were (Please see Tables 2 through 4 in the appendix for the full sorted list):

1. Educational Technology Center: facilities and support available to students (4.51)
2. Computer Services: facilities and computer help desk support available to students (4.45)
3. Libraries: facilities and support for students (4.41)
4. Sick leave benefits (4.4)
5. Services and faculty use of Taylor Health & Wellness Center (4.36)
6. Bear Claw Tutoring Center (4.34)
7. Educational benefits for employees and families Greenwood/MSU (4.26)
8. Distance Learning and Instructional Technology: facilities and support available to faculty (4.26)
9. Libraries: facilities and support available to faculty (4.25)
10. Education Technology Center: facilities and support available to faculty (4.25)

Six of these areas were also in the top ten satisfaction areas from the 2012 faculty survey. The four areas new to the top ten list include the sick leave benefits, Bear Claw Tutoring Center, educational benefits for Greenwood, and Distance Learning/IT. The 2014 survey top ten list ranged in means from 4.25 to 4.51 whereas the 2012 survey ranged from 3.97 to 4.35.

The ten satisfaction areas in the 2014 survey showing the lowest mean values (mean values in parentheses) were:

1. Abolition of cost of living increases in favor of replacement pay for performance/equity (2.67)
2. The way discretionary monies are used to reward merit/equity (2.91)
3. Support for research and creative activity (time, finances, space, etc.) (3.00)

4. Reimbursement for attending conventions, conferences, workshops, etc. (3.03)
5. Level of shared governance (3.28)
6. Physical plant (heat, air, maintenance, renovations, etc.) (3.38)
7. Procedures by which policies are made for your school or college (3.41)
8. Classroom facilities (3.42)
9. Availability of research opportunities (3.45)
10. Procedures by which general University policies are made (3.49)

Seven of these areas were also ranked lowest in satisfaction in the 2012 survey. In fact, the bottom 5 areas (1 through 5 above) were in the same order in both years of the survey. The major themes in this list of dissatisfaction with pay and reimbursement (items 1 – 4) and with shared governance (items 5, 7 and 10) The three areas new to the top ten list are the physical plant, classroom facilities, and availability of research opportunities. The 2014 survey bottom ten satisfaction list ranged in means from 2.67 to 3.49 whereas the 2012 survey ranged from 2.25 to 3.4.

The ten agreement questions 2014 survey showing the highest mean values (mean values in parentheses) were (Please see Tables 2 through 4 in the appendix for the full sorted list). Please note that higher numbers indicate more agreement with the statement listed:

1. Assignment of classes (extent they match your interests and background) seems appropriate (4.21)
2. Missouri State University faculty are of high quality (4.12).
3. The extent to which Equal Opportunity policies are observed in hiring of faculty and staff is adequate (4.11).
4. The extent to which the Equal Opportunity policies are observed in hiring administrative personnel is appropriate (4.10)
5. Missouri State University faculty are congenial (4.08).
6. Missouri State University spends too small a percent of its budget upon instruction of students (4.05).
7. Overall, I am satisfied being a Missouri State University faculty member (4.0).
8. Missouri State University spends too small a percent of its budget upon its core mission (instruction, research, and public affairs) (3.82).
9. Academic advisement load and duties are reasonable (3.65).
10. Allocation of summer teaching is adequate (3.56).

Seven of these 10 questions were in the top 10 agreement areas in 2012. It's important to note that the 4 new questions added to the survey were agreement questions and 2 of the 4 are in these top 10 (the other two questions are in the bottom 10 discussed below). In general, faculty agree that too small a portion of its budget is spent on its core mission (instruction, research, and public affairs) and upon the instruction of students. Unlike the satisfaction areas where higher numbers mean more satisfied here higher numbers may mean less satisfied, as is apparently the case with all 4 of the new questions.

The ten agreement questions 2014 survey showing the lowest mean values (mean values in parentheses) were (Please see Tables 2 through 4 in the appendix for the full sorted list). Please note that lower numbers indicate more disagreement with the statement listed:

1. I plan on leaving Missouri State within the next year (1.83).
2. I feel pressured to deflate grades (1.94).
3. I am actively looking for other academic positions elsewhere (1.96).
4. Missouri State University spends too small a percent of its budget upon Administration (2.04).
5. Future salary prospects look good (2.11).
6. Missouri State University spends too small a percent of its budget upon peripheral services (e.g., academic support, student services, athletics, etc.) (2.42).
7. Salary differentials that exist across Missouri State University are justified (2.5).
8. I plan to retire from Missouri State within the next five years (2.5).
9. I feel pressured to inflate grades (2.57).
10. Current nine month salary is appropriate (2.66).

Eight of these 10 questions were in the bottom 10 agreement (or disagreement) areas in 2012. The two additional questions that are listed above are 2 of the 4 that are new to the survey (4 and 6). In these new areas, again generally, faculty disagree that too small a percent of the budget is spent on administration (4) and peripheral services (6). Combined the 4 new questions provide evidence that MSU faculty believe that MSU spending priorities are misplaced either too low (core mission and instruction) or too high (administration and peripherals). In addition, notice that salary concerns continue to be raised in this area (5 and 10) just as in the satisfaction areas discussed above.

Tables 2 through 5 also provide evidence on the longitudinal direction of faculty morale over time. For example, for the satisfaction questions average responses increased from 2012 to 2014 by .16, which is not statistically significant (see Tables 2 and 4). A larger increase is noted in the agreement questions where the mean response increased by .23 from 2012 to 2014, which is also not statistically significant (see Tables 3 and 5).

QUALITATIVE ASSESSMENT

Respondents were given the opportunity to provide additional comments at the end of each section. In parentheses, the first number indicates how many responses within the theme; the second is the percentage the first number represents when divided against all the responses within the section.

SECTION 1: DIRECTION OF THE UNIVERSITY

There were 83 comments from 250 survey respondents (33%) from the first section of the survey dealing with the direction of the university. Below are some of the common themes extracted from this section:

Too much money spent on athletics (16/19%). “The university spends way too much on team athletics, but not nearly enough on getting individual students (non-athletes) involved in exercise and sport.”

Too much money is spent on administration (14/16.8%). “Faculty salaries still fall below the national average for similar institutions (CUPA), yet we continue the trend of hiring more and more administrators at well above the national average salaries.”

Not enough money goes to staff and faculty salaries (10/12%). “Too little money is being directed towards the educational mission of the university. Funds for higher pay for faculty and staff as well as increasing the number of faculty is desperately needed to avoid becoming a low quality degree mill with huge class sizes.”

Concern about lowering academic standards (9/10.8%). “The university needs to focus its attention on recruiting quality students versus the pure quantity of students. Despite the statistics quoted by Admissions, it seems as though our students are coming in further and further behind/weaker than ever before. There are too many remedial courses and not enough rigor built into the programs we offer on campus.”

Concerns about Equity and Diversity (8/9.6%). “[After Homecoming Blackout] there have been the ‘obligatory discussions’ but no genuine attempts have been facilitated by the university for concrete positive changes to eradicate feelings of marginalization among students or to close gaps in inclusionary practices, to ensure all students are treated with equity and have a sense of belonging on the MSU campus.”

Concerns about overusing contingent and non-tenure track faculty (7/8.4%). “I have grave concerns about the direction the university is moving. For example, failing to hire tenure track faculty in order to hire instructors and adjunct that are cheaper. Good teaching is not the focus.”

SECTION 2: FACILITIES & PROGRAMS

There were 62 comments from 250 survey respondents (24.8%) from the second section dealing with university facilities and service programs. Below are some of the common themes extracted from this section:

Concerns, criticism, and confusion about pay raises (38/61.2%). “Some disciplines are known to be paid below national averages and below competing colleges and university levels. Those should be given an across the board increase. Equity should be used for isolated individuals who have slipped through the cracks. We have not had merit pay for years yet we have to develop a portfolio, then a committee evaluates the portfolios.” And, “Are you joking? When did we abolish COLA’s? What merit pay? The last pay increase was not large enough to be a true COLA nor was it merit pay. We don’t really have a compensation policy.”

Faculty / Department input, shared governance (12/19.3%). “Shared governance is better than it was before the Smart-Einhellig era. There are still some pockets within the university where deans seem to be abusing power.” And, “We do not share governance on this campus. Administration allows the faculty to pretend but when the faculty disagree with the Administration, faculty are wrong and ignored.”

Full Professor Incentive Program (5/8%). “The new professor incentive program provides a disincentive for full professors to participate in department/university service and does not appear to value quality teaching. Several full professors in my department have been discouraged by the way the new program has been applied.”

SECTION 3: UNIVERSITY POLICIES

There were 68 comments from 250 survey respondents (27.2%) from the third section dealing with university policies. Below are some of the common themes extracted from this section:

Poor condition of academic building and their maintenance (17/25%). “The facilities in the Professional Building on the 4th floor are disgusting and embarrassing.” And, “Coger desperately needs to be updated. The educational experience is compromised by an old and semi-functional building, the public’s experience is compromised by a venue that looks tired and isn’t always working.”

Funding for conferences and travel (12/17.6%). “Travel reimbursement to conferences, which faculty are required to attend, if they wish to qualify for promotion, has been stagnant while air fares have doubled over the past ten years.”

Lagging support for research (9/13.2%). “Research support is lacking at best.”

Concerns about clerical support (9/13.2%). “Satisfied with the clerical support we have, but we could use more, as they are overworked.” And, “If MSU’s paygrade is below market (for janitors, accountants, secretaries, etc.) how could it be expected that good people would take these jobs?”

Concerns about advisement (6/8.8%). “Student advisement ought not to be so restricted or motivated by careerist models of education. Lots of majors can actually help students ‘follow their passion,’ but I have students complain that they were pushed into majors because of someone’s idea of what would get them a job.”

Concerns about Equity and Diversity (6/8.8%). “The administration has continued for years to claim a desire to increase diversity at MSU, but the climate here is not minority-friendly. That is a fixable problem.”

SECTION 4: TEACHING LOADS AND POLICIES

There were 62 comments from 250 survey respondents (24.8%) from the fourth section dealing with university policies. Below are some of the common themes extracted from this section:

Overload pay unavailable / policies confusing (17/27.4%). “I haven’t heard anyone receiving overload pay for actual overloads for quite a few years. We developed a policy within our department for various overload teaching roles and had no funding with which to implement it.” And, “Occasionally I can teach an overload course, but I cannot count on it.”

Contingent faculty, overused and underpaid (14/22.5%). “I feel there is an overuse of per-course faculty. Our department would be better served by additional full-time faculty who can become an integrated part of the college and the university.” And, “Adjunct faculty are grossly underpaid and disrespected. Why not hire some of these talented people fulltime to provide their families with a living wage? This is the McDonaldization of the university.” And, “Poverty-wage compensation for per course faculty.”

Merit/Equity/COLA pay criticism and confusion (10/16.1%). “What performance/merit salary? We do not have this in our college. Do others? I assume the question wouldn’t be on the questionnaire. If it is available to some, it should be available to all.”

SECTION 5: FRINGE BENEFITS VALUE

There were 53 comments from 250 survey respondents (21.2%) from the fifth section dealing with university policies. Below are some of the common themes extracted from this section:

The use of Foster Recreation Center (17/32%). “The Foster center should be a benefit. Faculty should not have to pay for use of the center if wellness is actually a goal of the university for faculty.” And, “Isn’t there some irony that with all of the emphasis on wanting faculty to be healthier, the free exercise areas for faculty were shut down and faculty now have to pay to use the recreational center?”

Concerns about health plan (8/15%). “Deductibles/copays on medical insurance are way too high (certainly not competitive).” And, “There is no choice of health plans.”

Concerns about retirement benefits (7/13.2%). “The pension fund is not exactly generous.”

Concerns about the dental plan (6/11.3%). “Dental benefits unchanged amount since 1996?” And, “I [...] avoid health services because of how much Med Pay will not cover—especially dental.”

Taylor Health & Wellness Center (6/11.3%). “Taylor clinic and staff are amazing!” And, “A problem with Taylor Health—students work there which is wrong. There are privacy issues.”

SECTION 6: UNIVERSITY SATISFACTION

There were 48 comments from 250 survey respondents (21.6%) from the sixth section dealing with university policies. Below are some of the common themes extracted from this section:

Impressions of MSU: Positive (10/20.8%), Negative (5/10.4%). “I love working at MSU and I would love more opportunities to use my talents here.” And, “The collegiality I’ve experienced at MSU since coming here is wonderful.” Also, “MSU has immense potential, but its parochialism makes hiring eternal leaders difficult-to-unthinkable. The consequences of so many failed searches (and hand-picked insiders) are significant.”

The Public Affairs mission: Positive (4/8.3%), Negative (9/18.7%). “Our mission is a higher calling and I am very proud of it.” Also, “The Public Affairs mission is a hindrance since no one really knows what it means.” And, “the public affairs mission should reside completely within social and human services and not be a burden where it isn’t appropriate.”

Concerns about salary (10/20.8%). “It’s demoralizing to watch grandiose building projects outside my office window while trying to live on a stagnating salary.”

Concerns about diversity (5/10.4%). “The university is not diverse and the administration pays lip service to the idea. The campus has a history and tradition of white Christian culture and that is not conducive to inclusion.”

CONCLUSION

Based on the survey respondents, faculty members remain particularly concerned about compensation related factors and the level of shared governance; however, faculty members seem to be content to remain at the university. The Faculty Concerns Committee added 4 new questions to the survey in 2014 about University budget priorities. All four questions indicate that faculty are concerned about the level of spending in particular areas specifically agreeing that spending is too small on MSU’s core mission and instruction of students and too high on administration and peripheral services. In general, the means from the 2014 survey are up as compared against the 2010 and 2012 surveys, which might indicate improved morale among the faculty as expressed by the respondents. Note, however, that the increase in means over time are not statistically significant.

RECOMMENDATIONS

The Committee on Faculty Concerns makes the following recommendations:

- 1) The survey continues to indicate that the members of the faculty are concerned about fiscal matters especially as it relates to current and future salary as well as University spending priorities. Further, the survey shows confusion about policies related to compensation. As noted in previous recommendations, this committee continues to encourage appropriate planning to remedy pay imbalances and to disseminate policy information regarding compensation.
- 2) The Faculty Concerns Committee recommends that the Faculty Senate Executive Committee distribute an email with a link to this report and its appendixes of tables on the Faculty Senate Website to all administrators, the Board of Governors, the faculty, and representatives from the

Staff Senate and Student Government. In this way, people may be informed, discuss, and draw their own conclusions as to the meanings and potential course of actions that might follow.

Table 1

How strongly do you agree/disagree with the following statements regarding the direction by which the University is moving? Likert Scale with 1 = Strongly Disagree, 2 = Moderately Disagree, 3 = Neutral, 4 = Moderately Agree, 5 = Strongly Agree.												
Survey Question	2014			2012			2010			2008		
	N	Mean	Standard Deviation	N	Mean	Standard Deviation	N	Mean	Standard Deviation	N	Mean	Standard Deviation
1 University priorities are where they need to be.	248	3.41	1.29	275	3.37	1.22	397	2.82	1.02	414	3.36	0.1
2 Missouri State University spends too small a percent of its budget upon instruction of students.	246	4.05	1.17	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.
3 Missouri State University spends too small a percent of its budget upon its core mission (instruction, research, and public affairs).	247	3.82	1.26	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.
4 Missouri State University spends too small a percent of its budget upon Administration.	246	2.04	1.37	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.
5 Missouri State University spends too small a percent of its budget upon peripheral services (e.g., academic support, student services, athletics, etc.)	246	2.42	1.43	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.
6 Missouri State University faculty are of high quality.	249	4.12	0.98	274	4.2	0.89	401	3.86	0.77	421	3.95	0.69
7 Missouri State University faculty are congenial.	248	4.08	0.94	277	4.09	0.96	405	3.87	0.93	420	3.97	0.92
8 Overall, I am satisfied being a Missouri State University faculty member.	249	4	1.2	278	3.93	1.18	404	3.52	1	419	3.74	0.9
9 The extent to which Equal Opportunity policies are observed in hiring of faculty and staff is adequate.	250	4.11	1.35	242	3.97	1.21	362	3.38	0.93	380	3.53	0.92
10 The extent to which the Equal Opportunity policies are observed in hiring administrative personnel is appropriate	250	4.1	1.54	221	3.77	1.22	356	3.15	0.99	367	3.38	0.98

How satisfied are you with the following University facilities and programs? Likert Scale with 1 = Extremely Dissatisfied, 2 = Moderately Dissatisfied, 3 = Neutral, 4 = Somewhat Satisfied, 5 = Extremely Satisfied												
Survey Question	2014			2012			2010			2008		
	N	Mean	Standard Deviation	N	Mean	Standard Deviation	N	Mean	Standard Deviation	N	Mean	Standard Deviation
11 Classroom facilities	250	3.42	1.28	277	3.58	1.24	408	3.25	1.15	421	3.19	1.21
12 Personal office facilities	249	3.64	1.3	277	3.81	1.26	406	3.43	1.25	420	3.36	1.25
13 Computer Services: facilities and computer help desk support available to faculty.	250	4.13	0.99	275	4.19	1.02	405	3.86	0.9	420	3.93	0.85
14 Computer Services: facilities and computer help desk support available for students	250	4.45	1.13	215	4.09	1.03	369	3.71	0.81	379	3.76	0.78
15 Physical plant (heat, air, maintenance, renovations, etc.)	251	3.38	1.27	274	3.55	1.17	401	3	1.1	418	3.05	1.12
16 Custodial maintenance of facilities	248	3.66	1.21	270	3.86	1.16	401	3.17	1.15	420	3.32	1.1
17 Personal and building security	251	3.68	1.26	268	3.82	1.15	402	3.48	0.98	413	3.67	0.85
18 Libraries: holdings of books, journals, etc.	251	3.94	1.14	262	3.82	1.14	395	3.58	0.99	413	3.39	1.04
19 Libraries: facilities and support available to faculty	250	4.25	0.98	259	4.2	1.02	394	3.89	0.87	404	3.78	0.89
20 Libraries: facilities and support available for students	250	4.41	1	218	4.12	1.02	379	3.81	0.83	388	3.73	0.83
21 Educational Technology Center: facilities and support available to faculty.	251	4.25	1.24	227	4.06	1.06	377	3.75	0.82	394	3.7	0.84
22 Educational Technology Center: facilities and support available to students.	249	4.51	1.29	180	4.03	0.99	349	3.62	0.79	356	3.54	0.76
23 Distance Learning and Instructional Technology: facilities and support available to faculty.	251	4.26	1.49	197	3.64	1.18	352	3.41	0.84	351	3.18	0.86
24 Bear Claw Tutoring Center	250	4.34	1.31	186	3.95	1	345	3.48	0.86	363	3.45	0.89
25 Graduate Assistant support for faculty	248	3.63	1.54	230	3.32	1.28	372	2.95	1.07	384	3	1.1
26 Faculty Center for Teaching and Learning	249	3.98	1.36	224	3.62	1.25	363	3.35	0.98	N.A.	N.A.	N.A.
27 Faculty Development through sabbaticals and educational leaves	250	3.89	1.5	209	3.27	1.26	354	3.1	0.95	375	3.23	0.94
28 Reimbursement for attending conventions, conferences, workshops, etc.	249	3.03	1.49	270	2.97	1.39	398	2.65	1.23	404	2.88	1.22
29 Availability of research opportunities	250	3.45	1.41	258	3.41	1.19	378	3.11	1.02	387	3.28	0.99
30 Support for research and creative activity (time, finances, space, etc.)	249	3	1.52	259	2.96	1.34	382	2.69	1.09	390	2.73	1.06
31 Office of Sponsored Research and Programs	249	3.84	1.57	277	4.22	1.55	358	3.12	0.84	372	3.11	0.86
32 General quality of student advisement	249	4.06	1.17	247	3.97	1.01	390	3.64	0.87	400	3.64	0.87
33 Efforts are made to attract diverse students to our programs	251	3.68	1.28	241	3.85	1.04	373	3.28	0.95	390	3.41	0.9
34 Clerical support for faculty	251	3.69	1.31	266	3.77	1.26	397	3.63	1.06	410	3.59	1.14

Table 1 (continued)

How satisfied are you with University policies? Likert Scale with 1 = Extremely Dissatisfied, 2 = Moderately Dissatisfied, 3 = Neutral, 4 = Somewhat Satisfied, 5 = Extremely Satisfied													
	Survey Question	2014			2012			2010			2008		
		N	Mean	Standard Deviation	N	Mean	Standard Deviation	N	Mean	Standard Deviation	N	Mean	Standard Deviation
35	Procedures by which general University policies and priorities are made	248	3.49	1.37	256	3.34	1.13	388	2.73	1	399	2.96	1.01
36	Degree to which the administration follows written University policies (e.g., Faculty Handbook)	248	3.58	1.41	247	3.41	1.18	378	2.67	1.09	400	2.98	1.02
37	Procedures by which policies are made for your school or college.	249	3.41	1.34	257	3.4	1.19	377	3.11	1.06	398	3.15	0.98
38	The way discretionary monies are used to reward merit/equity.	246	2.91	1.65	246	2.56	1.33	376	2.25	1.08	401	2.74	1.17
39	Procedures by which department policies are made.	248	3.6	1.36	268	3.72	1.23	387	3.43	1.06	411	3.51	1.1
40	The quality of the criteria used to make merit/equity decisions in your department.	249	3.53	1.5	248	3.38	1.32	379	3.15	1.16	403	3.27	1.2
41	The quality of performance feedback provided by the department head during scheduled performance reviews.	250	3.81	1.39	259	3.8	1.22	382	3.56	1.05	401	3.45	1.12
42	Extent to which promotion and tenure criteria are defined and made known.	248	4.15	1.21	263	3.98	1.11	385	3.66	0.93	409	3.62	1.08
43	Procedures by which promotion and tenure decisions are made.	248	4.01	1.28	249	3.84	1.15	378	3.48	1.04	407	3.47	1.04
44	Extent of feedback regarding reasons for promotion and tenure decisions.	244	4.15	1.33	227	3.8	1.18	362	3.4	0.96	382	3.4	1.05
45	Abolition of cost of living increases in favor of replacement pay for performance/equity.	246	2.67	1.73	252	2.25	1.3	380	2.08	1.16	398	2.48	1.29
46	Level of shared governance.	246	3.28	1.5	255	3.11	1.26	385	2.46	1.12	393	2.87	1.08

How strongly do you agree/disagree with the following statements regarding teaching loads and policies? Likert Scale with 1 = Strongly Disagree, 2 = Moderately Disagree, 3 = Neutral, 4 = Moderately Agree, 5 = Strongly Agree.													
	Survey Question	2014			2012			2010			2008		
		N	Mean	Standard Deviation	N	Mean	Standard Deviation	N	Mean	Standard Deviation	N	Mean	Standard Deviation
47	Teaching load (number of classes, class size, student-faculty ratio, etc.) is equitable.	250	3.22	1.38	272	3.09	1.34	390	2.96	1.16	412	3.04	1.14
48	Differential teaching loads across campus is reasonable.	250	3.36	1.65	230	2.83	1.28	363	2.58	1.03	388	2.52	1.06
49	Assignment of classes (extent they match your interests and background) seems appropriate.	250	4.21	1.09	275	4.23	1.06	390	3.98	1	412	4.06	0.9
50	Use and effect of per-course or unranked faculty in your department is correct	250	3.3	1.48	259	3.33	1.31	375	3.37	1.07	407	3.21	1.08
51	Committee assignments and duties are reasonable	250	3.45	1.31	273	3.49	1.17	388	3.23	1.01	411	3.37	0.95
52	Academic advisement load and duties are reasonable	247	3.65	1.48	254	3.54	1.16	374	3.37	0.93	392	3.38	1.02
53	I feel pressured to inflate grades	249	2.57	1.53	265	2.46	1.47	399	2.83	1.31	414	2.72	1.3
54	I feel pressured to deflate grades	249	1.94	1.27	262	1.74	0.99	381	2	0.98	386	2.1	1.03
55	Current nine month salary is appropriate	251	2.66	1.54	263	2.38	1.3	388	3.23	1.15	408	2.87	1.17
56	Future salary prospects look good	251	2.11	1.24	271	1.76	0.99	402	1.85	0.93	411	2.53	1.07
57	Salary differentials that exist across Missouri State University are justified	251	2.5	1.66	255	2.01	1.21	388	1.93	0.97	405	2.15	1.05
58	Procedures by which equity adjustment salary decisions are made are justified	249	3.11	1.71	238	2.48	1.26	377	2.35	1.03	402	2.57	1.1
59	Procedures by which performance/merit salary decisions are made are justified	249	3.13	1.72	240	2.5	1.23	385	2.36	1.11	407	2.64	1.15
60	Rate of pay for summer teaching (2.5 percent per hour) is adequate	251	3.08	1.63	228	2.54	1.28	396	2.73	1.09	388	2.71	1.06
61	Allocation of summer teaching is adequate	248	3.56	1.54	225	3.2	1.25	367	3.11	1	386	3.3	0.92
62	Compensation for per-course faculty is appropriate.	250	3.01	1.8	218	2.22	1.14	360	2.62	0.92	374	2.64	0.91
63	Compensation for overload courses is appropriate.	250	3.19	1.82	213	2.42	1.28	358	2.48	0.97	377	2.62	1

Table 1 (continued)

How satisfied are you with the value of the following services? Likert Scale with 1 = Extremely Dissatisfied, 2 = Moderately Dissatisfied, 3 = Neutral, 4 = Somewhat Satisfied, 5 = Extremely Satisfied													
	Survey Question	2014			2012			2010			2008		
		N	Mean	Standard Deviation	N	Mean	Standard Deviation	N	Mean	Standard Deviation	N	Mean	Standard Deviation
64	Life insurance program	250	4.15	1.04	249	3.95	1.03	390	3.49	0.84	407	3.46	0.86
65	Medical/health benefits	250	3.96	1.2	273	3.65	1.28	401	2.99	1.2	415	2.84	1.19
66	Educational benefits for employees and families Greenwood/MSU	250	4.26	1.37	219	3.82	1.15	391	3.33	1.04	N.A.	N.A.	N.A.
67	Sick leave benefits	249	4.4	1.43	184	3.69	1.08	355	3.28	0.81	N.A.	N.A.	N.A.
68	Dental care	249	3.83	1.26	265	3.56	1.27	391	3.19	1.06	N.A.	N.A.	N.A.
69	Retirement program	250	4	1.21	250	3.77	1.13	389	3.38	0.91	403	3.31	1
70	Services and faculty use of Taylor Health & Wellness Center	248	4.36	1.03	268	4.35	0.93	396	3.96	0.87	407	3.84	0.86
71	Recreational services and facilities for faculty	249	3.94	1.61	213	3.48	1.36	377	3.23	0.99	393	3.25	1.19

How satisfied are you with the University? Likert Scale with 1 = Strongly Disagree, 2 = Moderately Disagree, 3 = Neutral, 4 = Moderately Agree, 5 = Strongly Agree.													
	Survey Question	2014			2012			2010			2008		
		N	Mean	Standard Deviation	N	Mean	Standard Deviation	N	Mean	Standard Deviation	N	Mean	Standard Deviation
72	I plan to retire from Missouri State within the next five years.	251	2.5	1.75	268	2.25	1.54	385	2.31	1.38	394	2.29	1.37
73	I often think about leaving this University.	251	2.93	1.53	272	2.9	1.49	385	3.09	1.38	398	2.98	1.35
74	I plan on leaving Missouri State within the next year.	250	1.83	1.33	266	1.73	1.13	375	2.01	1.04	390	1.89	0.99
75	I am actively looking for other academic positions elsewhere.	247	1.96	1.36	267	1.98	1.34	377	2.29	1.25	392	2.22	1.18
76	I find it challenging to integrate community engagement, cultural competence, and ethical leadership components of the public affairs mission into my work for the University.	251	2.79	1.57	262	2.67	1.39	397	2.86	1.29	N.A.	N.A.	N.A.
77	I believe the University does well in showing its accountability to the public affairs mission.	251	3.55	1.31	252	3.55	1.2	388	3.15	1.09	N.A.	N.A.	N.A.

N.A. is Not Available (This question was not asked in this year of the survey).

Table 2

Only Morale Survey Questions Regarding Faculty Satisfaction Ranked from Lowest Satisfaction to Highest Satisfaction for 2014

Likert Scale with 1 = Extremely Dissatisfied, 2 = Moderately Dissatisfied, 3 = Neutral, 4 = Somewhat Satisfied, 5 = Extremely Satisfied

Question Number	Survey Question	2014			2012		
		N	Mean	Standard Deviation	N	Mean	Standard Deviation
45	Abolition of cost of living increases in favor of replacement pay for performance/equity.	246	2.67	1.73	252	2.25	1.3
38	The way discretionary monies are used to reward merit/equity.	246	2.91	1.65	246	2.56	1.33
30	Support for research and creative activity (time, finances, space, etc.)	249	3	1.52	259	2.96	1.34
28	Reimbursement for attending conventions, conferences, workshops, etc.	249	3.03	1.49	270	2.97	1.39
46	Level of shared governance.	246	3.28	1.5	255	3.11	1.26
15	Physical plant (heat, air, maintenance, renovations, etc.)	251	3.38	1.27	274	3.55	1.17
37	Procedures by which policies are made for your school or college.	249	3.41	1.34	257	3.4	1.19
11	Classroom facilities	250	3.42	1.28	277	3.58	1.24
29	Availability of research opportunities	250	3.45	1.41	258	3.41	1.19
35	Procedures by which general University policies and priorities are made	248	3.49	1.37	256	3.34	1.13
40	The quality of the criteria used to make merit/equity decisions in your department.	249	3.53	1.5	248	3.38	1.32
36	Degree to which the administration follows written University policies (e.g., Faculty Handbook)	248	3.58	1.41	247	3.41	1.18
39	Procedures by which department policies are made.	248	3.6	1.36	268	3.72	1.23
25	Graduate Assistant support for faculty	248	3.63	1.54	230	3.32	1.28
12	Personal office facilities	249	3.64	1.3	277	3.81	1.26
16	Custodial maintenance of facilities	248	3.66	1.21	270	3.86	1.16
33	Efforts are made to attract diverse students to our programs	251	3.68	1.28	241	3.85	1.04
17	Personal and building security	251	3.68	1.26	268	3.82	1.15
34	Clerical support for faculty	251	3.69	1.31	266	3.77	1.26
41	The quality of performance feedback provided by the department head during scheduled performance reviews.	250	3.81	1.39	259	3.8	1.22
68	Dental care	249	3.83	1.26	265	3.56	1.27
31	Office of Sponsored Research and Programs	249	3.84	1.57	277	4.22	1.55
27	Faculty Development through sabbaticals and educational leaves	250	3.89	1.5	209	3.27	1.26
71	Recreational services and facilities for faculty	249	3.94	1.61	213	3.48	1.36
18	Libraries: holdings of books, journals, etc.	251	3.94	1.14	262	3.82	1.14
65	Medical/health benefits	250	3.96	1.2	273	3.65	1.28
26	Faculty Center for Teaching and Learning	249	3.98	1.36	224	3.62	1.25
69	Retirement program	250	4	1.21	250	3.77	1.13
43	Procedures by which promotion and tenure decisions are made.	248	4.01	1.28	249	3.84	1.15
32	General quality of student advisement	249	4.06	1.17	247	3.97	1.01
13	Computer Services: facilities and computer help desk support available to faculty.	250	4.13	0.99	275	4.19	1.02
64	Life insurance program	250	4.15	1.04	249	3.95	1.03
42	Extent to which promotion and tenure criteria are defined and made known.	248	4.15	1.21	263	3.98	1.11
44	Extent of feedback regarding reasons for promotion and tenure decisions.	244	4.15	1.33	227	3.8	1.18
21	Educational Technology Center: facilities and support available to faculty.	251	4.25	1.24	227	4.06	1.06
19	Libraries: facilities and support available to faculty	250	4.25	0.98	259	4.2	1.02
23	Distance Learning and Instructional Technology: facilities and support available to faculty.	251	4.26	1.49	197	3.64	1.18
66	Educational benefits for employees and families Greenwood/MSU	250	4.26	1.37	219	3.82	1.15
24	Bear Claw Tutoring Center	250	4.34	1.31	186	3.95	1
70	Services and faculty use of Taylor Health & Wellness Center	248	4.36	1.03	268	4.35	0.93
67	Sick leave benefits	249	4.4	1.43	184	3.69	1.08
20	Libraries: facilities and support available for students	250	4.41	1	218	4.12	1.02
14	Computer Services: facilities and computer help desk support available for students	250	4.45	1.13	215	4.09	1.03
22	Educational Technology Center: facilities and support available to students.	249	4.51	1.29	180	4.03	0.99
	Mean	249.11	3.82		245.77	3.66	
	Standard Deviation	1.51	0.44		26.45	0.42	
	Difference in Means: 2014 Mean - 2012 Mean		0.16				
	Probability Difference in Means is Random		8.06%				

Table 3

Only Morale Survey Questions Regarding Faculty Agreement or Disagreement with Question Ranked from Lowest (Disagree) to Highest (Agree) for 2014

Likert Scale with 1 = Strongly Disagree, 2 = Moderately Disagree, 3 = Neutral, 4 = Moderately Agree, 5 = Strongly Agree.

Question Number	Survey Question	2014			2012		
		N	Mean	Standard Deviation	N	Mean	Standard Deviation
74	I plan on leaving Missouri State within the next year.	250	1.83	1.33	266	1.73	1.13
54	I feel pressured to deflate grades	249	1.94	1.27	262	1.74	0.99
75	I am actively looking for other academic positions elsewhere.	247	1.96	1.36	267	1.98	1.34
4	Missouri State University spends too small a percent of its budget upon Administration.	246	2.04	1.37	N.A.	N.A.	N.A.
56	Future salary prospects look good	251	2.11	1.24	271	1.76	0.99
5	Missouri State University spends too small a percent of its budget upon peripheral services (e.g., academic support, student services, athletics, etc.)	246	2.42	1.43	N.A.	N.A.	N.A.
57	Salary differentials that exist across Missouri State University are justified	251	2.5	1.66	255	2.01	1.21
72	I plan to retire from Missouri State within the next five years.	251	2.5	1.75	268	2.25	1.54
53	I feel pressured to inflate grades	249	2.57	1.53	265	2.46	1.47
55	Current nine month salary is appropriate	251	2.66	1.54	263	2.38	1.3
76	I find it challenging to integrate community engagement, cultural competence, and ethical leadership components of the public affairs mission into my work for the University.	251	2.79	1.57	262	2.67	1.39
73	I often think about leaving this University.	251	2.93	1.53	272	2.9	1.49
62	Compensation for per-course faculty is appropriate.	250	3.01	1.8	218	2.22	1.14
60	Rate of pay for summer teaching (2.5 percent per hour) is adequate	251	3.08	1.63	228	2.54	1.28
58	Procedures by which equity adjustment salary decisions are made are justified	249	3.11	1.71	238	2.48	1.26
59	Procedures by which performance/merit salary decisions are made are justified	249	3.13	1.72	240	2.5	1.23
63	Compensation for overload courses is appropriate.	250	3.19	1.82	213	2.42	1.28
47	Teaching load (number of classes, class size, student-faculty ratio, etc.) is equitable.	250	3.22	1.38	272	3.09	1.34
50	Use and effect of per-course or unranked faculty in your department is correct	250	3.3	1.48	259	3.33	1.31
48	Differential teaching loads across campus is reasonable.	250	3.36	1.65	230	2.83	1.28
1	University priorities are where they need to be.	248	3.41	1.29	275	3.37	1.22
51	Committee assignments and duties are reasonable	250	3.45	1.31	273	3.49	1.17
77	I believe the University does well in showing its accountability to the public affairs mission.	251	3.55	1.31	252	3.55	1.2
61	Allocation of summer teaching is adequate	248	3.56	1.54	225	3.2	1.25
52	Academic advisement load and duties are reasonable	247	3.65	1.48	254	3.54	1.16
3	Missouri State University spends too small a percent of its budget upon its core mission (instruction, research, and public affairs).	247	3.82	1.26	N.A.	N.A.	N.A.
8	Overall, I am satisfied being a Missouri State University faculty member.	249	4	1.2	278	3.93	1.18
2	Missouri State University spends too small a percent of its budget upon instruction of students.	246	4.05	1.17	N.A.	N.A.	N.A.
7	Missouri State University faculty are congenial.	248	4.08	0.94	277	4.09	0.96
10	The extent to which the Equal Opportunity policies are observed in hiring administrative personnel is appropriate	250	4.1	1.54	221	3.77	1.22
9	The extent to which Equal Opportunity policies are observed in hiring of faculty and staff is adequate.	250	4.11	1.35	242	3.97	1.21
6	Missouri State University faculty are of high quality.	249	4.12	0.98	274	4.2	0.89
49	Assignment of classes (extent they match your interests and background) seems appropriate.	250	4.21	1.09	275	4.23	1.06
	Mean		3.14			2.92	
	Standard Deviation		0.71			0.77	
	Difference in Means: 2014 Mean - 2012 Mean		0.23				
	Probability Difference in Means is Random		23.48%				

Table 4
 Only Morale Survey Questions Regarding Faculty Satisfaction Ranked from Lowest Satisfaction to Highest Satisfaction for 2012
 Likert Scale with 1 = Extremely Dissatisfied, 2 = Moderately Dissatisfied, 3 = Neutral, 4 = Somewhat Satisfied, 5 = Extremely Satisfied

Question Number	Survey Question	2014			2012		
		N	Mean	Standard Deviation	N	Mean	Standard Deviation
45	Abolition of cost of living increases in favor of replacement pay for performance/equity.	246	2.67	1.73	252	2.25	1.3
38	The way discretionary monies are used to reward merit/equity.	246	2.91	1.65	246	2.56	1.33
30	Support for research and creative activity (time, finances, space, etc.)	249	3	1.52	259	2.96	1.34
28	Reimbursement for attending conventions, conferences, workshops, etc.	249	3.03	1.49	270	2.97	1.39
46	Level of shared governance.	246	3.28	1.5	255	3.11	1.26
27	Faculty Development through sabbaticals and educational leaves	250	3.89	1.5	209	3.27	1.26
25	Graduate Assistant support for faculty	248	3.63	1.54	230	3.32	1.28
35	Procedures by which general University policies and priorities are made	248	3.49	1.37	256	3.34	1.13
40	The quality of the criteria used to make merit/equity decisions in your department.	249	3.53	1.5	248	3.38	1.32
37	Procedures by which policies are made for your school or college.	249	3.41	1.34	257	3.4	1.19
29	Availability of research opportunities	250	3.45	1.41	258	3.41	1.19
36	Degree to which the administration follows written University policies (e.g., Faculty Handbook)	248	3.58	1.41	247	3.41	1.18
71	Recreational services and facilities for faculty	249	3.94	1.61	213	3.48	1.36
15	Physical plant (heat, air, maintenance, renovations, etc.)	251	3.38	1.27	274	3.55	1.17
68	Dental care	249	3.83	1.26	265	3.56	1.27
11	Classroom facilities	250	3.42	1.28	277	3.58	1.24
26	Faculty Center for Teaching and Learning	249	3.98	1.36	224	3.62	1.25
23	Distance Learning and Instructional Technology: facilities and support available to faculty.	251	4.26	1.49	197	3.64	1.18
65	Medical/health benefits	250	3.96	1.2	273	3.65	1.28
67	Sick leave benefits	249	4.4	1.43	184	3.69	1.08
39	Procedures by which department policies are made.	248	3.6	1.36	268	3.72	1.23
34	Clerical support for faculty	251	3.69	1.31	266	3.77	1.26
69	Retirement program	250	4	1.21	250	3.77	1.13
41	The quality of performance feedback provided by the department head during scheduled performance reviews.	250	3.81	1.39	259	3.8	1.22
44	Extent of feedback regarding reasons for promotion and tenure decisions.	244	4.15	1.33	227	3.8	1.18
12	Personal office facilities	249	3.64	1.3	277	3.81	1.26
17	Personal and building security	251	3.68	1.26	268	3.82	1.15
18	Libraries: holdings of books, journals, etc.	251	3.94	1.14	262	3.82	1.14
66	Educational benefits for employees and families Greenwood/MSU	250	4.26	1.37	219	3.82	1.15
43	Procedures by which promotion and tenure decisions are made.	248	4.01	1.28	249	3.84	1.15
33	Efforts are made to attract diverse students to our programs	251	3.68	1.28	241	3.85	1.04
16	Custodial maintenance of facilities	248	3.66	1.21	270	3.86	1.16
64	Life insurance program	250	4.15	1.04	249	3.95	1.03
24	Bear Claw Tutoring Center	250	4.34	1.31	186	3.95	1
32	General quality of student advisement	249	4.06	1.17	247	3.97	1.01
42	Extent to which promotion and tenure criteria are defined and made known.	248	4.15	1.21	263	3.98	1.11
22	Educational Technology Center: facilities and support available to students.	249	4.51	1.29	180	4.03	0.99
21	Educational Technology Center: facilities and support available to faculty.	251	4.25	1.24	227	4.06	1.06
14	Computer Services: facilities and computer help desk support available for students	250	4.45	1.13	215	4.09	1.03
20	Libraries: facilities and support available for students	250	4.41	1	218	4.12	1.02
13	Computer Services: facilities and computer help desk support available to faculty.	250	4.13	0.99	275	4.19	1.02
19	Libraries: facilities and support available to faculty	250	4.25	0.98	259	4.2	1.02
31	Office of Sponsored Research and Programs	249	3.84	1.57	277	4.22	1.55
70	Services and faculty use of Taylor Health & Wellness Center	248	4.36	1.03	268	4.35	0.93
	Mean	249.11	3.82		245.77	3.66	
	Standard Deviation	1.51	0.44		26.45	0.42	
	Difference in Means: 2014 Mean - 2012 Mean		0.16				
	Probability Difference in Means is Random		8.06%				

Table 5

Only Morale Survey Questions Regarding Faculty Agreement or Disagreement with Question Ranked from Lowest (Disagree) to Highest (Agree) for 2012

Likert Scale with 1 = Strongly Disagree, 2 = Moderately Disagree, 3 = Neutral, 4 = Moderately Agree, 5 = Strongly Agree.

Question Number	Survey Question	2014			2012		
		N	Mean	Standard Deviation	N	Mean	Standard Deviation
74	I plan on leaving Missouri State within the next year.	250	1.83	1.33	266	1.73	1.13
54	I feel pressured to deflate grades	249	1.94	1.27	262	1.74	0.99
56	Future salary prospects look good	251	2.11	1.24	271	1.76	0.99
75	I am actively looking for other academic positions elsewhere.	247	1.96	1.36	267	1.98	1.34
57	Salary differentials that exist across Missouri State University are justified	251	2.5	1.66	255	2.01	1.21
62	Compensation for per-course faculty is appropriate.	250	3.01	1.8	218	2.22	1.14
72	I plan to retire from Missouri State within the next five years.	251	2.5	1.75	268	2.25	1.54
55	Current nine month salary is appropriate	251	2.66	1.54	263	2.38	1.3
63	Compensation for overload courses is appropriate.	250	3.19	1.82	213	2.42	1.28
53	I feel pressured to inflate grades	249	2.57	1.53	265	2.46	1.47
58	Procedures by which equity adjustment salary decisions are made are justified	249	3.11	1.71	238	2.48	1.26
59	Procedures by which performance/merit salary decisions are made are justified	249	3.13	1.72	240	2.5	1.23
60	Rate of pay for summer teaching (2.5 percent per hour) is adequate	251	3.08	1.63	228	2.54	1.28
76	I find it challenging to integrate community engagement, cultural competence, and ethical leadership components of the public affairs mission into my work for the University.	251	2.79	1.57	262	2.67	1.39
48	Differential teaching loads across campus is reasonable.	250	3.36	1.65	230	2.83	1.28
73	I often think about leaving this University.	251	2.93	1.53	272	2.9	1.49
47	Teaching load (number of classes, class size, student-faculty ratio, etc.) is equitable.	250	3.22	1.38	272	3.09	1.34
61	Allocation of summer teaching is adequate	248	3.56	1.54	225	3.2	1.25
50	Use and effect of per-course or unranked faculty in your department is correct	250	3.3	1.48	259	3.33	1.31
1	University priorities are where they need to be.	248	3.41	1.29	275	3.37	1.22
51	Committee assignments and duties are reasonable	250	3.45	1.31	273	3.49	1.17
52	Academic advisement load and duties are reasonable	247	3.65	1.48	254	3.54	1.16
77	I believe the University does well in showing its accountability to the public affairs mission.	251	3.55	1.31	252	3.55	1.2
10	The extent to which the Equal Opportunity policies are observed in hiring administrative personnel is appropriate	250	4.1	1.54	221	3.77	1.22
8	Overall, I am satisfied being a Missouri State University faculty member.	249	4	1.2	278	3.93	1.18
9	The extent to which Equal Opportunity policies are observed in hiring of faculty and staff is adequate.	250	4.11	1.35	242	3.97	1.21
7	Missouri State University faculty are congenial.	248	4.08	0.94	277	4.09	0.96
6	Missouri State University faculty are of high quality.	249	4.12	0.98	274	4.2	0.89
49	Assignment of classes (extent they match your interests and background) seems appropriate.	250	4.21	1.09	275	4.23	1.06
2	Missouri State University spends too small a percent of its budget upon instruction of students.	246	4.05	1.17	N.A.	N.A.	N.A.
3	Missouri State University spends too small a percent of its budget upon its core mission (instruction, research, and public affairs).	247	3.82	1.26	N.A.	N.A.	N.A.
4	Missouri State University spends too small a percent of its budget upon Administration.	246	2.04	1.37	N.A.	N.A.	N.A.
5	Missouri State University spends too small a percent of its budget upon peripheral services (e.g., academic support, student services, athletics, etc.)	246	2.42	1.43	N.A.	N.A.	N.A.
	Mean		3.14			2.92	
	Standard Deviation		0.71			0.77	
	Difference in Means: 2014 Mean - 2012 Mean		0.23				
	Probability Difference in Means is Random		23.48%				

January 2015

Family Leave and Support Committee Proposal

A Report Prepared by Faculty Senate Ad Hoc Family Leave and Support Committee

Co-Chairs, Charlene Berquist (Professor, Communication) and Catherine Jolivette (Associate Professor, Art & Design), Cameron Wickham (Professor, Mathematics), Matthew Calihman (Associate Professor, English), Michelle Morgan (Assistant Professor, History), and Maggie Marlin-Hess (Assistant Professor, Theatre & Dance).

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Summary

Overview

At the request of the Faculty Senate Chair, the Ad Hoc Committee on Family Leave and Support was formed in September 2014 and tasked with reviewing existing University policies related to parental leave.

Committee Charge

The original charge from the Senate was twofold:

1. Investigate if a need exists to add wording to the Faculty Handbook providing details about medical leave related to pregnancy and childbirth.
2. Investigate the desirability and feasibility of establishing a parental leave policy for faculty members who have newborn or newly adopted children.

Response to the Original Committee Charge - Modifications and Expansions

The committee determined that information for faculty wishing to take unpaid leave following the birth or adoption of a child should be more detailed and consistent across colleges and departments. Additionally, the paid parental leave policy should be separate from medical leave related to pregnancy and childbirth and paid leave should be expanded to encompass broader family issues—for example, elder care, or to care for an older sick child. The committee's reasons for expanding the charge were based on previous University surveys and documents, including the Work/Life report completed in 2008.

Several key assumptions guided the committee in its deliberations and in the development of this report and the proposals within:

- A recognition that faculty are at different life stages and as such, any proposal addressing family leave and support must take into account the multiple and complex needs experienced by faculty at these different stages of life including elder care and care of older children.
- The University administration has shown in recent years a strong commitment to faculty concerns as demonstrated by assessing work-life balance needs, expanded wellness opportunities through Taylor Health Center and the recent affirmation and extension of paid leave for faculty. This document recommends that the university expand on this commitment by extending faculty support and benefits in ways consistent with the Administration's focus.
- A recognition that faculty leave issues differ from those of staff and students and for this reason the Family Leave and Support Committee focused on policies (both parental and family) that directly addressed faculty concerns. However, the committee's work has been guided by the belief that the proposed changes in this document have the potential to benefit not only faculty but also staff and students.
- The committee believes, and research concludes that expanding family support mechanisms as this report proposes has the potential to enhance recruitment and retention of outstanding faculty and staff as well as students.

The committee began its work by reviewing and compiling existing university information on faculty leave and support including a review of the conclusions of the Work/life committee

<http://www.missouristate.edu/worklife/finalreport.htm>, a committee formed in June of 2006 and charged by President Nietzel "to identify key issues that affect employees' ability to balance their work life and personal life, and to make recommendations that would result in the improvement of this relationship" as well as the current Faculty Handbook. The committee also recognized the importance of gathering information beyond Missouri State University. To do so the committee reviewed:

- family leave and support policies at Benchmark Institutions and spoke to faculty and administrators at these institutions;
- family leave and support policies and programs at selected regional universities including the University of Missouri system and Truman State University; and
- research and writings on the existence and value of family leave and support mechanisms including those published by the AAUP

Based upon our review of the information described above, the committee developed a proposal that includes a variety of family support for faculty including: 1) paid and unpaid family leave; 2) a lactation policy; 3) expanded childcare and children's health care benefits; and 4) a Family Center that would provide comprehensive information about University policies and external community resources for families across the lifespan including a website and accompanying pamphlet that would bring together all information related to family leave and family issues under one umbrella.

In each of these areas we propose policies that are proactive and expansive. In this proposal, the committee includes suggestions for short-term easily implemented initiatives as well as proposals that require additional review and analysis prior to implementation. What follows is a description of the proposal and the sections that comprise it.

Paid Family Leave Policy

Statement of Existing Policy or Resource

MSU does not have a paid family leave policy.

Statement of Proposed Policy

Purpose:

The purpose of this policy is to provide Missouri State University Faculty paid family leave. The policy uses the definition of “family leave” as outlined in the Family and Medical Leave Act (FMLA) of 1993.

Policy:

Full-time faculty members are eligible for one semester of paid leave for the following reasons:

1. The birth of a child and to care for the newborn child within one year of birth
2. The placement with the employee of a child for adoption or foster care and to care for the newly placed child within one year of placement
3. To care for the employee’s spouse, sponsored dependent, child, or parent who has a serious health condition
4. A serious health condition that makes the employee unable to perform the essential functions of his or her job
5. Any qualifying exigency arising out of the fact that the employee’s spouse, sponsored dependent, son, daughter, or parent is a covered military member on “covered active duty”

Faculty may be granted up to two paid family leaves in a seven-year period. Additional unpaid leave may be accessed through FMLA or the university’s unpaid leave policy.

Rationale and Support:

In the 2008 Work/Life Committee report, the importance of paid parental leave ranked second and leave in excess of the Family and Medical Leave Act (FMLA) ranked third under “Home and Family: Benefit or Service” (http://www.missouristate.edu/assets/worklife/WorkLife_Appendix_F.pdf).

The Work/Life Committee’s Final Report identified “Family Caregiving” as “as a significant stressor for employees” that “created a multitude of challenges in managing work and family responsibilities.” They recommended that the university “Establish a FMLA policy that expands leave options beyond current FMLA levels” and “develop criteria for expanded leave as well as an approval and appeal process” (<http://www.missouristate.edu/worklife/familycaregiving.htm>).

Multiple studies have demonstrated the benefits of paid family leave to the physical and mental health of parents and children. Among other findings of note, international data indicate that, after other factors are controlled, paid family leave is associated with reduced rates of infant and child mortality. Paid family leave improves retention and employee morale, increases initial and extended breastfeeding rates, positively affects maternal mental health, and fosters increased parental involvement (particularly for fathers). For a summary of these studies, see Barbara Gault, et. al. (2014) “Paid Parental Leave in the United States: What the data tell us about access, usage, and economic and health benefits,” Institute for Women’s Policy Research. Studies also demonstrate a pressing need for support for individuals caring for adult family members. In a 2009 report, the National Alliance for Caregiving in collaboration with the

American Association of Retired Persons estimated that over 21% of adult Americans have provided unpaid caregiver services to another adult in the preceding 12 months. Caregivers who also were employed in paid positions outside the home averaged almost 18 hours of unpaid caregiving, and the study notes increased levels of stress and decreased physical health reported by caregivers (National Alliance for Caregiving in collaboration with the AARP, “Caregiving in the US, 2009”).

Access to paid family leave varies widely across institutions of higher learning. Missouri State University currently provides unpaid family leave in accordance with the minimum requirements established by the Family Medical Leave Act of 1993. MSU does not have a policy identifying paid family leave. University of Missouri-Columbia provides 12 weeks paid family leave, which faculty can use twice in a six-year period. Truman State University allows faculty to use accumulated medical leave to pay for family leave.

Unpaid Leave Policy

Statement of Existing Policy or Resource

In compliance with the Family and Medical Leave Act (FMLA) of 1993, full-time faculty members of the University shall be entitled to a total of 12 work weeks of unpaid leave during any 12-month period if requested by a faculty member for one or more of the following reasons:

1. The birth of a child and to care for the newborn child within one year of birth
2. The placement with the employee of a child for adoption or foster care and to care for the newly placed child within one year of placement
3. To care for the employee's spouse, sponsored dependent, child, or parent who has a serious health condition
4. A serious health condition that makes the employee unable to perform the essential functions of his or her job
5. Any qualifying exigency arising out of the fact that the employee's spouse, sponsored dependent, son, daughter, or parent is a covered military member on "covered active duty"

FMLA also provides up to twenty six workweeks of leave during a single 12 month period to care for a covered Service member with a serious injury or illness if the eligible employee is the Service member's spouse, sponsored dependent, son, daughter, parent, or next of kin (military caregiver leave).

The University has the legal authority to consider an employee's absence as family and medical leave when it has sufficient evidence that the absence is due to an FMLA qualifying reason even if the employee has not applied for family and medical leave.

The following provisions shall apply to family and medical leave:

Request for Family Leave:

A faculty member requesting family leave under this leave provision should complete a standard Request for Leave form or letter and submit it to his/her Department Head. When leave is foreseeable, an employee must give the University 30 calendar days' advance notice. In addition, when foreseeable leave is for planned medical treatment, the employee must make a reasonable effort to schedule the treatment so as not to unduly disrupt the University's operations. If it is not possible to provide 30 calendar days' notice, as much notice as is practicable must be provided. The Department Head will forward the request to the Office of Human Resources. Upon receipt of the request, the Office of Human Resources will provide the faculty member with the Family and Medical Leave provisions and a leave questionnaire for him or her to complete. FMLA regulations require documentation from a medical provider.

Status During Family Leave:

During leave, the faculty member is required to report regularly on his/her status and intent to return to work. The University shall continue to pay for the faculty member's individual insurance coverages, including medical, dental, life, long-term disability, and accidental death and dismemberment during family leave on the same basis as if the individual had been actively at work. The University shall return the faculty member to the same or an equivalent position and employment benefits upon return from approved family leave.

Statement of Proposed Policy

Purpose:

The purpose of this policy is to provide unpaid leave above and beyond the minimum requirements outlined in the Family and Medical Leave Act to the faculty of Missouri State University.

Policy:

In compliance with the Family and Medical Leave Act (FMLA) of 1993, full-time faculty members of the University shall be entitled to a total of 12 work weeks of unpaid leave during any 12-month period. Faculty are eligible to extend their period of unpaid leave up to one year, if requested by a faculty member for one or more of the following reasons:

1. The birth of a child and to care for the newborn child within one year of birth
2. The placement with the employee of a child for adoption or foster care and to care for the newly placed child within one year of placement
3. To care for the employee's spouse, sponsored dependent, child, or parent who has a serious health condition
4. A serious health condition that makes the employee unable to perform the essential functions of his or her job
5. Any qualifying exigency arising out of the fact that the employee's spouse, sponsored dependent, son, daughter, or parent is a covered military member on "covered active duty"

The University has the legal authority to consider an employee's absence as family and medical leave when it has sufficient evidence that the absence is due to an FMLA qualifying reason even if the employee has not applied for family and medical leave.

Faculty are eligible for one year unpaid leave once in a seven year period.

Please see handbook for applicable family and medical leave provisions including "Request for Leave" and Status during Paid and Unpaid Family Leave."

Rationale and Support

Unpaid leave varies widely institutions of higher education. There are several schools including University of Montana that offer unpaid leave beyond the 12-week minimum allowance required by the Family and Medical Leave Act.

University of Montana Handbook

1035.30 Approvals

The department management should assess an employee request for leave without pay based on an analysis, which considers both direct and indirect costs against benefits to the department and the University. Employees requesting leave without pay for 30 days or more should submit a "Faculty and Staff Leave Request" form to their department management for approval. Forms may be obtained from the Personnel and Payroll Services.

Faculty, administrators, and professional supervisory personnel are eligible for a leave of absence without pay after two years of consecutive service. The leave should normally not exceed two years.

In the 2008 Work/Life Committee report, leave in excess of the Family and Medical Leave Act (FMLA) ranked second under “Home and Family: Mostly likely used Benefit of Service” and third under “Home and Family: Highest Rated Benefit or Service”

(http://www.missouristate.edu/assets/worklife/WorkLife_Appendix_F.pdf).

The Work/Life Committee’s Final Report identified “Family Caregiving” as “as a significant stressor for employees” that “created a multitude of challenges in managing work and family responsibilities.” They recommended that the university “Establish a FMLA policy that expands leave options beyond current FMLA levels” and “develop criteria for expanded leave as well as an approval and appeal process”

(<http://www.missouristate.edu/worklife/familycaregiving.htm>).

Lactation Support Policy

Statement of Existing Policy or Resource

MSU does not have a lactation support policy.

Statement of Proposed Policy

Purpose:

The purpose of this policy is to provide nursing mothers who are employees with a private place and reasonable break time to express breast milk for her nursing child. This policy is in accordance with the U.S. Department of Labor Wage and Hour Division and the Patient Protection and Affordable Care Act (PPACA) which amended Section 7 of the Fair Labor Standards Act (FLSA). The policy applies to all nursing mothers who are university employees.

Policy:

Lactation Locations

The University establishes multiple designated lactation rooms across campus. Lactation locations must be private, shielded from view, and not located in a restroom or common area. If an employee has a private office, it may be used for this purpose. If a dedicated lactation room is not accessible, supervisors should consider other options such as reserving a conference room as needed, adapting a clean and infrequently used small storage area, or converting an unused office or other room. The lactation location will contain adequate lighting, a chair, an electrical outlet, a small table or other flat surface, access to a refrigerator and a door with a lock. Toilet stalls and closets are unacceptable. Employees may contact the Human Resources Department for a list of current lactation locations.

Storage of Breast Milk

The University is not responsible for the integrity or security of breast milk stored in any refrigerator on campus. Employees must provide their own containers for storage of expressed milk while on campus. Nursing mothers may use campus refrigerators or may bring personal coolers to store breast milk.

Reasonable Break Times

Any employee who is breastfeeding her child will be provided reasonable unpaid break times or a flexible work schedule to express milk for her child. The number of breaks needed to express milk may depend on numerous factors such as the number of feedings and age of the child. A nursing mother will typically need two to three breaks during an eight hour period; however, more reasonable break times may be necessary.

Rationale and Support:

Health professionals and public health officials promote breastfeeding to improve infant health. Both mothers and children benefit from breast milk. Breast milk contains antibodies that protect infants from bacteria and viruses. Breastfed children have fewer ear, respiratory and urinary tract infections and have diarrhea less often. Infants who are exclusively breastfed tend to need fewer health care visits, prescriptions and hospitalizations resulting in a lower total medical care cost compared to never-breastfed infants.

Breastfeeding also provides long-term preventative effects for the mother, including an earlier return to pre-pregnancy weight and a reduced risk of pre-menopausal breast cancer and osteoporosis. According to the Centers for Disease Control and Prevention, approximately 76 percent of mothers start breastfeeding immediately after birth, but only about 16 percent of those moms are breastfeeding exclusively six months later. As a part of the Healthy People 2020 initiative, the national goal is to increase the proportion of mothers who breastfeed their babies in the early postpartum period to 81.9 percent by the year 2020. (Source: National Conference of State Legislatures <http://www.ncsl.org/research/health/breastfeeding-state-laws.aspx>).

President Obama signed the Affordable Care Act (ACA) on March 30, 2010. Among many provisions, Section 4207 of the law amends the Fair Labor Standards Act (FLSA) of 1938 (29 U.S. Code 207) to require an employer to provide reasonable break time for an employee to express breast milk for her nursing child for one year after the child's birth each time such employee has need to express milk. For more information see: Fact Sheet on Break Time for Nursing Mothers under the FLSA, U.S. Department of Labor <http://www.dol.gov/whd/regs/compliance/whdfs73.pdf>

In addition, the ACA requires new private health insurance plans, including those available in the new health insurance marketplaces, to provide coverage for specified women's preventive health services with no cost sharing (e.g., copayment, coinsurance, or deductible). Breastfeeding support, supplies and lactation counseling are one of these specified preventive services.* For more information see: Preventive Services Covered Under the Affordable Care Act, NCSL webpage; Women's Preventive Services Guidelines, Health Services and Resources Administration, U.S. Department of Health and Human Services; Affordable Care Act Rules on Expanding Access to Preventive Services for Women, HHS.gov/HealthCare, U.S. Department of Health and Human Services, August 2011.

*** In addition to the lactation policy outlined above, these preventative services should be included in the medical insurance plan offered to University employees.**

Child Care Policy

Statement of Existing Policy or Resource

MSU does not have a child care policy.

Statement of Proposed Policy

Purpose:

The purpose of this policy is to provide financial assistance to faculty for child care expenses.

Policy:

Full-time regular faculty who are eligible for the credit course fee waivers as described above may apply one-half of the total annual undergraduate credit hour benefit to their eligible dependent children who attend the MSU Child Development Center toward payment of required CDC tuition.

Rationale and Support:

In the 2008 Work/Life Committee report, in the category “Home and Family: Benefit or Service”, Drop-in childcare on campus ranked number 1, Childcare financial assistance ranked 5, and Childcare information resource and referral ranked 6 (total of 12 benefits or services ranked). Additionally, expanding options for credit course fee waiver was the top ranked request for a financial benefit (see http://www.missouristate.edu/assets/worklife/WorkLife_Appendix_F.pdf).

Among the Work/Life Committee recommendations was the ability to apply tuition waivers to Greenwood Laboratory School. Missouri State University responded and employees now are able to apply one-half of the total annual undergraduate credit hour benefit to their eligible dependent children who attend Greenwood.

The Parental Leave Committee investigated employee family benefits at MSU’s peer institutions. Some of the peer institutions that offer on-campus child care facilities also provide financial assistance to faculty for use of those facilities. For example, Grand Valley State University provides a simple discount on tuition, while University of Montana allows for prorated tuition depending on the number of days used in a month (see http://life.umt.edu/asum/asum_agencies/Childcare/Enrollment/Information.php). Current MSU CDC policy does not allow for any prorated tuition.

Current tuition for infants and toddlers enrolled at the MSU Child Development Center is \$200 per week (http://education.missouristate.edu/assets/Education/MSU_Parent_Handbook_updated_finalcopy_August_2014.pdf). To keep a child enrolled at the CDC, a parent must pay the full weekly amount for each week the center is open, which is 49 weeks of the year. So tuition is \$9800 per year. One-half of the total annual undergraduate credit hour benefit currently is valued at \$1428. A \$1428 reduction of \$10,000 is a 14.6% reduction in tuition.

***At this time, Taylor Health Center does not provide care to faculty dependents under age 6. However, the Center will be expanding within the next few years. We recommend that this expansion encompass care for children under age 6. We also recommend that the University, as an interim measure, amend the faculty insurance policy to waive the deductible for off-campus health care services provided to faculty dependents under age 6. (Here we refer only to services comparable to those for which faculty patients at Taylor Health Center have a deductible waiver.)**

Family Resource Center

Statement of Existing Policy or Resource

MSU does not have a family resource center.

Statement of Proposed Policy or Resource

Purpose:

The purpose of a Family Resource Center is to bring together a variety of gender specific and family resources in one accessible location. The Center would include short-term, time limited child care drop in services, information about family and women's resources at MSU and the greater Springfield Community (examples might include information about free and sliding scale family counseling, elder care options, parenting classes, domestic and sexual violence resources). The Center, similar to health and wellness initiatives offered by Taylor Health, could sponsor child and family programs (examples might include *Love and Logic, Parents as Teachers*). The Center staff would include a family advocate whose job it would be to assist faculty and others in navigating the process of understanding and finding resources as well as advocating on clients behalf for these resources. The Center could be staffed in part through internship/practicums from students in a variety of disciplines including social work, counseling, early childhood education and family, criminal justice, communication.

Policy:

The University will establish a Family Resource Center that will function as a comprehensive resource for Faculty, Staff, and Students.

Rationale and Support:

Parenting resources and short term childcare was a central need articulated by faculty and staff in the University Work/life report. In the category "Home and Family: Benefit or Service", Drop-in childcare on campus ranked as the most impactful of benefits in improving work/life balance. Additionally, access to informational family resources and assistance across the family life span including elder care support was a significant need expressed by faculty and staff in the Work/life report.

The Cub Hub http://education.missouri.edu/orgs/parentlink/student_parents.php a drop-in child care and parenting support initiative for students, developed at the University of Missouri Columbia and included in the proposed Family Resource Center has the potential to be an effective recruitment and retention tool that is particularly attractive to adult students.

Including all family resource information in a centralized location along with a family advocate to assist in accessing resources and information assures greater understanding and utilization of family policies and resources.

Family Resource Webpage and Pamphlet

Statement of Existing Resource

MSU does not have a website or a comprehensive written document that outlines all family leave policies, procedures, and resources.

Statement of Proposed Resource

Purpose:

The purpose of creating a family resource webpage and pamphlet is to bring together all information about family leave policies and procedures as well as on-campus family resources in one easily accessible location.

Policy:

Create a family resource webpage and a corresponding pamphlet to make the university community aware of the institution's family resources and family-support policies. The webpage and pamphlet should

- describe the services provided by the university's Family Resource Center and provide contact information for the center;
- explain the university's medical, family, and parental leave policies and the procedures that faculty, staff, and administrators must follow to apply for these types of leave;
- explain provisions for modified duties and the procedures that faculty, staff, and administrators must follow to arrange modified duties;
- explain the circumstances under which a ranked faculty member may stop the tenure/promotion "clock" and the procedures that a faculty member must follow to stop the clock;
- describe the health care and insurance services that are available to students, faculty, staff, administrators, and their families;
- describe the on-campus child care services that are available to the children of students, faculty, staff, and administrators; and
- list the locations of the campus's lactation facilities.

Rationale and Support:

MSU does not have a website or a comprehensive written document that outlines all family leave policies, procedures, and resources. As a consequence there is confusion among faculty about the existence of family policies and the procedures by which policies such as leave are applied for. This lack of transparency results in resources being underutilized and policies applied inconsistently across colleges and departments. A visible and accessible website that includes all family information would lessen confusion and inconsistencies. Additionally, visible information about family policies will help students and employees to take better care of themselves and their families, and this information will express to prospective students and employees the university's commitment to their well-being.

Conclusions

In 2005, the American Council on Education's report *Creating Flexibility in Tenure Track Faculty Careers* highlighted the critical role that family-friendly policies play in the recruitment and retention of high-quality and diverse faculty. These findings echo public and private sector research, which suggests that paid family leave and other family supportive policies reduce employee turnover and contribute positively to employee morale (Center for American Progress, *The Economic Benefits of Family Leave and Medical Leave Insurance*). Current national discussions and the start of state-level initiatives to provide such policies to all workers indicate the importance of addressing the many challenges that faculty face in balancing the rigors of academic life with family responsibilities. The policy changes and resource initiatives proposed in this document provide the opportunity for Missouri State University to more effectively recruit and retain high-quality and diverse faculty. If enacted, these policies will offer a competitive advantage in hiring over many of our peer institutions and confirm Missouri State University's commitment to a culture that values and supports families.

References and Links

- Affordable Care Act (ACA) <http://www.hhs.gov/healthcare/rights/>
- American Council on Higher Education *Agenda for Excellence: Creating Flexibility in Tenure-Track Faculty Careers* <http://www.acenet.edu/leadership/programs/Documents/Agenda-for-Excellence.pdf>
- Big 10 parental leave policies <http://wiseli.engr.wisc.edu/uwpgms/Big10parentalleavefinal.pdf>
- Caregiving in the US 2009
http://www.caregiving.org/data/Caregiving_in_the_US_2009_full_report.pdf
- Center for American Progress *The Economic Benefits of Family Leave and Medical Leave Insurance*
<https://www.americanprogress.org/issues/economy/report/2013/12/12/81036/the-economic-benefits-of-family-and-medical-leave-insurance/>
- Center for Economic Policy Research *Leaves that Pay* Applebaum and Milkman (2011)
<http://www.cepr.net/documents/publications/paid-family-leave-1-2011.pdf>
- Family Medical Leave Act of 1993 <http://www.dol.gov/whd/fmla/>
- Gault, Barbara, et. al. (2014) *Paid Parental Leave in the United States: What the data tell us about access, usage, and economic and health benefits*, Institute for Women's Policy Research
<http://www.iwpr.org/publications/pubs/paid-parental-leave-in-the-united-states-what-the-data-tell-us-about-access-usage-and-economic-and-health-benefits>
- Institute for Women's Policy Research <http://www.iwpr.org/>
- Loyola Marymount Flexible and Accommodating Faculty Retention Policies and Programs
<http://admin.lmu.edu/media/admin/hr/Faculty%20Retention%20Policies%20and%20Programs%20-%20REV.pdf>
- MSU Parent Handbook
http://education.missouristate.edu/assets/Education/MSU_Parent_Handbook_updated_finalcopy_August_2014.pdf
- Missouri State University Work/Life report <http://www.missouristate.edu/worklife/finalreport.htm>
- National Alliance for Caregiving www.caregiving.org/
- National Conference of State Legislatures
<http://www.ncsl.org/research/health/breastfeeding-state-laws.aspx>
- Pregnancy in the Academy: An AAUP Guidebook
<http://www.aaup.org/sites/default/files/files/Pregnancy-in-the-Academy.pdf>

University of Montana Childcare Policies

http://life.umt.edu/asum/asum_agencies/Childcare/Enrollment/Information.php

U.S. Department of Labor <http://www.dol.gov/>

US Department of Labor Fact Sheet on Break Time for Nursing Mothers

<http://www.dol.gov/whd/nursingmothers/>

Report from the Provost

Provost Frank Einhellig's report will include updates and comments regarding Academic Affairs.

- 1) Resolution Honoring Out-Going Faculty Senate Chair Stephen McIntyre

- 2) Introduction of the Recipients of the Foundation Awards for Teaching, Research and Service

2015 Foundation Winners

- Service Winners
 - Jill Black (GGP)
 - Matthew Pierson (Engineering)
- Research Winners
 - Kartik Ghosh (PAMS)
 - Sharmistha Self (ECO)
- Teaching Winners
 - John Chuchiak (HST)
 - David Romano (PLS)

- 3) Recognition and conferring of the Excellence in Public Affairs Awards for Faculty and Staff (Dr. Rachele Darabi)

- 3) Update on the 2015 Public Affairs Conference (Dr. Kurt Heinlein)

V.B.1.

RECOMMENDED ACTION: Approval of Resolution of Appreciation for Dr. Stephen McIntyre

The following resolution was moved by _____ and seconded by _____.

WHEREAS, Dr. Stephen McIntyre, Professor in the Department of History, served as Chair of the Faculty Senate for the 2014-2015 academic year; and

WHEREAS, Dr. McIntyre has worked tirelessly to promote the best interests of the institution and been an outstanding advocate on behalf of the faculty and curriculum development;

NOW, THEREFORE, BE IT RESOLVED, that the Board of Governors of Missouri State University expresses its sincere appreciation to Dr. McIntyre for his exemplary service as Chair of the Faculty Senate for the 2014-2015 academic year.

VOTE: AYE _____

 NAY _____

V.B.3.

RECOMMENDED ACTION – Approval of a resolution to acknowledge the Excellence in Public Affairs for Faculty and Staff award recipients.

The following resolution was moved by _____ and seconded by _____.

WHEREAS, the Board of Governors of Missouri State University wishes to encourage and recognize outstanding faculty and staff in the area of public affairs; and

WHEREAS, the Board of Governors' Award for Faculty Excellence in Public Affairs and the Board of Governors' Award for Staff Excellence in Public Affairs have been established to duly honor up to three faculty and three staff annually; and

WHEREAS, the following individuals have established a record and provided evidence of distinctive work and accomplishments in support of the University's Public Affairs mission;

NOW THEREFORE, BE IT RESOLVED that the Board of Governors' Award for Faculty Excellence in Public Affairs be awarded to:

Christopher Barnhart
Keri Franklin
Renee Moore

And that the Board of Governors' Award for Staff Excellence in Public Affairs be awarded to:

Isaac Balasundaram
Lisa McEowen

And that each awardee receives a \$1500 grant to be used for travel and/or projects related to their public affairs activities.

VOTE: **AYE** _____
 NAY _____

Comments: In accordance with Governing Policy G3.08, a committee selected these award recipients from a pool of nominees submitted by the academic colleges, the School of Agriculture, the Duane G. Meyer Library, and the West Plains Campus for faculty and a pool of nominees from across both the Springfield and West Plains Campuses for staff.



**THE OFFICE OF RESEARCH ADMINISTRATION
ACTIVITY REPORT – FISCAL YEAR 2015 THROUGH MARCH**

Missouri State University faculty, staff, and students are involved in research, education, and service projects through the support of governmental, business, and philanthropic entities. This report summarizes key aspects of this activity and highlights awards received in FY 2015 through the month of March.

PROJECT HIGHLIGHTS

- **Chris Barnhart**, professor of biology, received two grants from the **U.S. Fish and Wildlife Service**. The first grant, totaling **\$20,001**, will help the propagation and culture of the endangered Winged Mapleleaf Mussel. The second grant, totaling **\$24,875**, will help the propagation and restoration of the Rabbitsfoot Mussel in Kansas.
- **Brad Bodenhausen**, Director of the International Leadership & Training Center, received **\$1,380,000** from **Ningxia University** to provide a customized educational program for 50 agricultural students and 10 faculty members from the Chinese university.
- **Stephanie Hein**, professor and department head of Hospitality and Restaurant Administration, received **\$185,000** from **USA Funds** for the Hospitality Leadership Academy (HLA). The HLA is designed to provide students with the knowledge, skills, and competencies needed for a professional career in the hospitality industry. Students in the HLA will participate in an accelerated sequencing that will lead to the completion of either a Bachelor of Science or a Bachelor of Applied Science in Hospitality and Restaurant Administration.
- **Jason Jolley**, professor and department head of Modern and Classical Languages (MCL), received **\$100,000** from **USA Funds** for his project, *Proficiency-Based World Language Instruction, Placement, and Certification for High School and Early College Learners in Southwest Missouri*. The MCL project aims to strengthen the language competencies of more incoming students; to accurately assess the language competencies of early college students; to reduce time to program completion or certification; and to certify language competencies in forms which are meaningful to employers.
- **Michael Reed**, professor in the department of physics, astronomy and materials science, received a grant for **\$12,000** from **NASA** for his projected titled *Understanding Extreme Horizontal Branch Stars via Asteroseismology*. The project will use NASA's Kepler spacecraft to look at small variations in brightness of stars.

RESULTS

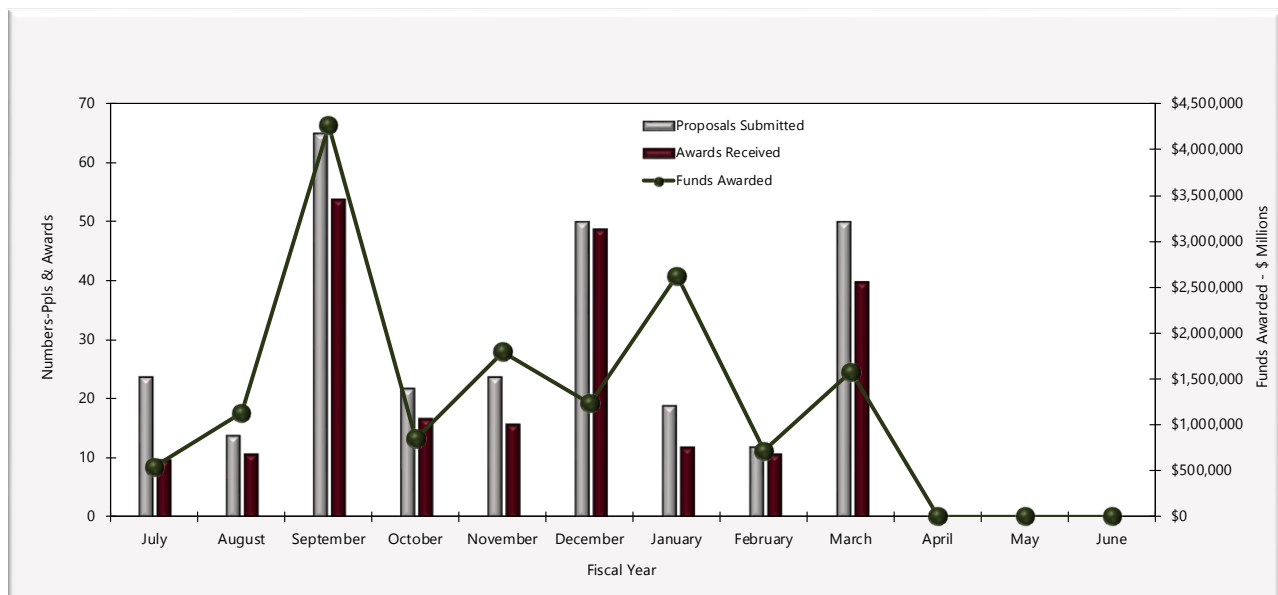
As of the end of March, the University has submitted 280 proposals for support of University-based projects. To date, 220 awards have been received – some of which are from proposals submitted during the previous fiscal year. The commitment of funds in these grants and contracts to date is \$14.7 million. It should be noted that some of these awards are for projects that extend over more than one year, but the formal commitment for funds is only for the current project year.

Key Indicators	Activity for FY 2015	% Change from FY 2014
Proposals Submitted	280	8%
Funds Requested	\$32,644,123	15%
Named Investigators	98	-13%
Grants & Contracts Awarded	220	3%
Funds Awarded	\$14,737,582	-12%

The following is a monthly breakdown of the external funding activity so far in FY 2015:

Sponsored Program Activity FY 2015

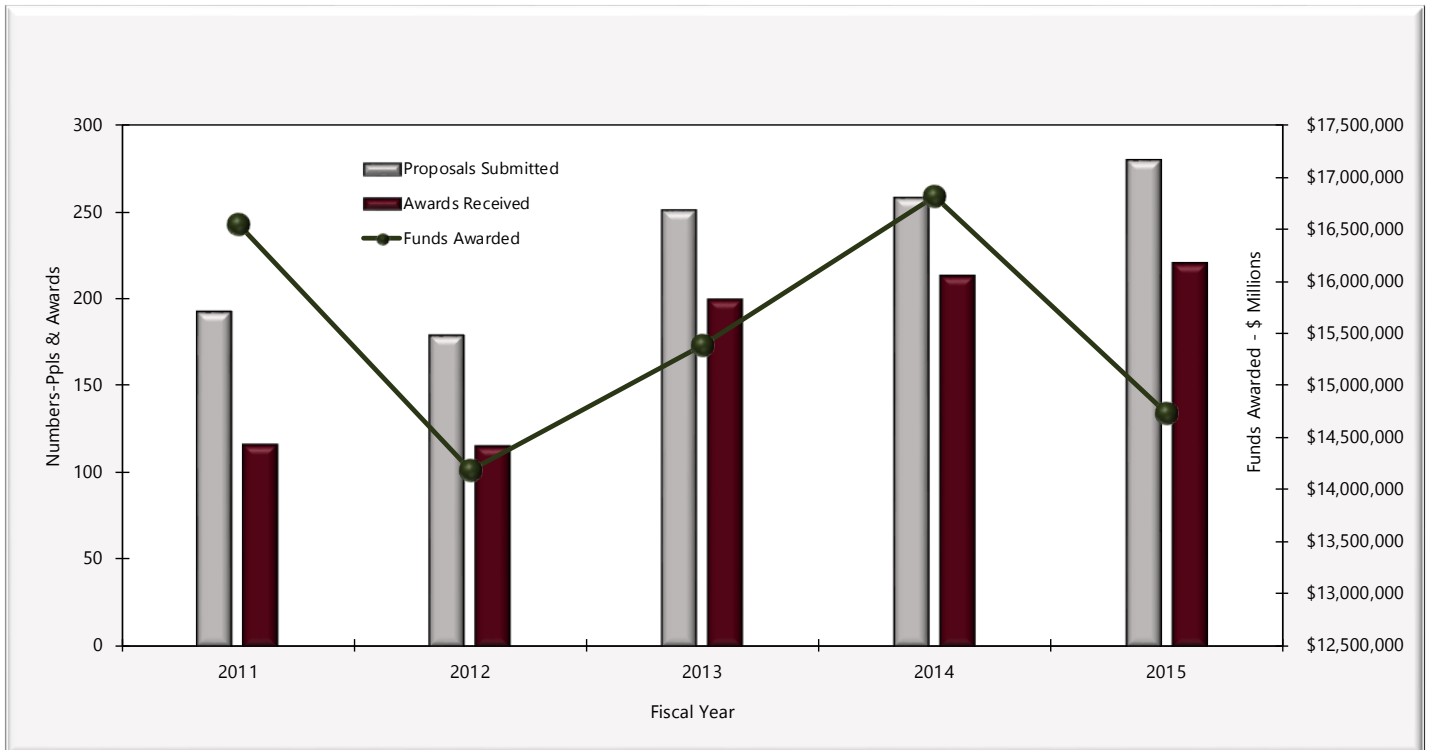
Month	Proposals Submitted	Total Awards	Dollars Awarded
July	24	10	\$541,552
August	14	11	\$1,126,778
September	65	54	\$4,265,965
October	22	17	\$848,906
November	24	16	\$1,795,272
December	50	49	\$1,236,735
January	19	12	\$2,627,571
February	12	11	\$717,286
March	50	40	\$1,577,517
April	0	0	\$0
May	0	0	\$0
June	0	0	\$0
	280	220	\$14,737,582



The following is a comparison of activity over the last five years:

Cumulative Sponsored Program Activity Through the Month of March (FY 2011 - FY 2015)

Fiscal Year	Proposals Submitted	Number of Awards						\$Millions	
		Education	Equipment	Facilities & Infrastructure	Research	Service	Ttl Awds	Requested	Awarded
2011	193	32	3	3	34	44	116	\$ 45,766,076	\$ 16,549,693
2012	179	37	2	3	25	48	115	\$ 31,947,196	\$ 14,185,027
2013	251	39	2	4	34	120	199	\$ 26,038,475	\$ 15,391,709
2014	259	35	0	7	45	126	213	\$ 28,267,983	\$ 16,818,797
2015	280	43	0	6	30	142	220	\$ 32,644,123	\$ 14,737,582



The following is the grant and contract activity for FY 2015, through March, by University Unit.

Missouri State University FY 15 Grant/Contract Activity by Unit

Unit	# Applying		# Awarded		Credit Share*			Actual**		
	Staff	Faculty	Staff	Faculty	Grants / Contracts		Award	Grants / Contracts		Award
					Submit	Awards	\$	Submit	Awards	\$
Admin & Info Services	0	0	0	0	0	0	\$ -	0	0	\$ -
College of Arts & Letters	0	5	0	4	12	11	\$ 327,280	8	7	\$ 327,280
Center for Dispute Resolution	0	1	0	1	4	3	\$ 30,439	4	3	\$ 30,439
College of Business	0	2	0	2	6	6	\$ 2,581,083	6	6	\$ 2,581,083
Center for Project Innovation & Management	0	1	0	1	2	2	\$ 600	2	2	\$ 600
College of Education	3	11	4	8	29	29	\$ 934,831	24	23	\$ 904,934
Institute for Play Therapy	0	0	0	0	0	0	\$ -	0	0	\$ -
Institute for School Improvement	0	0	0	0	0	0	\$ -	0	0	\$ -
Southwest Regional Professional Development Center	2	0	1	1	7	7	\$ 1,537,909	7	7	\$ 1,537,909
College of Health & Human Services	4	21	1	16	52	32	\$ 1,099,891	34	25	\$ 1,097,447
Center for Research & Service	0	2	0	2	3	3	\$ 7,874	3	3	\$ 7,874
College of Humanities & Public Affairs	0	3	0	1	3	1	\$ 303,000	2	1	\$ 303,000
Center for Archaeological Research	2	1	1	1	17	9	\$ 273,704	11	6	\$ 273,704
Center for Economic Research	0	1	0	1	2	2	\$ 15,565	2	2	\$ 15,565
Center for Social Science & Public Policy Research	0	1	0	1	2	2	\$ 5,451	2	2	\$ 5,451
College of Natural & Applied Sciences	0	37	0	14	78	26	\$ 551,055	46	25	\$ 584,757
Bull Shoals Field Station	2	2	2	1	8	5	\$ 67,953	6	5	\$ 67,953
Center for Resource Planning & Management	2	1	3	1	17	13	\$ 551,888	10	8	\$ 551,888
Center for Scientific Research & Education	0	0	0	0	0	0	\$ -	0	0	\$ -
Ozark Environmental Water Research Institute	1	1	1	1	9	7	\$ 84,962	5	4	\$ 84,962
Diversity & Inclusion	1	0	1	0	1	2	\$ 530,405	1	2	\$ 530,405
Graduate College	0	0	0	0	0	0	\$ -	0	0	\$ -
Library	1	2	0	4	4	5	\$ 61,171	4	4	\$ 61,171
President	3	0	1	0	4	2	\$ 5,246	3	2	\$ 5,246
Provost	3	2	1	1	7	3	\$ 531,700	7	3	\$ 531,700
Ozarks Public Health Institute	0	1	0	1	8	7	\$ 311,314	8	7	\$ 311,314
Research & Economic Development	6	0	6	0	21	20	\$ 1,666,174	17	15	\$ 1,526,174
Center for Applied Science & Engineering	4	0	3	0	19	10	\$ 157,669	9	7	\$ 157,669
Center for Biomedical & Life Sciences	0	1	0	1	8	7	\$ 120,955	8	7	\$ 120,955
Community & Social Issues Institute	0	0	0	0	0	0	\$ -	0	0	\$ -
International Leadership & Training Center	1	0	1	0	7	7	\$ 1,579,350	7	7	\$ 1,579,350
Jordan Valley Innovation Center	1	0	1	0	7	7	\$ 448,387	7	8	\$ 588,387
Small Business Development & Technology Center	1	0	1	0	7	7	\$ 58,531	7	7	\$ 58,530
Southwest Missouri Area Health Education Center	1	0	1	0	6	5	\$ 67,201	6	5	\$ 67,201
School of Agriculture	0	5	0	3	13	11	\$ 113,026	11	11	\$ 113,026
Center for Grapevine Biotechnology	0	1	1	1	2	4	\$ 73,429	2	3	\$ 73,429
Mid-America Viticulture & Enology Center	0	0	0	0	0	0	\$ -	0	0	\$ -
Student Affairs	2	0	1	0	2	1	\$ 25,000	2	1	\$ 25,000
West Plains	4	5	2	0	10	3	\$ 614,541	9	2	\$ 613,180
TOTAL	44	107	33	67	377	259	\$ 14,737,582	280	220	\$ 14,737,582

* Credit Share - divides the proposals/awards between the PI's, therefore proposals/awards may be reflected in the totals more than once.

** Actual - proposals/awards will only be shown in the originating unit.

**Office of International Programs
Board of Governors Report May 2014**

English Language Institute

The ELI enrolled 183 individual students this spring in its English for Academic Purposes (EAP) program. The majority of these students will matriculate to MSU, with 77 potential graduate students and 106 potential undergraduates. Eighteen countries were represented in our spring sessions, including students from the underrepresented countries of Bangladesh, Kazakhstan, Senegal, Syria, and Ethiopia.

In April, the ELI Special Programs unit hosted a group of 11 Thai high school students for a Language and Culture Program (LCP). This is the first LCP for youth that we have offered, and we are excited to have these students on our campus as potential MSU students. Special Programs is now gearing up for a very active summer with two Isesaki youth programs, bringing a total of close to 200 students to our campus, and a Global Leadership Academy in July for international and domestic high school students. They are also taking registrations for an 8-week LCP and a 4-week LCP in July, as well as a special LCP in June for 20 Mexican participants in the Mexican government-sponsored Proyecta 100,000 program.

The ELI has also been authorized by Cambridge University to open a CELTA Center on the MSU campus. This certificate program is widely recognized around the world as a prestigious program preparing its participants to teach English as a Second Language (ESL). The ELI CELTA Center will be the second such program hosted by a university in the U.S. We will offer our first 5-week training program in mid-July.

International Leadership and Training Center

The International Leadership and Training Center is currently hosting a group of 10 faculty members from Hainan University (China) for a 5-month training program on Teaching Methods and Instructional Techniques. The ILTC has customized a course of study that includes English language instruction, teacher training workshops, class observation and interaction with MSU faculty. The visiting professors represent a range of academic disciplines, including accounting, chemistry, management, marketing, political science and tourism.

Missouri State and Brazilian partner university, Centro Universitário Cesumar (UniCesumar), will again organize a Study Away exchange for agriculture students. The second year of the “Global Agriculture Initiative” will take place in May as a group of UniCesumar students and faculty will visit Missouri for a weeklong study tour with MSU students. The following week, a group of MSU students and faculty will travel to Brazil for a similar experience there. The program, organized by the ILTC in conjunction with the Darr School of Agriculture, will include classes and technical visits that focus on soil management, crop production and animal science.

International Services Office

The International Services Office (IS) is dedicated to facilitating the admissions process and immigration requirements for the Missouri State University international student population, in addition to promoting community-wide integration of international students. There are 1450 international students, representing 84 countries, studying at MSU this semester. International student enrollment has increased by 25 students this spring as compared to spring 2014. We have a total of 89 new international students for spring 2015 as compared to 62 new students in spring 2014.

To date for the fall 2015 semester, IS has received 818 applications and admitted 292 students. At this same time last year, IS had received 777 applications and had admitted 326. This reflects an overall increase of 41 international student applications for fall 2015. China remains Missouri State's number one feeder country with 767 Chinese currently enrolled. Saudi Arabia is Missouri State's second largest international student population with 273 currently enrolled. The third and fourth largest international populations include India at 47 and South Korea at 42.

Foreign Language Institute

FLI For-credit courses	Spring 2014 total enrollment	Spring 2015 total enrollment
Arabic	24	24
Chinese	40	44
German	0	50
Italian	37	31
Japanese	47	80
Korean	0	20
Portuguese	13	13
Russian	31	36
Total:	192	298

FLI Non-credit courses	Spring 2015 total enrollment
Chinese for Travel	4
German for Travel	9
Italian for Travel	13
Portuguese for Travel	5
Spanish for Travel in West Plains	2
Spanish for Law Enforcement	2
Total:	35

Spring 2015 is looking great at the Foreign Language Institute. 61 partner students (OTC 26; Drury 19; Evangel 16) have come to MSU to learn eight different languages at the FLI. Total enrollment is 298 students, including MSU students. This is an increase of 106 students since spring 2014.

We are currently airing commercials with KY3 and KSPR to advertise for our for-credit fall courses and we have a newly updated website. We also advertised in the PSU and computer labs during enrollment and are adding a banner to Craig Hall to showcase our language offerings and be more visible during SOAR.

In addition to for-credit classes, we offered a series of non-credit courses in spring for the students and community. Courses for travelers in multiple languages and Spanish for Law Enforcement

Study Away

Study Away student numbers

A total of 513 Missouri State students studied abroad in 2014-15, compared to 450 students in 2013-14, a 14 percent increase. Of the 513 students who studied abroad in 2014-15, 364 participated in short-term programs led by Missouri State faculty members.

Study Away Exploratory Travel Funds

The Vice President for Research and Economic Development and International Programs provided funding for exploratory travel to be awarded in the spring of 2015. The aim of the exploratory travel is to increase the number of faculty-led short-term programs towards an end of increasing students' cultural competence. Additionally, funded travel will help to ensure faculty preparedness in safety measures for future short-term programs. The Study Away Advisory Committee, made up of seven faculty members, evaluated proposals and awarded \$1,000 to one faculty member to explore Nicaragua.

Office of China Programs

Missouri State University was the host for the 2015 Asian Studies Development Program National Conference. The Conference was held in Branson, Missouri at the Branson Convention Center and was very well attended. Missouri State was selected to present two panels during the two-day conference, *Strategic Partnership – Building and Student Recruitment in Asia* and *Strategic Collaborations of a China Programs Office*.

Study in China Program

Currently, the Study in China Program has eight MSU-Springfield students studying Chinese language and culture at Qingdao University for the spring 2015 semester and five West Plains Interns studying general education curriculum at the MSU/LNU College of International Business in Dalian, China. For the fall 2015 semester, the Study in China Program will send nine students to study Chinese language and culture at Qingdao University and six West Plains Interns to study in Dalian at the MSU/LNU College of International Business.

Dandan Liu-China Operations Specialist

- Per-course instructor for CHI 201 and 202
- Organized and managed Mandarin classes offered to the Summit School
- Academic advisor for non-degree seeking students from XISU, HUEL, QDU, Hainan University and Ningxia University.
- Provided supporting services for all Chinese students on campus (CSLP program).
- Assisted with the development and management of the agreements with Chinese partner institutions
 - Ningxia University will send 50 agriculture students and 10 faculty to MSU in fall 2015
 - HUEL will send 22 non-degree seeking students to MSU in the fall 2015
 - Hainan University will send 10 faculty to MSU in the fall 2015 for 3-month professional training
 - HUEL will send 12 ACC faculty to MSU in the summer 2015 for 3 weeks
- Assisted in creating brochures and presentations, and planning recruiting trips to China
- Provided translation services for financial documents and contracts.

Peng Zhang – China Operations Specialist

1: a) Advised 16 new Chinese non-degree seeking students right before spring 2015 about their study plan at Missouri State University and helped them registered for classes. b) Worked with Office of Registrar and other departments to help about another 100 non-degree seeking students with their registration.

2: a) Created office of China Programs Blog (<http://blogs.missouristate.edu/china/study-at-msu/>) to promote Missouri State University and China Programs in Chinese to Chinese students and partner universities in China. b) Held a recruiting trip to China in March 2015 and presented Study at MSU program to about 150 students in 4 Chinese universities. c) The estimate number of the applicants for Fall 2015 from this recruiting trip is about 40 non-degree seeking students.

3: a) We successfully selected the Chinese Student Leadership Program Cohort 2015 through application forms and interviews. We received about 30 applications and selected 10 of them

4: a) Coordinating with Chinese Students and Scholars Association (CSSA), we successfully hosted the best ever Chinese New Year Banquet, which was a sold-out event and was broadcasted on KOLR 10 News : <http://www.ozarksfirst.com/story/d/story/chinese-new-year-kicks-off-at-msu-banquet/91440/8LYvUyLoc0WEPruwP1P8Zw> b) Partnering with Modern and Classical Languages

Department, we held a week-long Chinese New Year Celebration week to bring more culture and traditions to the community. <http://china.missouristate.edu/ChineseNewYear.htm>

Joyce Eddy - International Friends Program

Presented the program to International Student Orientation, ELI Orientation and Study Away Orientation in January. Some highlights of the International Friends program includes: International Friends Student Orientation held on January 31st with 43 students attending; Family Orientation held on Feb. 5th with 12 new families attending; Met for individual orientations with 13 families; Students signed up for program- 72. Placed 69 with families; and Recruited 25 new families. Total participated – 60.

REPORT FROM THE OFFICE OF THE VICE PRESIDENT FOR DIVERSITY AND INCLUSION

Vice President for Diversity and Inclusion, Ken Coopwood, will report on the following topics:

Update: DDI Update on Diversity Conference and Infrastructure

The Division for Diversity and Inclusion (DDI) is reporting its success after completion of a third Statewide Collaborative Conference. This report also notes an effort to continue providing campus resources and empowerment to academic units. In addition, work to expand the DDI's outreach and communication to community agencies is reported.

Statewide Collaborative Diversity Conference

The third annual Statewide Collaborative Diversity Conference was a smash! This year was better than ever as the DDI worked with new, devoted and skilled team members. An array of presentations, awards, entertainment, networking and a night on the town over the course of three days made the conference considerably more attractive to participants. A national expert on diversity assessment, Daryl Smith, provided the conference keynote address and the research strand plenary. We also recognized Captain Ronald Johnson as our second Statewide Diversity Champion. A special highlight was our partnership with the Missouri Bar Association and its first African American president, President Reuben Shelton. Finally, participants enjoyed the international performance of Walter King, aka The Spellbinder, who is the first African American illusionist to perform on the Vega strip. Conference activity can be found at the following link: <http://diversity.missouristate.edu/conference/>

Campus Resources and Empowerment

We were successful at reinstating the contact with The Academic Network (TAN). TAN is a national firm dedicated to helping universities find unrepresented professionals looking for employment. This is a big deal for the campus and community because it helps us find and prepare for recruitment and retention of people who otherwise may never even know we need them. In addition, through our relationship with TAN, our diversity and other works at MSU caused us to be selected as 1 of 7 out of 367 clients to be a founding member of the Academic Diversity Pipeline Initiative Champion for Diversity (ADPI)! This honor also comes with an opportunity for the Vice President for Diversity and Inclusion to serve on the Advisory Board and to address congress on the important and national outlook for hiring diverse faculty. Check out the ADPI site to find out more. <http://www.theacademicnetwork.net/adp-initiative.html>

- A new program, Scholar 2 Scholar, is being introduced to engage faculty and underrepresented students in research projects.
- Employee Resource Group development continues to include an additional 3-5 new charters.
- The DIAC (Diversity and Inclusion Advisory Council) is tracking climate initiatives.

Respectfully submitted:

Ken Coopwood, Sr., Ph.D.
VPDI

Missouri State University Board of Governors

May 14, 2015 meeting

Report by Dr. Drew Bennett

Chancellor, West Plains Campus

New Online Degree Program: Beginning this fall, students will be able to complete all of the credit hours required for the Associate of Arts in General Studies degree completely online. Approval was received last fall from the Higher Learning Commission to offer the degree online, and all of the components are now in place to give students who find it more convenient to take online classes the opportunity to earn a complete degree without having to make several trips to campus each week.

Commencement: To date, 270 students have applied to be candidates for graduation from Missouri State University-West Plains during commencement ceremonies May 16 at the West Plains Civic Center. This number could increase because the deadline to apply to graduate has not passed at the time this report was submitted. In addition, approximately 50 students will participate in commencement ceremonies for Missouri State University-Springfield graduate and undergraduate degree programs, some of which are available through the Missouri State Outreach program on the West Plains campus.

Most Underrated Colleges Listing: Missouri State-West Plains made BuzzFeed's list of "The 27 Most Underrated Colleges in America," <http://goo.gl/CPyqNB>. Missouri State-West Plains alumnus Chris Roll submitted the nomination for the West Plains campus. After his graduation from Missouri State-West Plains, Roll transferred to the University of Missouri-Columbia and earned a bachelor's degree in magazine journalism. He is currently a news reporter with the *West Plains Daily Quill*. In his nomination, Roll described his experience at Missouri State-West Plains as "Hands down, without a doubt the best English department ever. I learned the mechanics of writing a really good essay . . . and I reaffirmed my love of the English language."

Faculty Handbook Bylaws revisions: Four changes are being proposed to the Faculty Handbook Bylaws, including a revision to define the quorum needed for conducting business at a Faculty Senate meeting, specifically actions, consent, recommendations, or resolutions; changing the title of a committee from Student Advisement and Academic Support Center Advisory Committee (SAAS) to Advisement and Academic Coaching Center for Empowering Student Success Advisory Committee (AACCESS); elimination of a committee due to a change in procedure and the addition of a Public Affairs Committee.

Faculty Handbook Septennial Review revisions: As part of the Septennial Review process the Springfield Faculty Senate Handbook, version 8/15/2011, was used as a template to revise the entire West Plains Handbook. As a result, the Handbook Committee was able to align policies that were common to both campuses making use of the same language which had already been vetted and approved, while at the same time making campus specific changes. After significant input from the faculty, the Legal Department was asked to review the revised Handbook and various recommendations were made and incorporated into the document. The final Faculty Handbook revision document was approved by the Faculty Senate on May 4, 2014.

VIII.B.

RECOMMENDED ACTION: Approval of revisions to the *Missouri State University-West Plains Faculty Handbook* concerning **Septennial Review** of the most recently revised and Board approved edition.

The following resolution was moved by _____ and seconded by:

The following resolution to the Missouri State University Board of Governors was submitted by the chair of the Missouri State University-West Plains Faculty Handbook Committee.

During the past academic year (2013-2014 and 2014-2015), the Missouri State University-West Plains Faculty Senate voted on and approved these revisions.

University Counsel has been consulted and their input has been incorporated in these revisions.

The Missouri State University-West Plains' administration concurs with the proposed revisions.

BE IT RESOLVED that the proposed revisions to the following sections of the *Missouri State University-West Plains Faculty Handbook* be approved:

VOTE: **AYE** _____

NAY _____

COMMENTS:

The Septennial Review process was started in academic year 2012-2013 and completed in academic year 2013-2014. The Handbook Committee determined that the best course of review was to use the Springfield Faculty Senate Handbook, version 8/15/2011, as a template and revise the entire West Plains Handbook. In this manner, the Committee was able to align policies that were common to both campuses making use of the same language which had already been vetted and approved, while at the same time making campus specific changes that align with policies and procedures unique to West Plains, but located in the handbook in the same sections as similar Springfield policies. The Committee held a Faculty-wide Town Hall meeting at which various groups of Faculty were assigned sections of the Handbook for review and comments. The suggestions from the Town Hall were discussed and incorporated into the Handbook as appropriate. The Committee also assigned three specific sections of the Handbook to the Faculty Evaluation Committee for review and recommendations. The recommendations were then incorporated into the Handbook as appropriate. Throughout the process, various sections were presented to Faculty Senate and to various members of the Campus Community for review and recommendations. Once the entire Handbook revision was completed, the Faculty Senate was again given the opportunity to review the revisions and a final vote was taken on May 4, 2014. Subsequent to that vote, the Legal Department was asked to review the newly revised Handbook and various recommendations were made. These recommendations were voted on by Faculty Senate at the 12/05/2015 meeting and changes incorporated into the Handbook.

On the next page is a Summary of Additions, Deletions, and Changes based on the Table of Contents which shows the new section numbers in the left column and the source(s) from which the section was created in the far right columns; e.g. New section 1.1 University System Mission was derived from the Springfield Handbook section 1.1.

Following the summary is the proposed 2014-2015 version of the Faculty Handbook, and then the 2013-2014 version for reference.

**Missouri State University-West Plains *Faculty Handbook*
Summary of Proposed Revisions, May 2015**

Primary revisions:

The major revision in the MSU-WP *Faculty Handbook* was the reordering of the entire document into sections more in keeping with the sections in the MSU-Springfield *Faculty Handbook*. This was made to better facilitate future comparisons between the respective campus' Handbook and its sister campus' Handbook, and to ease the use of the Handbook by administrators and other key personnel when looking at current policies and practices.

Several other revisions were made to 1) update policies/procedures/language not already updated since the last Handbook revision, 2) add language from the Sp *Faculty Handbook* that the WP faculty found to be appropriate and relevant to the WP campus, and/or 3) revise policies/practices to either improve particular practices/procedures or better clarify the articulation of those practices/procedures. These include the following:

Ex. Note	Inclusion of campus specific contact information in Non-Discrimination Policy Statement
Page 1	1.1- 1.1.2, Revision of University System mission, inclusion of MSU-WP vision statement and revision of the WP mission statement.
Page 2-3	1.3.3, Inclusion of MSU-WP Goals
Pages 3, 12, 34	Sections 1.3.5; 3.1; and 4.2.2.2, Rewording to better articulate the role of scholarship, research and creative activity for faculty on the WP campus, noting that these professional activities are undertaken to support the faculty member's teaching and his or her students' learning: "Scholarship in areas of teaching effectiveness is essential to a quality learning experience for the students. The role of research at Missouri State University-West Plains includes those activities designed to produce one or more outcomes including the discovery, organization, and application of knowledge. The scope of research activities encompasses individual faculty research and departmental research programs. Creative works in areas such as music, drama, art, and literature are essential for sustaining the cultural role of Missouri State University-West Plains. Creative activities also include the enhancement of teaching effectiveness."
Page 5	1.4, Update of Higher Learning Commission information

Page 9	2.1, Rewording to reflect Sp Faculty Handbook language concerning faculty recruitment and the University's commitment to diversity and non-discrimination.
	2.2, New language reflecting prior revisions in the University's Equal Opportunity Policy
Page 10	2.3.1, Insertion of new language concerning sponsored dependents in the Nepotism policy.
Page 19	3.3.3, Concerning evaluation of faculty. Inserted language from Sp Faculty Handbook that 'direct comparisons or rankings of faculty members between departments/divisions should be avoided.'
Page 20	3.4, Insertion of language from Sp Faculty Handbook that reads: "The Campus policies specified in this Faculty Handbook should be used in conjunction with departmental and division policies which may be more specific than those of the Campus but which must be consistent with the Campus policies."
Pages 24-25	3.5, Concerning Unranked Academic Positions. New language from Sp Faculty Handbook added: "Unranked faculty must be qualified by academic or practical experiences appropriate for the responsibilities assigned. A Master's degree or higher is preferred. All unranked academic positions have the same right to academic freedom accorded ranked faculty."
Page 28	3.7.1, Concerning Stopping the Tenure Clock. New language from Sp Faculty Handbook added: "Notwithstanding the above, the probationary period may be extended at the request of the faculty member for reason of medical condition or to accommodate important family care issues for a period not to exceed two additional years. Such extension requires the recommendation of the Department/Division Head and the Dean of Academic Affairs."
Pages 29-31	4.1 through 4.2.1.2, Concerning Faculty Performance Criteria and Evaluation Model. Major revision by adopting and reflecting language from Sp Faculty Handbook, 4.1 and 4.2. Includes Performance Criteria and Evaluation Model, Evaluation of Ranked Tenured and Tenure-Track Faculty, explanation of the Teaching Mission and the Goals and Criteria for Evaluating Teaching.

Pages 33-34	4.2.2 through 4.2.2.2, Concerning Professional Activity. Major revision by adopting and reflecting language from Sp Faculty Handbook. Includes discussion of Scholarship, Goals and Criteria for Evaluating Scholarship, and a further explanation of Research for faculty on the WP campus.
Page 41-45	4.4.2.3 through, 4.4.2.3, Concerning Reappointment and Progress-Toward-Tenure Process and similarly, 4.4.4, Faculty Evaluation Committee and Divisional Personnel Committees. Major revision changes the process by which faculty will apply for tenure, including the creation of Divisional Personnel Committees (DPC), which will review the application and portfolio documents/information only from faculty in that division. This eliminates the former Reappointment, Promotion and Tenure committee (RPT), which singularly considered applications from faculty members across the WP campus, irrespective of their division and/or department.
Page 45-46	4.4.5.1, Concerning the Application (for tenure) Portfolio. Adds various documents that must be included in the faculty member's portfolio.
Page 49	5.8, Concerning rate of pay for intersession courses. Revision articulates a rate of pay for intersessions (2.5 percent of base salary per teaching load equivalent), when the prior Handbook did not. The rate matches that of the Springfield campus.
Page 51	6.2, Concerning University-Sponsored Fringe Benefits. Inserted new language from Sp Faculty Handbook concerning access to voluntary benefit programs and how those programs may or may not be extended to eligible and sponsored dependents.
Page 61	9.2, Addition of new web links to the University policies on sexual harassment and sexual assault.
Page 70	10.3, Addition of new language concerning the University's Ethics Hotline in the Whistleblower Protection Policy.

Additional Revisions

Other revisions concern any changes in personnel or office titles since the last approved revision as well as required changes in the Table of Contents and the Index following the proposed changes in the structure of the Faculty Handbook, as noted above. In addition, minor changes in wording are made to better clarify the idea or topic concerned.

Missouri State University-West Plains
Faculty Handbook Septennial Review - Summary of Additions, Deletions, and Changes

Section	Description	Action	Source
1.1	University System Mission	New	SGF HB 1.1
1.1.1.1	Vision Statement	New	website
1.3.1.	Setting	re-worded	SGF 1.3.1
1.3.2.	General Mission	New	website
1.3.7.	Beliefs, Values, and Collegiality	New	SGF HB 1.3.7
1.3.8.	Support Programs	re-worded	SGF 1.3.8
1.4	Accreditation, Approvals, and Memberships		Business Office
	Special Projects Coordinator – Old section 1.4.11	Deleted	
1.5.2.1	Division Chair and Department Head	New	
1.5.3.	Staff Senate	New	
1.5.4.	Student Government Association	New	
1.5.5.	Missouri State University-West Plains- COMMITTEE STRUCTURE	re-worded	SGF 1.5.5
2.3.2.	HIRING FOREIGN NATIONALS	New	SGF HB 2.3.3
2.6.	RELEASE OF EMPLOYMENT INFORMATION	New	SGF HB 2.6
3.4.4.1	DISTINGUISHED PROFESSOR - (Old section 2.6.4.1)	Added criteria, reporting of activities, and limitation of awards	RPT Comm Recommendations
3.7.1	STOPPING THE TENURE CLOCK	New	SGF HB 3.9.1
3.7.2	TENURE UPON HIRE	New	SGF HB 3.9.2
4.1.	FACULTY PERFORMANCE CRITERIA AND EVALUATION MODEL (old section 2.8)	Re-worded	partial SGF 4.1
4.2.	EVALUATION OF Ranked Tenured and Tenure Track Faculty		This section includes both material from SGF HB section 4.2 and re-wording to fit our campus-added criteria
4.2.1.	TEACHING		
4.2.1.1	Teaching Mission		
4.2.1.2	Goals and Criteria for Evaluating Teaching		
4.2.1.3	Documenting Teaching Effectiveness		
4.2.2.	Professional Activity (Scholarship, Research, and/or Creative Activity)		
4.2.2.1	Scholarship		

4.2.2.1.1	Goals and Criteria for Evaluating Scholarship		details for evaluating each goal
4.2.2.2	Research		
4.2.2.2.1	Goals and Criteria for Evaluating Research		
4.2.2.3	Creative Activity		
4.2.2.3.1	Goals and Criteria for Evaluating Creative Activity		
4.2.3.	SERVICE		
4.2.3.1	Service Mission		
4.2.3.2	Goals and Criteria for Evaluating Service		
4.3.4	Office Hours – (Old Section 2.10.3.1)	Added requirements for posting by the office door	RPT Comm Recommendations
4.4	Faculty Performance Evaluation Process	2.8.6	This section came primarily from WP section 2.8 with a re-write by the Faculty Evaluation Committee-significant change is the elimination of the Faculty-Wide Reappointment, Promotion and Tenure Committee and the establishment of Divisional Personnel Committee
4.4.1	Regular Performance Reviews	2.8.1	
4.4.2	Probationary Faculty		
4.4.2.1	Evaluation of Probationary Faculty		
4.4.2.2	Faculty Mentors		
4.4.2.3	Reappointment and Progress Toward Tenure Process		
4.4.2.4	Promotion and Tenure Process for Probationary Faculty	2.8.2	
4.4.3	Evaluation of Tenured Ranked Faculty	2.8.3	
4.4.3.1	Promotion for Tenured Faculty		
4.4.4	Faculty Evaluation Committee and Divisional Personnel Committee	2.8.4	
4.4.5	Application for Reappointment, Promotion, and Tenure		
4.4.5.1	Application Portfolio	2.8.5	
4.4.6	Appeals of Evaluations or Recommendations	2.8.8	
4.4.6.1	Appeals of Performance Evaluations	2.8.8.1	
4.4.6.2	Appeal of Promotion, Tenure, or Reappointment Recommendation	2.8.8.2	
4.4.7	Report on Faculty Evaluation	2.8.9	
5.8.	INTERSESSIONS - (Old Section 2.15.1.6)	Changed rate from a flat amount per course to the same formula as	

			used for overload and summer sessions. Matches SGF policy.
5.10.	Salary Report	New	SGF HB 5.8
6.2.2.	CAFETERIA PLAN	New	SGF HB 6.2.2
6.2.5.1	Credit Course Fees	New	SGF HB 6.2.5.1
6.2.5.2	Non Credit Course Fees	New	SGF HB 6.2.5.2
6.2.7.	NOTARY PUBLIC	New	SGF HB 6.2.7
7.2.3	Special Leave for Faculty	New	SGF HB 7.2.4
7.3.1.	Faculty Center for Teaching and Learning (FCTL)	New	SGF HB 7.3.1
7.5.1.	CHINA PROGRAMS	Re- worded	SGF HB 7.5.1
7.5.2	International Travel Support	New	SGF HB 7.5.3
9.1.	PROHIBITION OF DISCRIMINATION AND HARASSMENT POLICY	New	SGF HB 9.1
10.0.	Research and Creative Activity Policies	New	
10.1	EXTRAMURAL SUPPORT FOR RESEARCH AND Development (old section 2.11.2)	Re-worded	SGF HB 10.3
10.2	REGULATORY GUIDELINES FOR RESEARCH	Re- worded	SGF HB 10.4
10.2.1.	ANIMAL CARE AND USE	Re- Worted	SGF HB 10.4.1
10.2.2.	BIO-HAZARDOUS SUBSTANCES (Old Section 2.13.6)	Re- Worted	SGF HB 10.4.2
10.2.3	Export Control	New	SGF 10.4.3
10.2.4	HUMAN SUBJECT PROTECTION (Old Section 2.13.5)	Re- Worted	SGF HB 10.4.4
10.3.	WHISTLEBLOWER PROTECTION POLICY	New	SGF HB 10.5
11.1.3.	PROCEDURES FOR REPORTING REMUNERATED OUTSIDE ACTIVITIES	New	SGF HB 11.1.3
11.1.4.	NON-REMUNERATED PROFESSIONAL ACTIVITIES	New	SGF HB 11.1.4
11.1.5.	OTHER NON-REMUNERATED OUTSIDE ACTIVITIES (VOLUNTEERISM)	New	SGF HB 11.1.5
13	ACADEMIC PERSONNEL GRIEVANCE PROCESS (APGP)	2.20.	Re-write by the Faculty Evaluation Committee – majority of the information
	old sections 2.20.1; 2.20.2; 2.20.4; 2.20.6 no longer are separate sections, but are part of new section 13 as a whole		
13.1.	GRIEVANCE		
13.1.1.	ACTIONS PRIOR TO INITIATING A GRIEVANCE		
13.1.2.	RETALIATION PROHIBITED		

13.2.	ACADEMIC PERSONNEL REVIEW COMMISSION (APRC)	2.20.3	came from SGF section 13
13.2.1.	APRC COMPOSITION		
13.2.2.	RECUSAL OF COMMISSIONER		
13.2.3.	APRC ANNUAL REPORT TO FACULTY SENATE		
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13.5.	MISCELLANEOUS		
13.5.1.	APRC AUTHORITY		
13.5.2.	CONFIDENTIALITY		
14		2.9	Re-write by the Faculty Evaluation Committee – Majority of the Information came from SGF section 14
	PROFESSIONAL PRACTICES REVIEW PROCESS (PPRP)	2.91	
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15.2.		2.19.3	
	RETIREMENT	2.19.3.2	SGF HB 15.2
	DEFINITIONS (Old section 2.19.3.1)	Deleted	
	Early Retirement (Old Section 2.19.3.3)	Deleted	
	Retirement and the Public School Retirement System (Old Section 2.19.3.4)	Deleted	
15.3.	TEACHING FOR MISSOURI STATE UNIVERSITY AFTER Retirement	New	SGF HB 15.3
15.7.2.	FACULTY REDUCTIONS	New	SGF HB 15.7.2
15.8.1.	DEFINITION	New	SGF HB 15.8.1
15.8.2.	PROCEDURES FOR ELIMINATING ACADEMIC PROGRAMS	New	SGF HB 15.8.2
15.8.3.	RIGHTS OF FACULTY MEMBERS IN ELIMINATED PROGRAMS	New	SGF H 15.8.3
16	AMENDMENTS	3.0.	
	old sections 3.2.2.1; 3.2.2.2; 3.3.2.3; 3.2.2.4; 3.2.2.5 are now items 1-5 under new section 16.2		

Appendix C	Section I: Chronological History	New	Website
	Section II: List of Accrediting Agencies and Professional Memberships	New	Business Office

2014/2015

**MISSOURI STATE UNIVERSITY
WEST PLAINS FACULTY HANDBOOK**

(Last revision effective 2012/2013)

**Faculty Handbook Approved by
Missouri State University
Board of Governors
Original Approval Date--December 17, 1993**

Administrative Forward:

The Faculty Handbook for Missouri State University-West Plains will at a minimum be revised every seven years following the septennial review by the Faculty Handbook Committee and approval of changes by the Board of Governors. The master copy will be maintained jointly by the Faculty Handbook committee and the Office of Academic Affairs. The Faculty Handbook will be posted to the University website with each approved revision.

Explanatory Note

This Faculty Handbook reflects the policies of Missouri State University-West Plains, here-in referred to as the West Plains Campus or Campus, in effect as of the date of publication. It prescribes the conditions of employment of all members of the faculty, both ranked and unranked. References to "University" refer to the Missouri State University system. References to the "Campus" refer to Missouri State University-West Plains. The West Plains Faculty Handbook was developed consistent with the policies of the University.

Faculty Handbook represents the West Plains Campus-wide policy and takes precedence over policy promulgated by divisions, departments or other units within Missouri State University-West Plains. This does not preclude divisions, departments or other units within Missouri State University-West Plains from issuing policy documents separate from the Faculty Handbook; however, while all such documents may amplify, add detail to, and expand upon policies contained in the Faculty Handbook, all policy disputes shall be resolved in favor of those contained in the Faculty Handbook.

Sections 1 through 15 rescind all prior related Senate actions, all prior related administrative policies and procedures, and all faculty handbooks issued prior to 2014. This edition does not, however, rescind Appendix A: Intellectual Property Rights nor Appendix B: Financial Exigency Policy. This Faculty Handbook shall remain the policy of the Campus until amended according to procedures prescribed herein

This handbook reflects the policies of Missouri State University-West Plains (West Plains campus and Mountain Grove campus) it does not reflect the policies of Missouri State University-Springfield (Springfield campus and the research campus in Mountain Grove).

NON DISCRIMINATION POLICY STATEMENT

Missouri State University is a community of people with respect for diversity. The University emphasizes the dignity and equality common to all persons and adheres to a strict nondiscrimination policy regarding the treatment of individual faculty, staff, and students. In accord with federal law and applicable Missouri statutes, the University does not discriminate on the basis of race, color, religion, sex, national origin, ancestry, age, disability, or veteran status in employment or in any program or activity offered or sponsored by the University. Sex discrimination encompasses sexual harassment, which includes sexual violence, and is strictly prohibited by Title IX of the Education Amendments of 1972. In addition, the University does not discriminate on any basis (including, but not limited to, political affiliation and sexual

orientation) not related to the applicable educational requirements for students or the applicable job requirements for employees.

This policy shall not be interpreted in a manner as to violate the legal rights of religious organizations or military organizations associated with the Armed Forces of the United States of America.

The University maintains a grievance procedure incorporating due process available to any person who believes he or she has been discriminated against. Missouri State University is an Equal Opportunity/Affirmative Action/Minority/Female/Veterans/Disability employer and institution. Inquiries concerning the grievance procedures, Affirmative Action Plan, or compliance with federal and state laws and guidelines should be addressed to: West Plains campus Equal Opportunity Liaison/Deputy Title IX Coordinator at (417) 255-7966 or the Equal Opportunity Office/Title IX Coordinator, Office for Institutional Equity and Compliance, Park Central Office Building, Suite 111, Springfield, Missouri 65897, (417) 836-4252.

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1.0 PURPOSE, ORGANIZATION AND GOVERNANCE

1.1 UNIVERSITY SYSTEM MISSION

Missouri State University System is a public, comprehensive university system with a mission in public affairs, whose purpose is to develop educated persons. It is committed to achieving five major goals: 1) democratizing society, 2) incubating new ideas, 3) imagining Missouri's future, 4) making Missouri's future, and 5) modeling ethical and effective behavior as a public institution.

1.1.1 MISSOURI STATE UNIVERSITY-WEST PLAINS MISSION

1.1.1.1 VISION STATEMENT

Missouri State University-West Plains will be a national model among two-year, learning-centered institutions, combining open admission opportunity with academic excellence, student service innovation, community partnership, and global awareness in an environment strengthened by dynamic growth and entrepreneurial spirit.

1.1.2 MISSION STATEMENT

Missouri State University-West Plains is a teaching and learning institution providing quality post-secondary educational opportunities to the communities we serve.

1.2 HISTORY

Missouri State University is a metropolitan university whose principle purpose is to develop educated persons. The Missouri State University system includes a selective admissions campus at Springfield, a two-year open admissions campus at West Plains, and a research campus at Mountain Grove.

Missouri State University-West Plains specializes in providing quality education to students of all ages in the south central Ozarks region of Missouri and north central region of Arkansas. For 50 years, the college has grown and expanded to offer a liberal arts transfer curriculum at the freshman and sophomore levels, selected occupational and technical education programs, and a variety of continuing education courses.

Missouri State University-West Plains was founded in 1963 as the West Plains Residence Center. In 1977, the Missouri State University Board of Regents and, subsequently, the Missouri legislature, designated the name West Plains Campus of Missouri State University to replace Residence Center. In 1981, the legislature enacted a permanent status bill for the campus. The Missouri General Assembly passed the following statute: "The board of regents of Missouri State University is authorized to continue the program of higher education at West Plains, Missouri, which was begun in 1963 and which shall be known as the West Plains Campus of Missouri State University." (174.500, Laws of Missouri.)

In June 1991, the Legislature passed House Bill 51 and expanded that mission to read: The coordinating board for higher education in cooperation with the board of regents shall develop a mission implementation plan for the campus at West Plains, Howell County, which is known as the West Plains Campus of Missouri State University, and which shall be a teaching institution, offering

one-year certificates, two-year associate degrees and credit and noncredit courses to both traditional and non-traditional students to meet the on-going and emerging employer and educational needs of the citizens of the area served. (174.500, Laws of Missouri.)

See Appendix C section 1 for a chronological list of historical events.

1.3. MISSOURI STATE UNIVERSITY PURPOSE

1.3.1. SETTING

Missouri State University-West Plains is located in West Plains Missouri, primarily serving students in the Missouri counties of Douglas, Howell, Oregon, Ozark, Shannon, Texas and Wright.

1.3.2. GENERAL MISSION

As a public institution of higher education, Missouri State University-West Plains declares its mission to be a teaching and learning institution providing quality post-secondary educational opportunities to the communities we serve. Consistent with our history, traditions, and continuing growth, the mission is achieved through the development of quality and excellence in teaching, professional activity (scholarship, research, and creativity), and a variety of forms of service.

In defining the roles for teaching, professional activity, and service, the Campus emphasizes the interrelationship and compatibility of its degree programs to the mission of the institution. Each program draws from and builds upon the strengths of the others. Professional activities are vital to the assurance of excellence in teaching. Teaching and professional activity (scholarship, research, and creativity) represent the foundation upon which service to the Campus's constituencies is developed.

1.3.3 GOALS

1. Purposeful Education ... Educate students for a lifetime of learning, citizenship, career development and personal enrichment.
2. Enabling Environment . . . Provide for the diverse academic and life-development needs of students through an educational environment conducive to learning, teaching and working.
3. Community Leadership ... Facilitate educational, technological, cultural and economic development through activities that complement the learning environment on campus and in the communities Missouri State University-West Plains serves.
4. Collaboration ... As an integral entity of the Missouri State University System, develop programs and services in partnership within the System and with other educational institutions that increase and enhance student educational opportunities.
5. Performance ... Ensure the highest quality of instruction and institutional effectiveness through assessment, evaluation and planning.
6. Stewardship ... Practice good stewardship of human, programmatic and physical resources for the common good of Campus and Community.

7. Faculty and Staff ... Recruit and retain the highest quality faculty and staff by providing competitive salaries and professional development opportunities and by enhancing the personal work-life experience for all employees.

8. Funding ... Increase funding from state, federal and private sources to ensure that Missouri State University-West Plains can continue to provide the highest possible quality instruction and services.

1.3.4 TEACHING

While the Campus recognizes the individual importance and collective synergies of teaching, professional activity, and service, its first obligation is to the teaching of students. To provide quality learning experiences, Missouri State University-West Plains subscribes to the following educational objectives:

- To provide educational opportunities which enable students to develop a capacity for scholarly inquiry and critical reasoning, the facility to synthesize knowledge from various disciplines, and the ability to undertake self-directed learning.
- To ensure that all educational programs are undergirded by a quality general education core and a foundation of communications and computational skills.
- To instill in each student an appreciation and understanding of scholarship and creativity in the arts, humanities, social sciences, and natural sciences.
- To provide students with the opportunity to acquire knowledge in a variety of fields to further their academic education and/or their career opportunities.
- To provide students with the opportunity to understand and apply the mutual benefits of tying mind and body.
- To promote a learning environment that encourages students to grow and recognize their full potentials, and to engage in a life-long learning process of self-actualization.
- To instill in students a sense of civic responsibility and engagement in activity for the public good.

1.3.5. PROFESSIONAL ACTIVITY (SCHOLARSHIP, RESEARCH, AND CREATIVE ACTIVITIES)

Scholarship, Research and Creative Activity means the systematic investigation in some field of knowledge undertaken to discover or establish facts or principles, and the scholarly effort to interpret, integrate or synthesize research findings or the preparation and execution of creative projects. Scholarship, research, and creative activities each hold equal value in advancing the mission of Missouri State University-West Plains. A blend of scholarship, discovery, and of integration and application to teaching, is essential to the mission. Scholarship in areas of teaching effectiveness is essential to a quality learning experience for the students. The role of research at Missouri State University-West Plains includes those activities designed to produce one or more outcomes including the discovery, organization, and application of knowledge. The scope of research activities encompasses individual faculty research and departmental research programs. Creative works in areas such as music, drama, art, and literature are essential for sustaining the cultural role of Missouri State University-West Plains. Creative activities also include the enhancement of teaching effectiveness.

Financial support for scholarship, research, and creative activities comes from institutional funds as well as gifts, grants, and contracts from individuals and agencies outside the Campus.

1.3.6. SERVICE

Service means the contribution of a faculty member to the effective functioning of the Campus as an institution, to the effective functioning of professional and learned societies, and the contribution of professional expertise by a faculty member to the civic community. Service activities of Missouri State University-West Plains include both services to the Campus and to the public.

Public service represents the joint products of the teaching and scholarship, research, and creative activity programs of the institution. The role of service at Missouri State University is to make available the Campus's physical resources and human expertise for the purpose of meeting needs or solving problems of various constituencies both within and, more significantly, beyond the Campus. The most important service resources of the Campus are the diverse and specialized talents of the faculty. The scope of service includes community education, cultural and entertainment events, recreational activities, clinical and diagnostic services, conferences and institutes, public broadcasting services, professional development clinics and seminars, summer workshops and camps, and faculty/staff consultation services. These service activities with both public and private partners emphasize a collaborative spirit for the common good.

University service includes not only participation in the shared governance committees established on the West Plains campus, but also participation in or support for, ad hoc committee work, student clubs, the Garnett Library, and fund raising activities of the Development Office

1.3.7 COLLEGIALITY

The community of scholars that is Missouri State University-West Plains carries out the Campus's general mission and its public affairs focus guided by these values and beliefs:

- Practicing personal and academic integrity
- Being a full participant in the educational process, and respecting the right of all to contribute to the
- "Marketplace of Ideas."
- Respecting the integrity of peers and associates by treating all persons with civility, while recognizing that understanding an idea is not the same as supporting it.
- Being a steward of the shared resources of the community of scholars.

Collegiality among colleagues is a vital asset to the Campus community, particularly as it impacts reappointment, tenure, promotion, and evaluation of performance. However, the Campus community also values collegiality less as a separate quality and more as an integrated or distributed aspect of an individual's interactions, as expressed in *On Collegiality as a Criterion for Faculty Evaluation*. (<http://www.aaup.org/AAUP/pubsres/policydocs/collegiality.htm>)

1.3.8 SUPPORT PROGRAMS

The support programs at Missouri State University-West Plains facilitate and enhance the activities of faculty and students. Programs providing support service are delineated into three areas:

academic support, student services, and institutional support. Each area has a distinctive role within the Campus.

The role of academic support units is to provide direct service to the Campus's programs of teaching, scholarship, research, creativity activity, and public service. The scope of this responsibility includes (1) acquiring, preserving, and displaying published materials, art objects, and scientific materials; (2) providing services to assist teaching and scholarship, research, and creative activity; (3) administering academic support programs; and (4) developing opportunities for the personal and professional growth of faculty.

The role of student service units is to develop the emotional and physical well-being of students as well as to contribute to the intellectual, cultural, and social development outside the context of the institution's formal instructional program. The scope of this responsibility includes activities which provide (1) personal services to students, (2) opportunities for student growth and development, and (3) services and conveniences needed by students as members of a resident and commuting student body.

The role of institutional support units is to provide for the Campus's organizational effectiveness and continuity. The scope of this responsibility includes (1) planning and executive leadership, (2) administrative and logistical services, and (3) institutional advancement activities.

1.4 ACCREDITATION, APPROVALS, AND MEMBERSHIPS

Missouri State University-West Plains offers associate degrees, transfer programs and training for immediate employment. Missouri State University-West Plains is accredited by the Higher Learning Commission, a member of the North Central Association of Colleges and Schools, 230 S. LaSalle Street Suite 7-5000 Chicago, Illinois 60604-1411 Phone: 800.621.7440 / 312.263.0456

See Appendix C section 2 for a list of Accrediting Organizations and Professional Memberships

1.5 GOVERNANCE

University Governance

Missouri State University is under the general control and management of a Board of Governors selected from throughout the state which is charged with the responsibility and authority to adopt administrative policies and procedures relevant to the management of the University. The nine voting members of the Board, comprised of one member from each of the eight congressional districts in Missouri and one at large member, are appointed by the Governor, with the advice and consent of the Missouri Senate, to serve six-year terms. A student member of the Board is appointed by the Governor for a two-year term.

To formulate policy, to facilitate decision making and to promote a spirit of collegiality, the University is committed to participatory governance and to an open system of communication throughout the University...

1.5.1 ADMINISTRATIVE ORGANIZATION

1.5.1.1 PRESIDENT OF THE UNIVERSITY SYSTEM

The President is the chief executive officer of the University system. The President is responsible to the Board of Governors for the administration of all policies adopted by the Board and for the execution of all acts of the Board.

1.5.1.2 CHANCELLOR OF MISSOURI STATE UNIVERSITY-WEST PLAINS

The Chancellor of Missouri State University-West Plains is the chief administrative officer for the West Plains Campus and advises the President on all matters pertaining to Missouri State University-West Plains. The Chancellor is responsible for the overall administration of Missouri State University-West Plains, including the academic programs, faculty and staff personnel matters, financial affairs, student life, athletics, physical plant, and liaison to the various publics of Missouri State University-West Plains. The major advisory body working with the Chancellor is the Administrative Council composed of the Dean of Academic Affairs, the Dean of Student Services, the Director of Business Services, the Director of Computer Services, the Director of Development and Alumni Relations, the Director of University/Community Programs, and the Director of University Communications.

1.5.1.3 DEAN OF ACADEMIC AFFAIRS

The Dean of Academic Affairs is the Chief Academic Officer of Missouri State University – West Plains, providing primary administrative leadership, direction, and evaluation for all academic activities and faculty affairs of the campus. The Dean of Academic Affairs oversees the academic divisions and departments, Garnett Library, other centers and offices, including Advisement and Academic Coaching Center for Empowering Student Success and Instructional Support, Distance Learning, the branch campus in Mountain Grove and curricular matters, student academic concerns, and the qualifying of faculty for the branch campus in Dalian China.

1.5.1.4 ASSISTANT DEAN

The Assistant Dean of Academic Affairs is part of the leadership team for academic affairs and provides support to the Dean in the operation of academic affairs. Areas of responsibility include community outreach, partnership development, supervision, and management of off-site and special programs. The Assistant Dean of Academic Affairs works with the Dean in the management of accreditation, assessment, and strategic planning. The Assistant Dean of Academic Affairs supervises institutional research activities that provide information to support institutional planning, policy formation, and decision making.

1.5.1.5 DEAN OF STUDENT SERVICES

The Dean of Student Services is the chief student-personnel officer of the campus and provides executive leadership for the general management of the Division of Student Services, which includes Admissions, Career Services, Financial Aid, Food Services, Men's and Women's Athletics, Registration and Records, and Student Life and Development.

1.5.1.6 DIRECTOR OF BUSINESS SERVICES

The Director of Business Services is the chief administrative and financial officer of the campus and advises the Chancellor on all matters pertaining to the management and operation of general administrative and business service functions, and the management and operation of the accounting, accounts receivable, accounts payable, budget control, bursar, credit management,

collections, fiscal planning, financial statement preparation, and investing functions. The Director is fiscally responsible for budgeting and executing the campus' capital appropriations. The Director serves as the senior executive officer responsible for providing leadership and management of the following administrative and financial service functions: Human Resources, Physical Plant Administration, Procurement Services, and Safety and Transportation.

1.5.1.7 DIRECTOR OF INFORMATION TECHNOLOGY SERVICES

The Director of Information Technology Services is the senior administrative officer for the Office of Information Technology Services at Missouri State University-West Plains and is responsible for the coordination and use of computing and network resources and for providing support to satisfy the academic and administrative computing needs of the campus. The director serves as the liaison to the Missouri State University Associate Vice President for Information Technology.

1.5.1.8 DIRECTOR OF DEVELOPMENT AND ALUMNI RELATIONS

The Director of Development and Alumni Relations is responsible for the development, implementation and supervision of fund-raising and alumni programs for Missouri State University-West Plains and serves as a liaison with the Missouri State University Foundation.

1.5.1.9 DIRECTOR OF UNIVERSITY/COMMUNITY PROGRAMS

The Director of University/Community Programs at Missouri State University-West Plains is directly responsible for the management and daily operation of the University/Community Programs, including the Small Business Development Center, the Aquatics/Wellness program, the Higher Education Resource Center, and the Theater and Events Program delivered through the West Plains Civic Center.

1.5.1.10 DIRECTOR OF UNIVERSITY COMMUNICATIONS

The Director of University Communications is the chief public relations officer for Missouri State University-West Plains. The Director is responsible for developing and implementing public relations programs in support of the Campus's mission, providing public relations counsel to the Chancellor and other campus officials, and supporting the Campus's marketing efforts. The Director is responsible for the coordination of activities that expand and enhance the image of the campus. Those activities include the following areas: community relations, governmental relations, internal communications, and publications.

1.5.2 FACULTY SENATE

The Missouri State University-West Plains Faculty Senate acts as the faculty governing body responsible for program planning and curriculum development for Missouri State University-West Plains. As stated in the Faculty Senate Constitution, (see Appendix for complete constitution) the purpose of the Senate is "...to handle curricular items, to provide a forum for the discussion of Faculty concerns, and to communicate these concerns to the university community," (Art. II, Constitution of the Faculty Senate, section.1).

Each person currently teaching a course for MSU-West Plains is welcome to attend the meetings of the Faculty Senate, unless the voting members decide to have a closed session. Ranked faculty and lecturers have voting privileges. In addition, the per-course faculty may elect one voting

representative. One representative of the Student Government Association shall serve as an ex-officio member. A chairperson, chairperson-elect and secretary serve as the officers of the Faculty Senate. Several standing committees have been established by the Faculty Senate. (See By-Laws of the Faculty Senate.)

1.5.2.1 DIVISION CHAIR AND DEPARTMENT HEAD

The academic responsibilities of the Campus are divided across four divisions: Nursing and Allied Health; Business, Applied Technology and Public Service; Mathematics and Science; Arts, Education, and Social Studies. The Division Chair is appointed by the Dean of Academic Affairs and confirmed by the Chancellor. The Division Chair is a full-time ranked faculty member and is given release time and a stipend during their time as Division Chair. Some Divisions may have departments which require a Department Head to assist the Division Chair. The Division Chair and Department Heads are responsible for evaluating and supervising all faculty within their division including per course, adjunct, and dual credit faculty, promoting assessment activities, and directing their respective academic programs.

1.5.3. STAFF SENATE

The purpose of the Staff Senate is to represent the staff employees as a fact-finding, deliberative and consultative body that makes studies, reports and recommendations on behalf of its constituency. Representatives serve to foster the growth and welfare of the staff.

1.5.4. STUDENT GOVERNMENT ASSOCIATION

The Constitution of the Student Government Association is available in the Office of the Student Government Association.

1.5.5. MISSOURI STATE UNIVERSITY-WEST PLAINS COMMITTEE STRUCTURE

Several committees are appointed by the members of the Administrative Council, the purpose of which is to assist in the on-going administrative work of the institution. Such committees perform a wide variety of tasks; for example, viewing the campus budget and recommending policy changes. Faculty members routinely serve on such committees.

Faculty members also serve on committees which are appointed by and serve in an advisory capacity to the members of the Administrative Council.

Faculty members also serve on a number of other standing committees, functions of which involve matters of vital interest to the faculty. Unless otherwise specified in the action establishing a particular committee, faculty members serving on these committees are appointed by the Chancellor or the Dean of Academic Affairs based on faculty interests, expertise, and recommendations by the Faculty Senate Executive Committee (or some other duly constituted Senate body designated by the Faculty Senate). These committees report to the appointing academic administrator and also have a duty to keep the Faculty Senate fully informed of their proceedings and the results of those proceedings.

2.0 RECRUITMENT AND EMPLOYMENT

2.1. RECRUITMENT AND EMPLOYMENT

Missouri State University-West Plains has a deep and abiding commitment to diversity as a core institutional value and responsibility. Diversity is central to providing and retaining a quality educational environment. Missouri State University-West Plains is deeply committed to developing educated persons equipped to contribute to the interdependent world in which we now live. The ability to adapt to rapid economic, social, and cultural changes is imperative. Skills and competencies to deal with diverse cultures and societies have not only become necessary to function in today's workplace, but they also enrich one's life and work.

Missouri State University-West Plains is committed to programs and practices that assure an environment free of the barriers of discrimination in education and employment and that establish a collegial and just community through our shared commitment to the principles of diversity, nondiscrimination and affirmative action. To achieve this end, Missouri State University-West Plains views, evaluates, and treats all persons in any University- related activity or circumstance in which they may be involved, solely as individuals on the basis of their own personal abilities, qualifications, and relevant characteristics.

2.2 FACULTY HANDBOOK EQUAL OPPORTUNITY POLICY

- Missouri State University-West Plains reaffirms its policy as an equal employment opportunity employer. To assure full compliance and implementation of this policy, Missouri State University-West Plains, through its various administrative officers, shall ensure that for all jobs, policies involving for recruitment, promotion, transfer, compensation, benefits, layoffs, returns from layoffs, educational programs, and all other University-sponsored programs, benefits, services, and aids, shall be administered consistent with the University's Non-Discrimination Policy Statement. Specifically, policies shall be administered without regard to age, ancestry, color, creed, disability, marital or parental status, national origin, participation in constitutionally protected activities, political affiliations or beliefs, race, religion (belief or non-belief), sex, sexual orientation, or disabled and/or veteran status. In addition, the University does not discriminate on any basis not related to the applicable job requirements for employees. Reasonable accommodation on the basis of religion or disability is assured.
- The University's Equal Opportunity and Affirmative Action Policy is available at the Policy Library, and the University's Affirmative Action Plan is available at the website for the Office for Institutional Equity and Compliance. Overall responsibility for monitoring these policies and reporting on the University's equal employment opportunity and affirmative action program is assigned to the University's Equal Opportunity Officer who reports to the Vice President overseeing the Division for Diversity and Inclusion.

2.3 HIRING PROCEDURE

Missouri State University is an equal opportunity and affirmative action employer. Academic search guidelines provide open and uniform procedures to be followed by all hiring units and search committees in defining and filling vacant and new positions. Every major administrator, hiring administrator, and search committee participant has responsibility to ensure full implementation of the University's non-discrimination policies and affirmative action program. Complete search guidelines are available online at the Human Resources Policies section of the Policy Library.

2.3.1 NEPOTISM

The University's policy regarding the employment of relatives is set forth in the nepotism provision of the Conflict of Interest Policy. The policy does not prohibit the appointment of more than one member of a family to the same academic department or to another position within the University.

No Governor, officer, faculty, or employee shall participate, either directly or indirectly, in a decision to appoint or hire an employee of the University, either part-time or full-time, who is related to such person within the fourth degree of consanguinity (blood) or affinity (marriage). It also shall be a violation of this policy for an employee to supervise, either directly or indirectly, the work of another employee who is related within such fourth degree or affinity, unless the supervisory role is specifically approved by the pertinent Department Head, by the pertinent Division Chair, by the Academic Dean, and by the Chancellor. Should a Head, chair, or Dean be directly involved, approval of all higher administrative levels will be required. An employee may not be permitted to make judgments on another employee who is related within such fourth degree concerning such matters as appointment, promotion, and tenure.

A relative within the fourth degree includes, but is not limited to, spouse, child, grandchild, great-grandchild, great-great-grandchild, parent, grandparent, great-grandparent, great-great-grandparent, brother/sister, aunt/uncle, great-aunt/uncle, niece/nephew, grand-niece/nephew, and cousin. For university purposes, this also includes sponsored dependents. All relationships are included, whether full-, half-, step-, foster-, adopted, or in-law.

2.3.2 HIRING FOREIGN NATIONALS

Foreign nationals employed by the University must be able to produce documentation to the U.S. Citizenship and Immigration Services (USCIS) for establishing employment eligibility in the United States and must be eligible to begin work on the first day of their contracts.

Upon arrival at Missouri State University, all foreign nationals must meet with the Office of Human Resources.

The hiring and continuous employment of foreign nationals require monitoring by the hiring unit and by the college to insure that annual documentation is submitted by the employee for maintaining his or her employment status. The hiring unit should maintain a tracking system so that verification of visa status can be provided. To remain employed, the faculty member must comply with all legal requirements.

2.4 IDENTIFICATION CARDS

Every academic employee is issued an identification card. Full-time faculty members may secure a spouse or sponsored dependent identification card by submitting a written request.

2.5 PERSONNEL RECORDS

Missouri State University-West Plains maintains copies of official personnel files for each faculty member in the Business Office. This record includes the vita, recommendations, official transcripts

of academic work, and correspondence and records dealing with terms and conditions of employment.

The personnel files are available to the members of the Board of Governors, the Administration and its agents, and as otherwise required by law where necessary to allow the University to comply with law and standard business practices. Division Chairs may examine the personnel files of the faculty members of their own divisions only.

Faculty members may review from their own personnel files, on request and in the presence of a designated University official, copies of vitae and official transcripts of academic work, placement papers if not confidential (such as letters of recommendation), correspondence with University officials, salary information, and performance evaluations and appraisals that have previously been discussed with the faculty member.

Not available for review by the individual faculty member are letters of reference or recommendation, evaluations by departmental colleagues, records and documentation regarding civil or criminal matters, and records of disciplinary or grievance matters.

A faculty member may submit and have inserted into the personnel file a statement which clarifies any material in the file which he or she believes is inaccurate. Said clarification shall be maintained so long as the disputed material is maintained.

It is the responsibility of each faculty member who completes a degree while he or she is employed at Missouri State University to have an official transcript, which includes the date on which the degree was conferred, sent to the Director of Business Services. It is also required that faculty members notify the Business Office of any address changes or any other changes related to personnel records so that such information may be kept current. Employees may be asked to provide written authorization to release copies of documents from any employee file to a third party

2.6. RELEASE OF EMPLOYMENT INFORMATION

Employees' names, job titles, and salaries are provided to the State of Missouri for publication in the Missouri Official Manual. The Office of Human Resources will provide the current or former employee's date of hire, position, department, and salary information. Requests for any additional information beyond these items must be made in writing and will require the consent of the employee.

3.0 ACADEMIC PERSONNEL POLICIES

3.1 DEFINITIONS

In this Faculty Handbook the following definitions are used:

- Master's degree means a master's or equivalent degree in the appropriate discipline.
- Ranked faculty means faculty members holding the rank of instructor, assistant professor, associate professor, or professor.
- Scholarship, Research and Creative Activity means the systematic investigation in some field of knowledge undertaken to discover or establish facts or principles, and the scholarly effort to interpret, integrate or synthesize research findings or the preparation and execution of creative projects. Research is defined more fully in section 1.3.5
- Service (when used to identify one of the three basic areas of faculty responsibility) means the contribution of a faculty member to the effective functioning of the University as an institution, to the effective functioning of professional and learned societies, and the contribution of professional expertise by a faculty member to the civic community. Service is defined more fully in section 1.3.6
- Tenure means the status granted (after a probationary period, except as specified in section) to a ranked faculty member protecting him or her from arbitrary dismissal. Tenure gives the faculty member the contractual right to be reemployed for succeeding academic years until he or she resigns, retires, is dismissed for cause, is separated pursuant to a reduction in force, or becomes disabled or dies, but subject to the terms and conditions of employment that exist in this Faculty Handbook and in future editions of the Faculty Handbook as amended. See section 3.6 for more information regarding Tenure.
- Terminal degree means an earned doctorate, generally recognized as a 60 hour program, in the individual's discipline or such other degree approved by the Dean of Academic Affairs.

A ranked faculty member with an acceptable terminal degree in one discipline, who transfers to another discipline within the University, shall be considered as having a terminal degree in the transfer discipline regardless of the designated terminal degree in the transfer discipline.

- Thirty semester hours beyond the master's degree means thirty semester hours or equivalent quarter hours of graduate credit in an appropriate discipline earned in addition to the credit earned to qualify for the master's degree.
- Unranked faculty means faculty members in non-tenure track positions designated by the following titles: Lecturer, Limited Term Lecturer, Visiting Professor, Artist-in-Residence, Adjunct Faculty, Per Course Faculty, Academic Affiliate, or Emeritus Faculty. For more information, see section 3.5.
- Tenure-track faculty refers to faculty members appointed to tenure-track positions that lead to tenure upon successful completion of a probationary period and to faculty who have been awarded tenure. Refer to Section 3.4 for tenure-track positions. Appointment to a position with academic rank is not synonymous with appointment to a tenure-track position.

- Probationary faculty refers to faculty appointed for a stated term to a tenure-track position with provisions for review and renewal at the end of the appointment term and designed to lead to a tenure decision at the end of the probationary period. Notice of non-reappointment shall be provided according to Section 3.9
- Nonrenewal of contracts refers to a decision (a) not to offer Instructors and other non-tenured faculty or part-time faculty members a contract for a subsequent term, semester or year, or the denial of reappointment of probationary tenure track faculty or (b) the denial of tenure for such faculty members. The nonrenewal of such contracts is not the equivalent of "termination of employment."
- Non-Tenure Track refers to faculty members appointed to positions that are not eligible for tenure consideration. Refer to Section 3.5 for non-tenure track positions.
- Promotion refers to a progression within an appointment series (tenure-track, clinical, and instructor) following fulfillment of criteria and review as specified in departmental promotion documents, and the Faculty Handbook Refer to Sections 3.4 for specific tenure-track and non-tenure track faculty appointments. Promotion is accompanied by an increase in base salary.
- Years of academic service to Missouri State University-West Plains means full-time academic years of service to Missouri State University-West Plains. In computing years of academic service to Missouri State University-West Plains, intersession and summer teaching shall not apply, nor shall time spent on educational leave apply. Time spent on sabbatical leave will apply in computing years of academic service to Missouri State University-West Plains, as well as time spent on scholarly leave, e.g. Fulbright Fellowships or National Science Foundation Fellowships.

A fraction of a year of service (ordinarily resulting from initial appointment occurring in the middle of the academic year or from a one-semester leave of absence) shall count as the same fraction of a year in computing years of academic service for tenure and promotion eligibility, and for determining the maximum length of the probationary period.

3.2 ACADEMIC RESPONSIBILITIES, ETHICS, AND FREEDOM

A faculty member at Missouri State University-West Plains assumes responsibility for teaching, professional activity (scholarship, research, creative activity), and university and community service, along with obligations inherent in membership in a learned profession. Essential to fulfilling these responsibilities and obligations are adherence to standards of ethical conduct and respect for academic freedom, as well as implementation of a system of tenure.

In developing a statement of faculty responsibilities and ethical standards, Missouri State University – West Plains subscribes to the belief, long held by the learned professions, that self-regulation is preferable to any externally imposed discipline.

Ranked faculty are full-time employees of the University during their contract periods. Faculty consulting engagements or other outside employment may benefit the University, but they must not interfere materially with faculty responsibility. Therefore, faculty are obligated to report consulting activities to the University. (See also Section 11).

This document contains Campus policy for matters related to appointment, the granting of tenure, and promotion. Advancement to each higher rank carries with it the expectation of a greater contribution to the Campus's mission in teaching, professional activity, and service. Advancement also carries with it the expectation that the individual will accept responsibility for assuming the leadership roles upon which the concept of shared governance depends.

Both tenure and promotion considerations involve mutual obligations. Faculty members must meet the requirements established by the Faculty Senate and Campus. They must receive the approbation of their colleagues and appropriate administrative officers. The University must also fulfill its obligations.

In a University faculty it is, therefore, desirable that the most stringent obligations be laid upon individual professors that, so far as possible, any serious breach of duties be judged by colleagues who are well acquainted with the problems and practices of a specialized field. Only in cases of the most serious violations of professional responsibilities shall the academic profession regulate itself by calling upon a group representative of the whole University to deal with faults that could have been avoided either by individual self-control or by departmental discipline. See sections 13.0 and 14.0.

3.2.1 RESPONSIBILITIES AND ETHICS

The University recognizes that all faculty have responsibilities in the development of citizen scholars and that those responsibilities must be grounded in ethical standards. The University endorses the following Statement on Professional Ethics from the American Association of University Professors (2009). The AAUP language specifically addresses "professors", but the standards are applicable to all faculty.

Professors, guided by a deep conviction of the worth and dignity of the advancement of knowledge, recognize the special responsibilities placed upon them. Their primary responsibility to their subject is to seek and to state the truth as they see it. To this end professors devote their energies to developing and improving their scholarly competence. They accept the obligation to exercise critical self-discipline and judgment in using, extending, and transmitting knowledge. They practice intellectual honesty. Although professors may follow subsidiary interests, these interests must never seriously hamper or compromise their freedom of inquiry.

As teachers, professors encourage the free pursuit of learning in their students. They hold before them the best scholarly and ethical standards of their discipline. Professors demonstrate respect for students as individuals and adhere to their proper roles as intellectual guides and counselors. Professors make every reasonable effort to foster honest academic conduct and to ensure that their evaluations of students reflect each student's true merit. They respect the confidential nature of the relationship between professor and student. They avoid any exploitation, harassment, or discriminatory treatment of students. They acknowledge significant academic or scholarly assistance from them. They protect their academic freedom.

As colleagues, professors have obligations that derive from common membership in the community of scholars. Professors do not discriminate against or harass colleagues. They respect and defend the free inquiry of associates, even when it leads to findings and conclusions that differ from their own. Professors acknowledge academic debt and strive to be objective in their professional judgment of colleagues. Professors accept their share of faculty responsibilities for the governance of their institution.

As members of an academic institution, professors seek above all to be effective teachers and scholars. Although professors observe the stated regulations of the institution, provided

the regulations do not contravene academic freedom, they maintain their right to criticize and seek revision. Professors give due regard to their paramount responsibilities within their institution in determining the amount and character of work done outside it. When considering the interruption or termination of their service, professors recognize the effect of their decision upon the program of the institution and give due notice of their intentions. As members of their community, professors have the rights and obligations of other citizens. Professors measure the urgency of these obligations in the light of their responsibilities to their subject, to their students, to their profession, and to their institution. When they speak or act as private persons, they avoid creating the impression of speaking or acting for their college or university. As citizens engaged in a profession that depends upon freedom for its health and integrity, professors have a particular obligation to promote conditions of free inquiry and to further public understanding of academic freedom.

3.2.1.1 ETHICS AND INTELLECTUAL HONESTY

Each faculty member is responsible for his or her own ethical conduct. There is both individual and collegial assurance that strong ethical standards are enacted and followed. However, if an individual commits a serious breach of professional conduct and fails to meet his or her responsibilities, a process is in place for peer faculty review. See sections 13 and of this handbook.

Intellectual honesty is necessary in the performance of faculty responsibilities. Intellectual honesty is essential to the conduct of productive scholarship, research, and creative activity. Intellectual honesty demands avoidance of fabrication, falsification, and plagiarism. Faculty who do funded research are obligated to meet standards for integrity specified by their sponsoring agencies.

Trustworthiness of research implies avoidance of fabrication, falsification, and plagiarism of research results.

Professionalism and collegiality are essential to teaching, scholarship, research, creative activity, and service activities, and are evidenced in at least two important ways: maintaining high standards of professional ethics and performing as a responsible member of the University community.

Some granting agencies impose standards on the conduct of scholarship, research, and creative activity by all faculty members as a condition on the receipt of grant funds by any faculty member. They include standards for ethical treatment of both human and animal subjects. So long as receipt of such grant funds is contemplated by any faculty member, those standards must be followed by every faculty member. Remedy for a faculty member disagreeing with such standards is through collective action of the Faculty Senate.

Finally, the scholarship, research, and creative activity of a faculty member may be constrained by codes of professional ethics peculiar to his or her discipline. Adherence to discipline-specific professional codes is an appropriate subject for peer review of research performance.

Attempts to establish detailed criteria for scholarly integrity have not led to widespread consensus. However, activities of faculty members may be constrained by codes of ethics specific to their disciplines. Adherence to discipline-specific professional codes is an appropriate subject for peer review of performance. In addition, faculty members who engage in funded scholarship, research, and creative activity are obligated to meet standards for integrity specified by their sponsoring agencies.

3.2.1.2 INTELLECTUAL PROPERTY

Some teaching, scholarship, research, and creative activity outcomes are consequences of faculty effort assisted by University support. They may be commercially valuable. Guidelines for equitably sharing the proceeds of intellectual property between faculty and the University are referenced in The Intellectual Property Policy which is included in the Faculty Handbook as Appendix A.

3.2.2 ACADEMIC FREEDOM

The right of faculty members to academic freedom is essential to the functioning of a university. Therefore, that right shall be protected at Missouri State University-West Plains.

Academic freedom is the particular right of scholars, teachers, and students within the University to pursue knowledge, speak, write, and follow the life of the mind without unreasonable restriction. It is that freedom to be judged as scholar, teacher, or student on the basis of legitimate intellectual criteria, not personal beliefs, political views, religious or other individual preferences, except as these may demonstrably affect intellectual and professional achievement.

Each faculty member is entitled to full freedom in research and in publication of research results, subject to the adequate performance of his or her academic duties.

Each faculty member is expected to conduct his or her assigned courses in a manner consistent with the course content and course credit as approved by the faculty, and consistent with the scheduled class meeting times. Within these constraints he or she is entitled to freedom in the classroom in developing and discussing subjects appropriate to the course.

Each faculty member is a citizen, a member of a learned profession, and an officer of an educational institution. When a faculty member speaks or writes as a citizen, he or she should be free from institutional censorship or discipline. As a person of learning and as an educational officer, he or she should remember, however, that the public may judge one's profession and the institution by one's utterances. Hence the faculty member should strive to be accurate, to exercise appropriate restraint, to show respect for the opinions of others, and to indicate that he or she is not speaking for the institution.

Each faculty member has the right to criticize and seek alteration of institutional regulations and policies through legal and existing shared governance means.

The protection of academic freedom extends to all faculty members with fulltime or part-time appointments in the University regardless of their rank, tenure status, or position title.

At Missouri State University-West Plains, the roles of faculty cannot be separated from the responsibilities that are unique to the mission of the division/department. However, in no way will the negotiation of faculty roles within the division/department be construed to justify any intrusion into any individual faculty member's academic freedom, especially as that freedom pertains to the individual research and expression in the classroom.

Recognizing that academic freedom is not unlimited, and cognizant of the dangers to academic freedom that may arise from its misunderstanding and abuse, the University subscribes to the following principles defined in the Statement of Freedom and Responsibility approved on October 31, 1970, by the Council of the American Association of University Professors with minor editorial revision (addition of sexual orientation):

Membership in the academic community imposes on students, faculty members, administrators, and trustees an obligation to respect the dignity of others, to acknowledge their right to express differing opinions, and to foster and defend intellectual honesty, freedom of inquiry and instruction, and free expression on and off the campus. The expression of dissent and the attempt to produce change, therefore, may not be carried out in ways that injure individuals or damage institutional facilities or disrupt the classes of one's teachers or colleagues. Speakers on campus must not only be protected from violence, but also be given an opportunity to be heard. Those who seek to call attention to grievances must not do so in ways that significantly impede the functions of the institution. Students are entitled to an atmosphere conducive to learning and to even-handed treatment in all aspects of the teacher-student relationship. Faculty members may not refuse to enroll or teach students on the grounds of their beliefs or the possible uses to which they may put the knowledge to be gained in a course.

Students should not be forced by the authority inherent in the instructional role to make particular personal choices as to political action or their own social behavior. Evaluation of students and the award of credit must be based on academic performance professionally judged and not on matters irrelevant to that performance, whether personality, race, religion, degree of political activism, sexual orientation, or personal beliefs.

It is the mastery teachers have of their subjects and their own scholarship that entitles them to their classrooms and to freedom in the presentation of their subjects. Thus, it is improper for an instructor persistently to intrude material that has no relation to the subject, or to fail to present the subject matter of the course as announced to the students and as approved by the faculty in their collective responsibility for the curriculum.

Because academic freedom has traditionally included the instructor's full freedom as a citizen, most faculty members face no insoluble conflicts between the claims of politics, social action, and conscience, on the one hand, and the claims and expectations of their students, colleagues, and institutions, on the other. If such conflicts become acute, and attention to obligations as a citizen and moral agent precludes an instructor from fulfilling substantial academic obligations, the instructor cannot escape the responsibility of that choice, but should either request a leave of absence or resign his or her academic position.

3.3 APPOINTMENT, RANK, AND TENURE

3.3.1 INTRODUCTION

The Board of Governors has the sole authority and responsibility to appoint, assign rank, promote, and grant tenure to the members of the University faculty. The Chancellor, after consultation with appropriate members of the academic administration and faculty, shall make recommendations to the Board of Governors concerning these personnel decisions. This rank and tenure policy shall apply to all ranked faculty members and to certain other academic employees as prescribed in this policy but who are not members of the ranked faculty.

Certain eligibility requirements for rank and tenure prescribed in this section require 30 hours of graduate work in addition to the master's degree. Graduate work completed on the Missouri State University campus will normally be from among courses numbered 500 and above and must have the prior written approval of the Dean of Academic Affairs before such work will be accepted. All work presented to fulfill the thirty-semester hour minimum requirement should be from an institution accredited to provide graduate degrees beyond the traditional (thirty-six hour) master's degree. Additionally, only degrees earned at regionally accredited institutions are recognized by the institution. Any exceptions must be approved by the Dean of Academic Affairs.

3.3.2 INITIAL APPOINTMENT CONTRACT LETTERS

It is the policy of Missouri State University-West Plains that all faculty of the University shall be clearly informed as to the personnel policies of the institution. These personnel policies are contained in this Faculty Handbook, and additional supplemental information related to criteria and procedures used to evaluate faculty for performance, annual review of appropriate progress toward tenure, promotion, and tenure will be provided by the various divisions and departments. In cases of conflict between the Faculty Handbook and this additional supplemental information, the Faculty Handbook will take precedence.

The precise terms of every appointment shall be stated in the initial appointment contract letter. The conditions of appointment may vary in individual situations, but they must conform to policies stated in this Handbook. The conditions of employment for each faculty member including rank, salary, length of appointment, length of probationary period (including the last semester during which a tenure application can be made), credit for prior academic service or equivalent experience, terminal degree and tenure status, and position responsibilities and performance expectations shall be clearly stated in writing. New faculty will also be provided with a copy of the departmental/division tenure, promotion, and performance review guidelines, if any, in effect on the date of the hire. The criteria employed for tenure decisions will be those in the Faculty Handbook and in departmental guidelines at the time the initial appointment letter is given.

3.3.3 GENERAL CRITERIA

The criteria for tenure and promotion consist of training evidenced by academic degrees, experience, teaching, professional activity (scholarship, research, creative activity) and university and community service. Teaching is the prime responsibility of the Campus. For tenure and promotion to a higher professional rank, evidence of effectiveness in teaching performance must be furnished. This evidence may take several forms. Student and peer evaluations are highly desirable. See sections 3.4 and 4.0 for more information concerning specific reappointment, promotion and tenure criteria and procedures.

Effective teaching requires continual application and effort. The teacher must keep abreast of new developments in his or her field and related fields. The teacher should be enthusiastic about the particular discipline and should be able to communicate this enthusiasm to the students, thus stimulating both the teacher and the students to greater achievement. The Campus prides itself on having exceptional teachers whose merit and contribution to the Campus earn them a well-deserved place of honor and respect in the institution. But this criterion alone does not serve as a basis for promotion and tenure.

Teaching is the most important responsibility of an institution of higher education. Its effectiveness must be reviewed and evaluated on a periodic basis by faculty and administration. Several approaches for assessing effectiveness are necessary for various reasons. (1) Indicators of effective teaching vary among individuals and across disciplines. (2) Some measures of effectiveness may be valid at one level of analysis and invalid at another. (3) Single methods of measuring effective teaching can be avoided by using an appropriate combination of approaches, permitting a comprehensive view of teaching.

The Faculty Senate and the appropriate departments/divisions are responsible for preparing procedures for evaluating teaching effectiveness and for communicating these to each faculty member. Procedures should be appropriate to the type and nature of the teaching assignment.

Procedures should be reviewed and approved every three years by the Faculty Senate and the Dean of Academic Affairs.

The evaluation procedures are to be based on the Faculty Handbook as supplemented by guidelines in other relevant Campus documents and should explicitly state the factors of teaching effectiveness that may be measured and how these are to be assessed. Procedures should include student evaluations of instruction, but never as the sole means of the evaluation of teaching effectiveness. Other appropriate approaches should be included. At all levels of teaching evaluation, direct comparisons or rankings of faculty members between departments/divisions should be avoided.

If statistical data are used in assessing teaching effectiveness, some understanding of statistical analysis is expected of those doing the assessment. The use of small differences in quantitative measures, which are not statistically significant, should be avoided as a basis for differentiating teaching effectiveness.

In a university, profession activity including scholarship, research, and creative activity serve several purposes. These are contributions to the profession and to society. A teacher's accomplishments and contributions in this regard also bring vital recognition to the University as well as to the individual. The University exists to create, preserve, and transmit knowledge. The creative process—scholarly productivity—is an integral and indispensable part of the University as an educational institution. Consequently, it should be a consideration in all tenure and promotion decisions.

The standards for measuring research productivity cannot be applied uniformly throughout the Campus. In many disciplines the evidence for competence is research results submitted outside the institution for professional evaluation, review, and criticism. This constitutes peer review. Publication in refereed journals and in books is the most significant measure of research productivity. Publication in in-house media and non-refereed journals is also valued but does not qualify as peer review.

Competitive awards and grants are useful indexes of an individual's success in obtaining recognition for research. Research production can also take the form of published reports, studies, and other materials. Participation in professional conferences is another outlet for publicizing and testing the results of one's research.

In the creative and performing arts, peer review and recognition through exhibitions, concerts, prizes, and awards set a similar kind of standard to the kind of recognition another faculty member will achieve through publication in a prestigious journal.

Activities fulfilling faculty responsibility for scholarship include not only traditional scientific research and humanistic scholarship but also creative expression in the arts.

Service is of several kinds. It includes serving productively on various committees from the departmental to the university level. Service activities also expand opportunities for learning and shape the learning environment. It includes sponsoring an active student organization, establishing opportunities for student experiences, removing barriers to learning, and obtaining funding and other resources for teaching, scholarship, research and creative activity. Additional service opportunities include participating in professional organizations and in public bodies, which can bring prestige to the University and expand the professional competence of the individual. It also includes providing professional expertise to business, industry, schools, community organizations, and colleagues in other University programs.

The Campus policies specified in this Faculty Handbook should be used in conjunction with departmental and division policies which may be more specific than those of the Campus but which must be consistent with the Campus policies.

3.4 REQUIREMENTS FOR APPOINTMENT, TENURE, AND PROMOTION OF TENURE TRACK FACULTY

The provisions for promotion and tenure listed below for each rank represent the conditions the ranked faculty member must meet in order to be minimally eligible for consideration for a change in status. Procedures and criteria for the granting of tenure or promotion are prescribed in section 4.4. Provisions for tenure, as specified for each academic rank, may be modified by and are superseded by the provisions of section 3.7.

3.4.1 INSTRUCTOR

Definition:

An Instructor is the lowest academic rank, requiring effectiveness in teaching, a commitment to advanced studies in the field or to research and/or creative activity appropriate to the discipline, and a willingness to serve the academic unit, division and/or Campus.

Basis of Appointment:

The master's degree is typically required with at least 18 hours in the appropriate field. Exceptions must be approved by the department/division, Dean of the College, Chancellor and Board of Governors. The terms for promotion and tenure should be clearly specified in the initial appointment contract letter. (See section 3.3.2)

Tenure:

An Instructor is minimally eligible to hold tenure after completing five years of academic service to Missouri State University-West Plains. The tenure decision will occur at the latest during the fifth year of probationary status.

Eligibility for Promotion:

Eligibility for promotion can be achieved by meeting any of the following: (1) Completion of the terminal degree. (2) A master's degree in an appropriate field, completion of three years of academic service to Missouri State University-West Plains in the rank of Instructor, and demonstration of effective teaching and of achievement in at least one of the following areas: scholarship, research, creative activity or service appropriate to the discipline. (3) Effective teaching and thirty semester hours of graduate credit in an appropriate field in addition to the master's degree and three years of academic service to Missouri State University-West Plains in the rank of Instructor.

3.4.2 ASSISTANT PROFESSOR

Definition:

An intermediate academic rank of one who has demonstrated achievement in the areas of teaching, research including scholarly publication and/or creative activity, and service appropriate to the discipline, and professional service appropriate to the discipline.

Basis of Appointment:

(1) Promotion from the Instructor rank, or (2) terminal degree or doctoral course work complete and dissertation in progress, or (3) thirty semester hours of graduate credit in an appropriate field in addition to the master's degree and a minimum of three years of experience equivalent to academic service to Missouri State University-West Plains.

Tenure:

An Assistant Professor is minimally eligible for tenure after completing three years of academic service to Missouri State University-West Plains. The tenure decision will occur at the latest during the fifth year of probationary status. Tenure will continue to be held by an Assistant Professor who had tenure at Missouri State University-West Plains when promoted from the Instructor rank.

Eligibility for Promotion:

Eligibility for promotion can be achieved by meeting either of the following: (1) An Assistant Professor with a terminal degree is minimally qualified for consideration for promotion to the Associate Professor rank at the end of five years of experience equivalent to academic service to Missouri State University-West Plains including at least three years in the rank of Assistant Professor. (2) An Assistant Professor with the master's degree and thirty additional semester hours of graduate credit in an appropriate field may qualify for promotion after fifteen years of experience equivalent to academic service to Missouri State University-West Plains, including at least three years in the rank of Assistant Professor at Missouri State University-West Plains.

In addition to meeting years-of-service requirements, those seeking promotion must have demonstrated sustained effectiveness in teaching, research including scholarly publication and/or creative activity, and service as defined in the Assistant Professor rank.

3.4.3 ASSOCIATE PROFESSOR

Definition:

A high academic rank of one who has demonstrated a sustained record of effectiveness in teaching, research including scholarly publications and/or creative activity, and service appropriate to the discipline.

Basis of Appointment:

(1) Promotion from the rank of Assistant Professor, or (2) terminal degree and a minimum of five years of experience equivalent to academic service to Missouri State University-West Plains.

Tenure:

Individuals who are promoted to the Associate Professor rank retain the same tenure eligibility which they had as Assistant Professors. Individuals whose initial appointment is to the Associate Professor rank are minimally eligible for tenure at the end of two years of academic service to Missouri State University-West Plains. In such a case the tenure decision will occur at the latest during the third year of probation. Tenure shall continue to be held by an Associate Professor who had tenure at Missouri State University-West Plains when promoted from the Assistant Professor rank.

Eligibility for Promotion:

An Associate Professor with a terminal degree is minimally eligible for promotion to Professor after five years of academic service to Missouri State University-West Plains in the rank of Associate

Professor. An individual initially appointed as an Associate professor will be eligible for promotion after ten years of experience equivalent to academic service to Missouri State University-West Plains. At least two years of this service must be in the rank of Associate Professor at Missouri State University-West Plains. Promotion to the rank of Professor will be based on exceptional performance in the areas of teaching, research including scholarly publication and/or creative activity, and service.

3.4.4 PROFESSOR

Definition:

The highest academic rank, the holder of which is a recognized leader who has a cumulative record of teaching effectiveness, of peer-reviewed research publications or peer-reviewed creative activities appropriate to the discipline, and of substantial service appropriate to the discipline.

Basis of Appointment:

(1) Promotion from the Associate Professor rank, or (2) Terminal degree and a minimum of ten years of experience equivalent to academic service to Missouri State University-West Plains.

Tenure:

A Professor is minimally eligible for tenure following one year of academic service to Missouri State University-West Plains. The tenure decision will occur at the latest during the third year of probation. Tenure shall continue to be held by a Professor who had tenure at Missouri State University-West Plains when promoted from the Associate Professor rank.

Tenure will be granted to a Professor who is retained after four years of academic service to Missouri State University-West Plains. Tenure shall continue to be held by a Professor who had tenure at Missouri State University-West Plains when promoted from the Associate Professor rank.

3.4.4.1 DISTINGUISHED PROFESSOR

Definition:

Distinguished Professor is a status that may be accorded to a Professor whose achievements in teaching and service are exceptional and whose accomplishments in research, scholarship and/or creative activity are extraordinary. The status is granted for a period of one academic year and carries with it a six-hour-per-semester teaching load and an addition to base salary greater than the amount given for promotion to professor.

Eligibility:

To be eligible for consideration for the status of Distinguished Professor, a faculty member must have accomplished all of the following:

1. A minimum of ten years of academic service to Missouri State University-West Plains.
2. A sustained record of exceptional performance in teaching during the decade immediately preceding application.
3. A sustained record of service to Missouri State University-West Plains through elected faculty offices including positions of leadership, through service on major campus committees, or in the form of special service such as program development, fund raising, or sponsorship of student organizations.

4. A cumulative record of service to nationally recognized professional organizations such as offices held, meetings hosted, and editorial responsibilities.
5. Two scholarly books in print or one scholarly book in print and six major scholarly articles in nationally recognized and externally refereed journals or twelve major scholarly articles in nationally recognized and externally refereed journals. Also, recognition of scholarly contributions in the form of an award or prize from a nationally recognized scholarly organization external to Missouri State University-West Plains, or receipt of a major extramural research grant in support of scholarly research, or receipt of an extramural research fellowship of at least six months' duration.
6. (In the creative and performing arts, equivalent standards of accomplishment must, by the nature of the disciplines involved, be less rigid. Nationally recognized standards of excellence appropriate to each discipline will serve as a basis for eligibility in lieu of scholarly contributions.)
7. Productivity in research or creative activities should reflect a record of consistent accomplishment.

Appointment Procedures:

1. Any Professor at Missouri State University-West Plains with ten years of service to the institution may apply for elevation to the status of Distinguished Professor. All applications must be sent to the Dean of Academic Affairs by January 1 of the year preceding the academic year for which the faculty member will be considered for the status of Distinguished Professor. The application must include a proposal for the research, scholarship, or creative activity that is to be completed during the release time, including how this activity will benefit students and support the mission of the Campus.
2. All applicants will then be provided with documentation guidelines by the Dean of Academic Affairs.
3. Applicants who believe that they meet the standards for elevation to the status of Distinguished Professor will provide supporting documentation to the Divisional Personnel Committee according to deadlines set forth in the Academic Work Calendar for that year.
4. The Divisional Personnel Committee will review all applications and forward recommendations to the Dean of Academic Affairs.
5. The Dean of Academic Affairs will review all recommendations received from the Divisional Personnel Committee and add his or her recommendations to those of the Committee before forwarding them to the Chancellor.
6. The Chancellor will review all recommendations and make the final decision.

Designation:

Distinguished Professors shall be designated by discipline, i.e., Distinguished Professor of Anthropology.

Recognition:

The status of Distinguished Professor is intended to provide recognition to faculty members whose academic accomplishments are extraordinary. For this reason, the Dean of Academic Affairs will publicize the scholarly or creative accomplishments of each faculty member elevated to this status.

Implementation:

Full implementation of the Distinguished Professor program is dependent upon the availability of funds. Without additional funds specifically designated for this program, whether from within or without Missouri State University-West Plains, the number of faculty members elevated to this status would exceed the means of the campus.

- No more than two Distinguished Professor designations will be awarded each academic year, assuming funds are available.
- A faculty member can only be awarded the designation a maximum of once every five years.
- The release time is to be used to complete the research, scholarship, or creative activity as presented in the application proposal. It is recommended that release time not be used to teach overload classes.
- Upon completion of the academic term for which the designation was awarded, the faculty member will provide a follow-up to the Dean of Academic Affairs showing what was accomplished during the past academic year, how it benefited students, and how it supported the mission of the Campus.

3.5 UNRANKED ACADEMIC POSITIONS

Persons who hold unranked positions are given term contracts which automatically terminate upon the expiration of the specified term. No notice of non-reappointment is given, and reemployment of the employee after the conclusion of the contractual term is solely within the discretion of the University. Unranked faculty members are not eligible for tenure, educational leave, or sabbatical leave. With the exception of Lecturers and Visiting Professors, time spent in an unranked position does not count towards tenure eligibility if the individual later becomes a member of the ranked faculty. Unranked faculty must be qualified by academic or practical experiences appropriate for the responsibilities assigned. A Master's degree or higher is preferred. All unranked academic positions have the same right to academic freedom accorded ranked faculty.

3.5.1 LECTURER

A Lecturer is appointed to teach specific courses full-time on a one-year term contract. The Lecturer position is repeatable at the discretion of the University without the constraint of term limits. Continuing term appointments shall not create the presumption of the right to reappointment. Individual departments also may limit the number of times an individual's contract may be issued. As a holder of an unranked academic position, a Lecturer is not eligible for tenure but has the same right to academic freedom accorded to ranked faculty.

Lecturers must be qualified by academic or practical experience appropriate for the responsibilities assigned. If a Lecturer becomes a member of the ranked faculty, the length of the probationary period for tenure will be determined in accordance with section 3.7, and will be specified in the initial appointment contract letter. Lecturers will be on 9-month contracts with compensation and benefits paid over a 12 month period.

3.5.2 LIMITED-TERM LECTURER

A Limited-Term Lecturer is appointed to teach specific courses full-time on a one-semester contract. The Limited-Term Lecturer position is to be used only to replace full-time faculty members who are on leave, sabbatical, or absent because of some unforeseen circumstance and is not repeatable for consecutive semesters. As a holder of an unranked academic position, a Limited-Term Lecturer is

not eligible for tenure or benefits but has the same right to academic freedom accorded ranked faculty. Limited-Term Lecturers must be qualified by academic or practical experiences appropriate for the responsibilities assigned.

3.5.3 VISITING PROFESSOR

A Visiting Professor is an individual who holds, or has held, professorial rank (Assistant Professor, Associate Professor, and Professor) at another institution. He or she is appointed to the rank of Visiting Assistant Professor, Visiting Associate Professor, or Visiting Professor. A Visiting Professor may serve no longer than three years. If he or she becomes a member of the ranked faculty, time spent as Visiting Professor at Missouri State University-West Plains will be counted toward the time required for tenure and promotion.

3.5.4 ARTIST-IN-RESIDENCE

The position of Artist-in-Residence is offered to outstanding professional artists who render a specified service to the University. This service can include lectures, performances, demonstrations, master classes, and consultations. Academic degrees are not essential to this position. An Artist-in-Residence is chosen on the basis of outstanding professional attainments, creative accomplishments, and recognition in his or her specified field.

3.5.5 ADJUNCT FACULTY

Adjunct Faculty are those individuals who offer educational experiences to students of the University but who have no contract with the University. The title is honorary, although the Adjunct Faculty member may receive an honorarium.

3.5.6 PER COURSE FACULTY

Per Course Faculty members are appointed on a semester basis only. The hours which per course faculty are allowed to teach each semester are determined by current regulations. Consult with the Office of Academic Affairs to determine the number of hours allowed. Per Course Faculty should possess a master's degree or the equivalent professional experience in a field determined acceptable by the Dean. Per Course Faculty members receive no retirement or insurance benefits, assuming they teach no more than the maximum allowed. They may be allowed the use of campus facilities. Per Course Faculty have only the duties associated with teaching and are not required to neither perform committee work nor assume other responsibilities required of ranked faculty.

3.5.7 ACADEMIC AFFILIATE

Academic Affiliates are those individuals employed full-time by the University in non-academic positions and who are assigned to teach courses or direct research in academic departments. Academic Affiliate assignments are based on the experience, training, and interests of individuals that would qualify them to teach and/or direct research outside their normal assignments and upon the needs of the University to utilize their expertise in teaching responsibilities.

3.5.8 EMERITUS STATUS

Appointment to Emeritus Faculty status is granted as a result of meritorious service to the Campus, including outstanding contributions in the areas of teaching, research, publications, the arts, and leadership. To be eligible for the title, a faculty member must also satisfy the following three requirements: (1) completion of at least ten years of full-time academic service to Missouri State

University-West Plains, (2) tenure status at Missouri State University-West Plains, and (3) retirement status at Missouri State University-West Plains. Emeritus status is awarded through affirmative vote of the faculty and by favorable administrative action. Emeritus faculty, who will be listed as such in the catalog, shall be entitled to the benefits of faculty discounts at the Drago College Store, to admission to convocations, to the use of Garnett Library facilities and the Putnam Student Center, to one course per semester free of tuition and student fees, to faculty privileges for admission to athletic events, and to other benefits, subject to campus policies. The educational fee waiver benefit is intended for the exclusive use of the retiree and cannot be assigned to any other family member.

3.6 TENURE

3.6.1 GENERAL PHILOSOPHY

Universities exist to serve the common good. The primary responsibilities of the faculty at Missouri State University-West Plains are teaching, research, creative activity, and service. By accepting an appointment at this University, an individual assumes a responsibility to pursue scholarly activities in each of these areas. Such pursuits necessitate free inquiry, free expression, intellectual honesty, respect for the dignity and rights of others, and openness to change. The rights and responsibilities exercised within the academic community must be compatible with these characteristics.

Academic freedom is essential to the functioning of a university. It applies to teaching, research, and service and involves both faculty and students. The principle of academic freedom is designed to protect the faculty member's freedom to teach and to engage in research, and service. It also protects the student's freedom to learn. Faculty members are responsible for providing students with the same kind of freedom which they claim for themselves; namely, the freedom to consider conflicting views and to make their own evaluation of data, evidence, and doctrines. Furthermore, faculty members have a responsibility to maintain an atmosphere conducive to intellectual inquiry and rational discussion. (See also Sections 3.2.1.1 and 3.3.)

Tenure is a means to certain ends, specifically: (1) freedom of teaching and research, and service, and of extramural activities, and (2) a sufficient degree of economic security to make the profession attractive to men and women of ability. Academic freedom and economic security, hence tenure, are indispensable to the success of an institution in fulfilling its obligations to its students and to society.

These statements shall not be applied in a manner which is inconsistent with the provisions of Sections 1 - 15 of this Faculty Handbook.

3.6.2 TENURE

Only members of the tenure track faculty are eligible for tenure. The choices that the Campus makes in granting tenure are crucial to its endeavors toward academic excellence. A decision to grant tenure must reflect an assessment of high professional competence and performance measured against Campus standards. Recommendations for tenure are made in accordance with the Faculty Senate and Campus policies and procedures. The expectations for each individual are dependent upon the particular assignment. It is the responsibility of the applicant for tenure to provide sufficient relevant documentation as evidence in support of his or her teaching, scholarship, research, creative activity, and service activities.

Tenure is based on a thorough evaluation of the candidate's total contribution to the Campus. While specific responsibilities of faculty members may vary because of special assignments or because of the particular mission of an academic unit, all evaluations for tenure shall address the manner in which each candidate has performed in teaching, professional activity (scholarship, research,

creative activity), and service. Basic competence in itself is not sufficient to justify granting tenure, for such competence is a prerequisite for the initial appointment. The decision to grant tenure is inherently and inescapably judgmental and is a deliberate action indicating the person has been selected as a member of the permanent faculty because of demonstrated high-quality performance and relative merit.

Tenure will be granted only to faculty members who apply for tenure and are approved through normal procedures (see Section 4.4). All initial appointment letters for individuals hired in tenure track faculty positions will specify the last semester during which this tenure application can be made. If a tenure application is not made by a faculty member by this specified time, the individual forfeits all expectations to tenure as specified in this Faculty Handbook. An appointment during the probationary period is only for one year. Even if the faculty member receives no notice of subsequent non-appointment, de facto tenure will not be granted. Tenure-track faculty who have not been granted tenure by the end of their sixth year of employment at Missouri State University shall not be further employed by Missouri State University-West Plains in a tenure-track position.

3.7 PRIOR SERVICE AND THE PROBATIONARY PERIOD

Beginning with appointment to ranked tenure track position, the probationary period Missouri State University-West Plains shall not exceed six academic years except under the following conditions:

- A faculty member who has previously held appointments of three or more years in any ranked position at Missouri State University-West Plains but for whom a lapse of at least three consecutive years has occurred since any ranked appointment to Missouri State University-West Plains, may be required at the time of appointment to agree in writing to a probationary period of up to four years, although his or her total probationary period (the sum of previous ranked experience at Missouri State University-West Plains and current years at Missouri State University-West Plains) may thereby be extended beyond six years. Extension of the probationary period will be allowed only if credit for previous service is specified in the initial appointment letter, as well as the period of the extension of probationary period. If no credit is specified or extension described, none is given.
- A faculty member who joins the ranked faculty and who has previously held appointments in any unranked faculty position at Missouri State University-West Plains will undergo the full probationary period unless the appropriate Department Head/Division Chair, Dean of Academic Affairs and the Chancellor agree and approve in writing at the time of initial ranked appointment to grant one or more years of credit for previous experience. Credit will be reserved for those Lecturers who have been performing at a level similar to that of a tenure-track Instructor. See section 4.0 for more information concerning expected performance. Such credit will be expressed in the initial ranked appointment contract letter.
- A faculty member who joins the ranked faculty and who has previously held appointments in any unranked faculty position at Missouri State University-West Plains will undergo the full probationary period unless the appropriate Department Head/Division Chair, Dean of Academic Affairs and the Chancellor agree and approve in writing at the time of initial ranked appointment to grant one or more years of credit for previous experience. Credit will be reserved for those Lecturers who have been performing at a level similar to that of a tenure-

track Instructor. See section 4.0 for more information concerning expected performance. Such credit will be expressed in the initial ranked appointment contract letter.

Notwithstanding the above, at the time of initial appointment or for reason of medical condition, the probationary period may be extended for not more than two additional years, even if the otherwise maximum probationary period is exceeded. Such extension requires the recommendation of the Dean of Academic Affairs and the agreement of the faculty member involved.

3.7.1 STOPPING THE TENURE CLOCK

Notwithstanding the above, the probationary period may be extended at the request of the faculty member for reason of medical condition or to accommodate important family care issues for a period not to exceed two additional years. Such extension requires the recommendation of the Department/Division Head and the Dean of Academic Affairs.

3.7.2. TENURE UPON HIRE

An applicant for a position as associate or full Professor may be offered tenure as a condition of initial employment only under the following circumstances: (1) the possession of academic credentials reflecting exemplary teaching and service experience, as well as excellence in research, including nationally recognized peer-reviewed publications in the applicant's academic discipline, and (2) an affirmative vote of 2/3 of the Missouri State University-West Plains tenured faculty.

3.8 LOCUS OF TENURE

Tenure is awarded only by affirmative action by the Board of Governors. The locus of tenure is in Missouri State University-West Plains. Assignment of tenured faculty will normally be to academic departments but tenured faculty may by consent be assigned to other professional duties. Tenure, once granted, remains in Missouri State University-West Plains.

3.9 NON-REAPPOINTMENT OF TENURE TRACK FACULTY DURING THE PROBATIONARY PERIOD

Non-reappointment decisions will be reached according to procedures described in Section 4.0 Faculty Evaluations.

Notice of nonrenewal of contract, or of intention not to recommend renewal of contract, shall be given in writing by the Dean of Academic Affairs in accordance with the following standards:

1. Not later than March 1 of the first academic year of service, if the appointment expires at the end of that year; or if a one-year appointment terminates during an academic year, at least 90 calendar days in advance of its termination.
2. Not later than December 15 of the second academic year of service, if the appointment expires at the end of that year; or if an initial two-year appointment terminates during an academic year, at least 180 calendar days in advance of its termination.
3. At least 365 calendar days before the expiration of an appointment after two or more academic years in the institution.
4. A probationary appointment will generally be renewed unless timely notice as described above is given. A lapse of the timely process will not be construed to the disadvantage of a faculty member (e g., the probationary period could be extended for one year), except that in

no such case will the probationary period be extended beyond seven years. Tenure does not occur de facto. Note also Section 3.6

For more information on the Reappointment, Promotion, and Tenure process see Section 4.4.

4.0 FACULTY EVALUATION

4.1 FACULTY PERFORMANCE CRITERIA AND EVALUATION MODEL

Faculty performance criteria at Missouri State University – West Plains are based on the purpose and mission of the institution. As a teaching and learning institution the general mission is to provide quality post-secondary educational opportunities to the communities we serve. To this end faculty members are expected to be actively engaged in teaching, professional activity, and community and campus service throughout their careers. See Section 4.2 for General Criteria for 1) Teaching, 2) Professional Activity, and 3) Service.

The purpose of evaluation includes the following:

1. To promote the mission of Missouri State University-West Plains.
2. To assess and cultivate both faculty and institutional effectiveness.
3. To aid in making decisions concerning reappointment, promotion, and granting of tenure.

Faculty members are evaluated in three categories of performance: teaching, professional activity, and service. This Section outlines the evaluation models and criteria for tenure, promotion, and performance reviews. The evaluation processes are specified in Section 4.2. Performance reviews are mission-related and should be consistent with tenure and/or promotion decisions. The criteria used for evaluation in each category are based on specific elements in the university's mission as specified below.

4.2 EVALUATION OF RANKED TENURED AND TENURE TRACK FACULTY

Faculty members are expected to be actively engaged in teaching, professional activity, (scholarship, research, and/or creative activity), and service throughout their careers, but the Campus recognizes that, at different times, faculty members may shift emphasis from one category to another as stated in the annual Faculty Goals, Objectives, and Professional Development Agreement form

<https://experts.missouristate.edu/display/WPAcad/Faculty+Goals%2C+Objectives+and+Professional+Development+Agreement> . It is generally expected that during the probationary period the emphasis should be on teaching and service.

4.2.1 TEACHING

4.2.1.1 TEACHING MISSION

The teaching mission at Missouri State University-West Plains is to develop educated persons. In doing so, the Campus is committed to standards of excellence and academic integrity. An educated person:

- is someone who is literate in the broadest sense,
- has an appreciation of the responsibility of lifelong citizenship and an awareness of global issues,
- seeks solutions to problems by means of a broad base of knowledge, as well as in-depth mastery of at least one specific academic discipline,
- has the skills and motivation to continue to learn after leaving the university, thus being prepared for both lifelong learning and lifelong productivity.

In support of developing educated persons, the Campus seeks to provide high-quality education that is accessible to a broad spectrum of individuals, including those facing challenges involving distance, income, or disability. Furthermore, in recognizing the value of an open and free exchange of ideas, Missouri State University promotes diversity in all of its forms as a means to provide a wide variety of sources of knowledge and perspectives.

4.2.1.2 GOALS AND CRITERIA FOR EVALUATING TEACHING

The following goals and criteria are the basis of evaluating faculty members' teaching effectiveness for tenure and promotion and for required performance reviews (refer to Section 4.2.1.3 for recommended methods of documenting teaching effectiveness). Please note that item 1 below is of paramount importance on this list, and that any faculty member, in order to succeed as a teacher at Missouri State University-West Plains, must succeed in the areas of item 1 relevant to his or her teaching. Although items 2 a, b, and c, are not individually prescriptive, they are inclusive of teaching and may be considered.

1. Developing Educated Persons

Success in this area both describes successful teaching at this university and is a prerequisite for tenure and promotion

- Faculty members meet this goal when they demonstrate their effectiveness in cultivating students' knowledge base and skills both basic and specialized within a specific discipline.
- Faculty should strive to make explicit the relationship between the general education curriculum and various disciplinary curricula so students can integrate their acquired knowledge and skills for lifelong application.
- Evidence of continuing professional development also contributes to this goal.

2. Exceptional Modes or Qualities of Teaching

- Outstanding Performance as a Classroom Teacher

Beyond basic effectiveness as a teacher, outstanding performance may be evidenced by judgments made by students, peers, administrators, and colleagues with appropriate academic expertise. Further evidence may include external recognition for outstanding preparation of students for professional fields, and students receiving external recognition for outstanding work produced in the course.

Such evidence may also include noteworthy research work done with students, noteworthy work in student advisement, and internal or external grants to support innovative teaching.

b. Experiential Learning

While it is expected that all of our teaching efforts contribute to developing citizen scholars, special efforts in this regard may be used to meet this goal. Faculty should provide evidence of service learning components in their courses or provide evidence for other structured activities that apply the course material to social issues, problems, tasks or enhancement.

c. Accessibility

The criterion for this goal refers to efforts to increase accessibility to education beyond one's typical assignments. These may include, but are not limited to, offering distance learning, online courses, public lectures or workshops, working with the community and public schools in providing access to education, developing educational materials that address accessibility issues.

d. Diversity

Special efforts to bring diversity to students' educational experience might include inviting guest speakers who offer diverse viewpoints, taking students to locations where they will be exposed to an unfamiliar environment, and requiring students to seek out diversity as part of their course requirements.

4.2.1.3 DOCUMENTING TEACHING EFFECTIVENESS

There are two primary components to documenting teaching effectiveness: Instructor inputs and student outcomes. Everything that contributes to or derives from a teaching/learning experience should address one or more of the criteria above. The following table identifies input/ output elements and possible sources for documentation. The table below is not prescriptive, but offers faculty examples of ways to document teaching effectiveness. Divisions/departments can refine these suggestions as appropriate for specific disciplines and a faculty member's specific job assignment.

INPUTS AND OUTCOMES	DOCUMENTATION
Instructor Inputs (developing educated persons)	
Clear identification of outcome goals in terms of knowledge and skills	Syllabi and assignment statements
Clear identification of relevance of courses to both major study and general education	Syllabi and assignment statements
Practiced and pedagogically informed delivery of course content	Teaching portfolio, evidence of professional development, peer evaluations
Up-to-date content and materials	Syllabi, sample materials (with explanatory narrative in dossier), curricular grants, development of new courses
Quality organization of course and diligence in application	Syllabi, sample assignments, peer evaluations,

	student evaluations
Appropriately rigorous expectations	Syllabi statements, quantity and quality of reading, writing, and performance assignments
Time, energy, and effectiveness	Teaching portfolio, peer evaluations, student evaluations
Instructor Inputs (exceptional modes or qualities of teaching)	Opportunities for out-of-class application
Description of out-of-class activities, including service learning, field work, etc.	Special access opportunities such as distance-learning delivery
Syllabi and/ or descriptions of alternative delivery methods/courses	Special efforts to diversify student experiences
Description of diversification objectives and efforts	Student Outcomes (all goals)
Majority of students make progress on knowledge and skill objectives from baseline starting point	Aggregate information on pre/post knowledge and/ or skill performance by students in each class (example: 10% of students were able to identify Renaissance art at beginning of semester, 75% by end)
Majority of students understand goals and relevance of courses, regardless of performance level	Student evaluations
Students receive external recognition for work produced in course	External letters, awards, commendations, reviews, news stories, etc.
Faculty member receives direct external recognition for preparation of students	External letters, awards, commendations, reviews, news stories, etc.

4.2.2 PROFESSIONAL ACTIVITY (SCHOLARSHIP, RESEARCH, AND/OR CREATIVE ACTIVITY)

Scholarship, research, and creative activities each hold equal value in advancing the mission of Missouri State University-West Plains. A blend of scholarship, discovery, and of integration and application to teaching, is essential to the mission

4.2.2.1 SCHOLARSHIP

Activities fulfilling faculty responsibility for scholarship include not only traditional scientific research and humanistic scholarship but also creative expression in the arts.

Faculty members must be engaged in sustained scholarship that will assist them in maintaining competence in the material to be taught and that will contribute to the education and good of the students, peers, and public. Beyond these basic requirements, scholarship may take many forms, including original research or creative expression (scholarship of discovery), review and integration of prior research (scholarship of integration), applying current knowledge and innovations to important practices (scholarship of application), or dialectical engagement of students in the process

of inquiry and discovery (scholarship of teaching). In all types of scholarship, direct and indirect involvement of students teaches them about the process and inspires them to become ongoing participants.

4.2.2.1.1 GOALS AND CRITERIA FOR EVALUATING SCHOLARSHIP

Scholarship of Discovery: The scholarship of discovery is recognized as an essential element of the Campus mission. Evidence of performance in this form of scholarship is valued both for tenure and for promotions. Examples include:

- Scholarly monographs or books that advance understanding.
- Original research findings published in scholarly journals.
- Original artistic expression.
- Successful grant applications for research/ creative activity.
- Presentations of original research findings.

Scholarship of Integration and Scholarship of Application: The scholarship of integration and the scholarship of application are recognized as essential elements of the Campus mission and of every departmental mission. They may be the most appropriate forms of scholarship for some faculty members. Evidence of performance in these forms of scholarship is valued both for tenure and for promotions. Examples include but are not limited to:

- Published textbook summarizing existing research.
- Published professional or applied research journal articles.
- Presentation of juried exhibits or performances.
- Published literature reviews or position papers.
- Published research protocols.
- Published bibliographies.
- Published critical reviews of scholarly projects.
- Successful grant applications for applied research and performances.
- Presentation of integrative or applied research.

Scholarship of Teaching: The scholarship of teaching is recognized as an essential element of the Campus mission. Every faculty member engaged in teaching at this institution must engage in this form of scholarship. Evidence of performance in this form of scholarship is necessary for those faculty with teaching assignments, but it alone is not sufficient for tenure and for promotions. Examples include but are not limited to:

- Scholarly presentations to campus-based or community groups.
- Critiquing one's own students or colleagues, or consulting with community organizations.
- Designing and refining media of expression.
- Improving the effectiveness of one's own teaching through seeking and using peer and student feedback.
- Assessing effectiveness of new learning technologies for teaching one's own courses.
- Preparing, compiling, and disseminating custom texts, reading packages, and/or ancillary materials for one's own courses.
- Successful grant applications for developing or enhancing one's own courses.

(NOTE: Activities such as developing or assessing curricula for a larger audience than one's own students, developing educational resources for use by other educators, observing and analyzing student behaviors and/or student teacher interactions outside of one's own classroom, and

assessing effectiveness of new educational methods or technologies outside of one's own classroom may qualify as scholarship of discovery, scholarship of integration, or scholarship of application.)

4.2.2.2 RESEARCH

The process of research is understood as the production and formal communication of original creative, scholarly work, and, while the definitions of "scholarly" and "creative" may differ across academic disciplines, the process is understood to support the Campus's general mission in all three fundamental areas of faculty responsibility: teaching, professional activity, and service. Research both advances knowledge in a particular specialized academic field and encourages individual faculty development; it enhances the quality of education students receive.

Research at Missouri State University-West Plains includes activities designed to produce one or more outcomes such as the discovery, organization, and application of knowledge. The scope of research activities encompasses individual faculty research and departmental research programs. Missouri State University-West Plains does not have an emphasis on research. So while the Campus encourages faculty to engage in academic research we also recognize scholarship and creative activity for purposes of fulfilling the overall professional activity mission of the Campus.

4.2.2.2.1 GOALS AND CRITERIA FOR EVALUATING RESEARCH

The following goals and criteria are the basis of evaluating faculty members' research for tenure and promotion and for required performance reviews.

1. Expand Knowledge and/ or Demonstrate Growth in Area of Expertise
2. Application of Research to Benefit Campus Constituents
3. Special effort to share knowledge and creative work with a broader audience.
4. Involvement of Students

4.2.2.3 CREATIVE ACTIVITY

Creative works in areas such as music, drama, art, and literature are essential for sustaining the cultural role of Missouri State University-West Plains. Creative activities also include the enhancement of teaching effectiveness.

4.2.2.3.1 GOALS AND CRITERIA FOR EVALUATING CREATIVE ACTIVITY

The following goals and criteria are the basis of evaluating faculty members' creative activity for tenure and promotion and for required performance reviews. In the creative and performing arts, peer review and recognition through exhibitions, concerts, prizes, and awards set a similar kind of standard to the kind of recognition another faculty member will achieve through publication in a prestigious journal.

1. Expand Knowledge and/ or Demonstrate Growth in Area of Expertise
2. Application of Creative Activities to Benefit Campus Constituents
3. Special effort to share knowledge and creative work with a broader audience.
4. Involvement of Students.

4.2.3 SERVICE

4.2.3.1 SERVICE MISSION

Faculty service at Missouri State University serves three purposes: to support the academic tradition of shared governance, to support the professional and organizational needs of the disciplines, and to bring the products of Campus work to the public for its benefit.

4.2.3.2 GOALS AND CRITERIA FOR EVALUATING SERVICE

The following goals and criteria are the basis of evaluating faculty members' service for tenure and promotion and for required performance reviews. Item 1 below is of paramount importance on this list, and any faculty member, in order to succeed in the area of service at Missouri State University-West Plains, must succeed in item 1. Although items 2, 3, and 4 are not individually prescriptive, they are inclusive of service and may be considered.

1. University Citizenship

In the interest of maintaining broad participation in the decision-making process at the Campus, faculty should recognize their responsibilities to the organization and contribute fairly to the task of shared-governance. This includes, but is not limited to, service on program, departmental, division, and university committees and task forces. In so doing, faculty members increase the level of self-determination in their ranks.

Service activities supporting Campus citizenship may also include collaborations and contributions for the collegiate well-being such as providing professional development, participating in campus discussions, and expanding opportunities for shaping the learning environment.

2. Professional Service

The criterion for this goal refers to contributions to professional organizations within the faculty member's field. Professional association participation may include serving as a board member, division chair, officer, editor, reviewer, committee member, etc. Additionally, this may include sponsoring an active student organization, mentoring or advising, or providing opportunities for student experiences outside the expectations of teaching.

3. Public Service

Faculty members meet this goal when they provide evidence of using their professional skills and expertise to serve community, state, national or international public constituents. This may take the form of op eds or other articles in newspapers or other print media or on television or radio, etc. In this way, Faculty Members not only further the mission of public outreach, but also serve as models for their students who are encouraged to engage in similar activities.

4. Professional Consultation

Faculty members may meet this goal by providing evidence of providing professional expertise to business, industry, schools, community organizations, and colleagues in other university programs. Consultation services to external constituents within the faculty member's professional expertise may be included in this area.

4.3. FACULTY DUTIES AND RESPONSIBILITIES

4.3.1 FACULTY DUTIES AND RESPONSIBILITIES

Duties and responsibilities of ranked faculty members at Missouri State University-West Plains fall into three broad categories: (1) teaching, (2) Professional Activity (scholarship, research and creative activity), and (3) university and community service. These duties and responsibilities shall be performed in accordance with standards of professional ethics stated in section 3.2. Because the primary mission of the Campus is to provide its students with a quality educational experience, the primary responsibility of the faculty is teaching.

Faculty are expected to keep abreast of developments in their respective fields and to transmit that knowledge to their students. Teaching responsibilities also entail meeting classes regularly, being available to students in conference, serving as academic advisors, and keeping accurate records of student achievement.

Faculty with diverse talents, skills, and interests are expected to meet the mission of the Campus, the goals and objectives of the academic unit, and the approved departmental and individual responsibilities and goals. Their time obligations include actual classroom experience along with preparation for lectures and laboratories, out-of-class teaching, assignments, specialized roles within a department, and various academic and public affairs assignments that are inherent in a learning environment and within the community.

To fulfill these time-consuming and diverse responsibilities requires flexibility in assignment. So that all faculty are provided time for expected levels of scholarship and various involvements in Campus and community affairs, variations in assignments, negotiated at the division level and consistent with the missions of the Campus, college, and department should be made.

The flexibility in workload during the pre-tenure period should be negotiated carefully so as not to hinder faculty development in teaching, scholarship/research/creative activity, or university and community service. The quality of the contributions in all areas is a factor for positive tenure and promotion decisions.

As the availability of resources and reassigned time grows, and consistent with the mission of Missouri State University-West Plains, faculty are expected to become more active professionally beyond those activities directly associated with teaching. As members of academic departments/divisions, faculty are expected to participate in division meetings and to attend Faculty Senate meetings. Faculty are also expected to serve on faculty and administrative committees. Finally, faculty are expected to serve the academic, professional, and civic communities with their expertise.

4.3.2 TEACHING

4.3.2.1 TEACHING LOAD

Each full-time faculty member is expected to teach the prevailing normal academic load in lecture/discussion-type classes during each regular academic year. A normal academic load is, at the time of the printing of this Faculty Handbook, defined as no more than twenty-four semester

hours per academic year, or twenty-four equated semester hours per year if a faculty member has laboratory assignments.

4.3.2.2 MEETING CLASSES

Faculty members are expected to meet their classes or to see that suitable arrangements have been made for learning experiences for their students in the case of a required absence of the instructor because of unusual circumstances or because of a professional meeting. When the instructor is unable to meet a class because of illness, he or she must call the Office of Academic Affairs and make arrangements to notify his or her classes concerning the cancellation of classes and new assignments or to make other arrangements for the classes that will be missed.

4.3.2.3 POLICY STATEMENT AND COURSE OUTLINE (SYLLABUS)

Within the first week of classes the faculty member shall issue a written policy statement, in print or in electronic form, to each student summarizing the following:

1. Purpose: A statement of the general content of the course.
2. Course Objectives: A list of measurable and desirable outcomes to be achieved upon successful completion of the course.
3. Attendance Policy: A statement of attendance policy consistent with that of the Campus, and the policies regarding late arrival and early departure. Refer to <http://www.missouristate.edu/recreg/attendan.html>.
4. Academic Integrity Policy: A statement concerning the policies concerning plagiarism and cheating, including consequences. Refer to the Student Academic Integrity Policies and Procedures, <http://www.missouristate.edu/registrar/acintegrity.html>.
5. Textbooks: A list of textbooks and other sources to be used for the course and whether they are recommended or required reading.
6. Test Dates: A statement concerning the announcement of test dates and the test dates if known. If the dates are unknown, approximations should be offered.
7. Examinations: A general idea of the material to be covered on each exam.
8. Grading Scale: A statement of the grading policy to be used in the course.
9. Term Papers: (if applicable) A statement of the dates that term papers are due and general criteria used to determine how the papers will be graded.
10. Final Exam: A statement as to whether the final will be comprehensive or not, and a general idea of the subject matter to be covered.
11. Makeups: A statement of how or if makeups will be allowed for exams, papers, or other assignments.
12. All university policies as documented in the Master Syllabus which can be found at the following site: <http://wp.missouristate.edu/Academics/MasterSyllabus.htm>
13. Cell Phone Policy: A statement consistent with Campus Policy.
14. Course policy statements must be on file in the Office of Academic Affairs each semester.

4.3.2.4 REVIEW OF GRADED WORK

After an examination prepared by a faculty member or any written paper has been graded, the test or paper is to be made available to the student so that the student can observe where he or she has succeeded or failed.

4.3.2.5 CLASS RECORDS

All faculty members must keep an accurate account of grades and attendance so that he or she will have factual information for a fair evaluation of each student. Student's grades are not to be posted publicly. The Family Educational Rights and Privacy Act of 1974 (FERPA) forbids release of educational records unless authorized by statute. Contact the office of Academic Affairs for current policy.

4.3.2.6 POLICIES CONCERNING STUDENT GRADES

Evaluation of student performance and assignment of final course grades are the responsibility of the faculty. If there are extenuating circumstances by which a student is unable to complete a small portion of the course, the teacher has the prerogative to assign an incomplete (I) grade. The student must then complete all make-up work during the next semester of enrollment or the grade automatically reverts to an F. Once the student has completed the necessary work, the faculty will prepare a Grade Change Authorization form and submit it to the Registration and Records office.

It is not an acceptable practice for students to be allowed to earn extra credit after the semester is finished and final grades have been submitted.

It is not an acceptable practice for a member of the administration, faculty, or staff to try to petition a faculty member to change a student grade.

Any changes to final grades must be handled through the procedure outlined in the Course Catalog.

4.3.3 STUDENT ADVISEMENT

Student advisement is the process of assisting the student in negotiating the curriculum in order to achieve his/her educational goals. The process also involves aiding the student in thinking through and arriving at educational goals based on an understanding of what higher education is and how it relates to all areas of the individual's life, including his/her vocation.

The Advisement and Academic Coaching Center for Empowering Student Success (AACCESS) will initiate advising for each student, but all faculty members are expected to assist in the advisement process through normal contacts with students both in the classroom and in the office. Faculty members will also be assigned individual student advisees for whom they share a particular responsibility for advisement throughout the students' experience at Missouri State University-West Plains. Faculty members are expected to be knowledgeable of essential aspects of the curriculum and procedures of the Campus in order to provide accurate and timely advice to students. AACCESS serves as a resource for faculty regarding advising.

In the advisement process, faculty members may not make representations or commitments which are inconsistent with authorized Campus policies.

4.3.4 OFFICE HOURS

Each faculty member must be available in his/her office at least ten (10) hours each week for consultation with students who are in his/her classes and with his/her advisees. The office hours must be submitted to the Office of Academic Affairs at the beginning of each semester and posted outside the faculty members' office and as needed in any other place where students can see the notice and make plans to confer with the faculty member. Faculty members should make special appointments for students who cannot appear during the regular office hours because of schedule conflicts.

4.3.5 ACCESS TO AND RELEASE OF STUDENT ACADEMIC RECORDS

The Family Educational Rights and Privacy Act of 1974 (FERPA) protects against a policy or practice of permitting the release of education records of students, except for directory information, or as otherwise specifically authorized by the statute. "Education records" do not include records of instructional, supervisory, and administrative personnel in the sole possession of the maker of the record and not accessible or revealed to any other individual. Disclosure of personally identifiable information from the education records of a student requires written consent, signed and dated, specifying the records to be disclosed, the purpose or purposes of the disclosure, and the party or parties to whom the disclosure can be made. Disclosure may be made without written consent to other University officials who have been determined by the Administration to have legitimate educational interests. The Dean of Academic Affairs should be consulted before any disclosure of education records. Grades are not to be posted using personally identifiable descriptors such as name or social security number or any portion of the social security number.

For purposes of FERPA, whenever a student at Missouri State University-West Plains has attained eighteen years of age, the permission or consent required of and the rights accorded to the parents of the student shall thereafter be required of and accorded to the student.

4.3.6 UNIVERSITY SERVICE RESPONSIBILITIES

Much of the important work of Missouri State University-West Plains is carried on by committees appointed by the Chancellor, Deans and by the Faculty Senate. From time to time temporary committees are established to carry on assigned responsibilities. See the Faculty Senate By-Laws for a complete description of the Faculty Senate Standing Committees.

4.3.7 SUPERVISION OF LABORATORY SUPERVISORS

Some faculty members are responsible for the supervision of laboratory supervisors. Laboratory supervisors are individuals appointed on a semester or yearly basis to supervise laboratory or laboratory-like sections of classes. In this regard, their duties are similar to those of graduate teaching assistants. Laboratory supervisors are not assigned to teach classes as the principal instructor. They should hold at least a baccalaureate degree appropriate to their assignment. Laboratory supervisors always receive term contracts, do not hold academic rank, and have no tenure rights.

4.4 FACULTY PERFORMANCE EVALUATION PROCESS

Each member of the ranked Faculty participates in five separate, but interrelated, evaluative processes: (1) an annual performance review by an immediate faculty supervisor or peer, (2) a

review for tenure-eligible probationary faculty, (3) a review of application for tenure, (4) a review of Faculty Performance application for promotion, and (5) for untenured, ranked faculty only, a review of application for annual appointment.

Each evaluation will review performance concerning teaching, professional activity, and service, and will provide any expectations for progression of performance regarding promotion or tenure, and the role of individually negotiated assignments in these expectations. In negotiating individualized roles for faculty members, the Dean of Academic Affairs is charged to carry out this task in a manner consistent with the Faculty Handbook.

The Dean of Academic Affairs and Division Chairs shall work closely with the Faculty Evaluation Committee, and Divisional Personnel Committees (see section 4.4.4) throughout the year as needed to complete the faculty evaluation process.

The Dean of Academic Affairs shall discuss faculty evaluation processes with the Division Chairs and Department Heads each fall semester.

4.4.1 REGULAR PERFORMANCE REVIEWS

Annually, every ranked faculty member will submit the Goals, Objectives, and Professional Development Agreement form for the following academic year and the corresponding self-evaluation to the appropriate Division Chair or immediate supervisor. Subsequently, the Division Chair or immediate supervisor will conduct a performance review and assign a composite rating for every ranked faculty member in his or her division. For probationary faculty only, the Division Chair shall seek the written input of the appropriate Divisional Personnel Committee. The Division Chair or immediate supervisor shall meet with each faculty member to discuss the results of his or her performance review. The faculty member shall sign the performance review and may append a response. The Division Chair or immediate supervisor shall forward the performance reviews to the Dean of Academic Affairs. The Dean shall either endorse or modify the recommended rating. In instances where the Dean modifies the rating, the Dean must provide a compelling rationale for the change in writing to the Division Chair and to the affected faculty member. Performance reviews for Division Chairs will be conducted by the Dean of Academic Affairs.

At least four numerical or categorical ratings are to be used for the performance reviews. The ratings are to be designed to recognize both outstanding and unsatisfactory performances as well as those appraised as degrees of good or satisfactory. The Dean of Academic Affairs and Division Chairs shall develop a clear set of expectations for satisfactory performance in the categories of teaching, professional activity, and service.

A faculty member may appeal the performance rating as outlined in Section 4.4.6.1.

For probationary faculty, these performance reviews will form a basis for subsequent reviews, for reviews regarding progress toward promotion or tenure, and for recommendations concerning promotion, tenure, and annual appointment and should be kept on file in the Academic Affairs Office.

4.4.2 PROBATIONARY FACULTY

4.4.2.1 FACULTY MENTORS

A new faculty member who is a first-year candidate for reappointment shall have the advice of a senior faculty mentor to assist him/her in preparing materials for submission to the Academic Affairs office. The mentor shall be appointed by the Dean of Academic Affairs in consultation with the Division Chair and the new faculty member, and hold this responsibility formally for one year. The mentor should, however, continue to advise the new faculty member on an indefinite basis.

4.4.2.2 EVALUATION OF PROBATIONARY FACULTY

Probationary faculty will undergo the following evaluations: [Forms can be found at <http://wp.missouristate.edu/AcademicAffairs/Forms.htm>]

- At least one classroom observation by the Division Chair, Department Head, and/or a member of the tenured faculty annually
- Annual Performance Reviews completed by the Division Chair
- Annual Review of progress toward tenure by the Divisional Personnel Committee and Division Chair (see below)
- Student Evaluations for each course taught every semester

4.4.2.3 REAPPOINTMENT AND PROGRESS-TOWARD-TENURE PROCESS

Every probationary faculty member must apply for each yearly appointment during his or her term of probation. The application must be made at the appropriate time as stated in the annual Academic Work Calendar and in accordance with procedures outlined in section 4.4.5. Failure to do so will result in no appointment.

An annual review to assess whether a faculty member should be reappointed and to assess appropriate progress toward tenure shall be conducted by the Divisional Personnel Committee (DPC) and by the Division Chair. The Division Chair shall not be a participant in the voting or deliberations of the DPC. Based on the requirements of tenure listed in Section 3.6.2, the DPC will annually assess the probationary faculty member's cumulative record as he or she progresses toward the tenure decision year, and will specify in writing one of three outcomes:

1. that progress toward tenure is satisfactory
2. that progress toward tenure is questionable, identifying areas for improvement and providing specific suggestions
3. that progress toward tenure is unsatisfactory, providing specific rationale

In all cases the committee will provide clear feedback, identifying areas for improvement, making specific suggestions. Additionally, the committee will make a recommendation regarding continued appointment or non-reappointment. If the committee recommends non-reappointment, then appropriate rationale must be provided.

The DPC will forward its annual review evaluation, its recommendations, and the applicant's portfolio to the Division Chair, who will add her or his evaluation and recommendations and pass all of these materials to the Dean of Academic Affairs. The Dean will also attach his or her evaluation and recommendations and will notify the Chancellor of the outcome of this evaluation process. Copies of each evaluation and recommendation shall be provided to the candidate at each stage of this process before the portfolio, evaluation, and recommendations are submitted to the next reviewer. To acknowledge that she or he has received these copies, the candidate must undersign each

before the evaluation materials are forwarded further. Signing the evaluation does not imply that the candidate endorses all that is stated therein. The candidate may append a response before the evaluation is forwarded further, and this response will remain attached throughout the evaluation process.

If the progress toward tenure is questionable or unsatisfactory, then the Dean of Academic Affairs shall meet with the faculty member to discuss the areas of improvement that were identified and to discuss the implementation of suggested courses of action, as well as to discuss any other issues that need to be addressed. The Dean of Academic Affairs, in consultation with the Division Chair, will also periodically follow-up with the faculty member throughout the upcoming academic year.

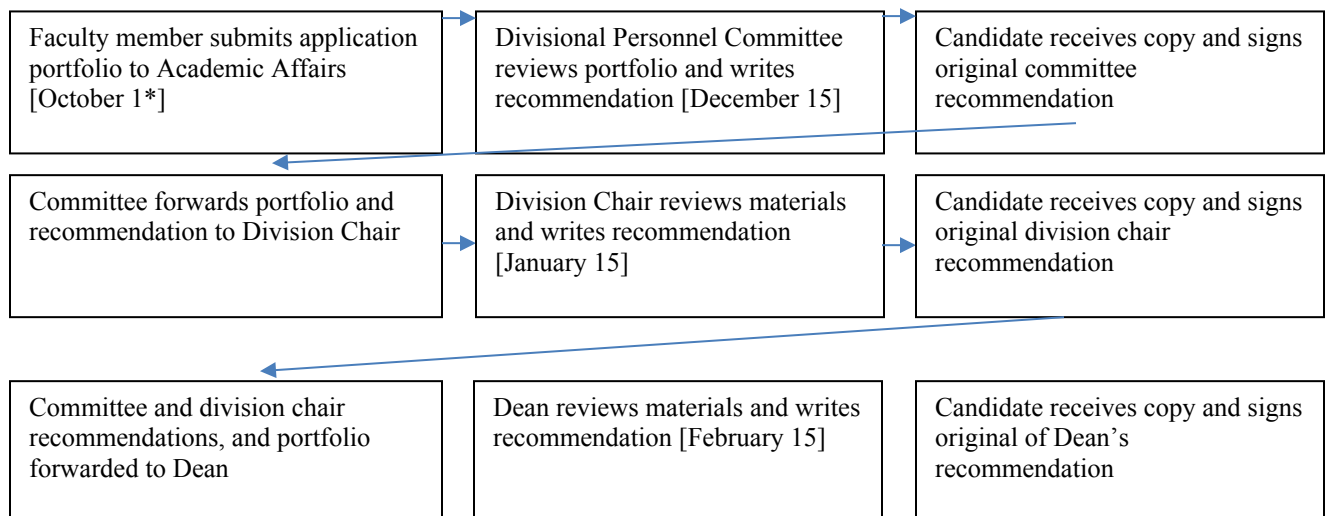
4.4.2.4 PROMOTION AND TENURE PROCESS FOR PROBATIONARY FACULTY

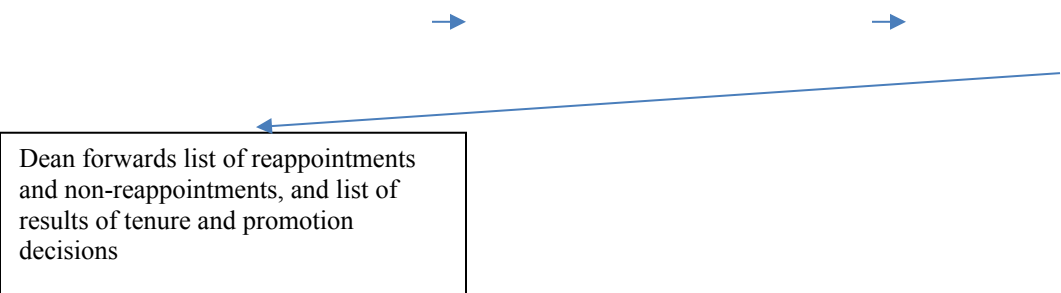
For promotion, the application must be made at the appropriate time as stated in the annual Academic Work Calendar and in accordance with evaluation procedures outlined in section 4.4.2.1. The application for promotion may be withdrawn from consideration at any stage of the process.

The process of promotion review and tenure review follows the steps as shown below. The requirements for promotion are located in Section 3.4 and the requirements for tenure are located in Section 3.6. At each stage of the evaluation of promotion and/or tenure, a candidate will be given a copy of the evaluation and written rationale for the recommendation.

For tenure, in most cases, a probationary faculty member must apply for tenure no later than the fifth year of employment to remain employed beyond the sixth year. The application must be made at the appropriate time as listed in the Academic Work Calendar and in accordance with evaluation procedures outlined in section 4.4. Failure to do so will result in no appointment for the year following the probationary period. In cases where the faculty member has negotiated for a shorter probationary period, the final tenure application year is specified in the faculty member's initial letter of employment. Candidates denied tenure by the Dean of Academic Affairs in the final year for application are not permitted to reapply. Candidates who apply for early tenure (i.e., in a year prior to the final year for application as stated in the faculty member's initial letter of employment) may reapply up to and including the final year to apply. Although faculty hired at mid-year may "count" all work accomplished since the date of hire, the tenure clock for them begins the following August, unless otherwise negotiated.

Individuals whose initial appointment is to the Associate Professor rank must apply for tenure by the fourth year of their probationary status except in those circumstances where the Dean has granted a temporary stopping of the tenure clock.





Dean forwards list of reappointments and non-reappointments, and list of results of tenure and promotion decisions

*If a new faculty member starts in the fall semester, then the application portfolio is submitted on December 1.

The Chancellor will submit reappointment, promotion, and/or tenure recommendations to the President and Board of Governors, and the Dean of Academic Affairs will notify all applicants of the Board's actions.

Recommendations from each level of the review process will be shared with the applicant by the reviewer(s) at each level. The applicant may withdraw the application at any level of the process prior to the review by the Dean of Academic Affairs and the Chancellor.

Throughout the entire review process, confidentiality must be maintained. Members at every level of decision-making must assume personal responsibility to ensure that confidentiality is not violated.

4.4.3 EVALUATION OF TENURED RANKED FACULTY

Tenured ranked faculty will undergo the following evaluations:

- At least one classroom observation by the Division Chair, Department Head, and/or tenured faculty member every two years
- Annual Performance Review by the Division Chair
- Student Evaluations for each course taught every semester

In cases where a tenured faculty member's performance is questionable or unsatisfactory and cannot be adequately addressed by Division Chair, see section 14.0 for an outline of the process that should be followed.

4.4.3.1 PROMOTION FOR TENURED FACULTY

For promotion, the application must be made at the appropriate time as stated in the annual Academic Work Calendar and in accordance with procedures outlined in section 4.4.5. The application for promotion may be withdrawn from consideration at any stage of the process.

The process of promotion review follows the steps as shown in Section 4.4.2.4. The requirements for promotion are located in Section 3.4. At each stage of the evaluation of promotion, a candidate will be given a copy of the evaluation and written rationale for the recommendation.

4.4.4 FACULTY EVALUATION COMMITTEE AND DIVISIONAL PERSONNEL COMMITTEES

The Faculty Evaluation Committee shall annually review evaluation procedures, including establishing the minimum and maximum weightings to be placed on the categories of performance (teaching, professional activity, and university and community service) and submit proposed changes to the Faculty Senate. The Faculty Evaluation Committee should work closely with the Divisional Personnel Committees and the Dean of Academic Affairs in this endeavor.

Annually, two divisional personnel committees (DPC) are formed as follows. The General Studies Divisional Personnel Committee will be formed for the Arts, Education and Social Sciences Division and Mathematics and Science Division, and will consist of two tenured faculty members from each of those divisions. The Applied Sciences Divisional Personnel Committee will be formed for the Business, Applied Technology and Public Service Division and Nursing and Allied Health Division, and will consist of two tenured faculty members from each of those divisions. The faculty members that will serve on these committees for each division will be elected from the pool of eligible tenured faculty members and will be elected by a plurality of votes by the ranked faculty in the division. (In the event that a division has fewer than two tenured faculty members, additional tenured faculty members from other divisions may be appointed by the Dean to a total number of two. In such cases, the Division Chair and the faculty applicant(s) will submit a list of possible committee members for the Dean's consideration and appointment). Members shall serve two-year, staggered terms and no member shall serve consecutive terms. Tenured faculty members who are seeking promotion or with a potential conflict of interest (usually evaluating a spouse) should not serve on the DPC.

The DPC will serve as the initial evaluating body for divisional faculty evaluations. Each DPC will select co-chairs (one chair from each division) that will be responsible for working with the Division Chair to establish and communicate internal application deadlines. The co-chairs convene the committee's meetings and generally are responsible for writing personnel recommendations for the candidates within his or her division based on the deliberations of the committee. Each DPC operates as an autonomous faculty body, and therefore the Division Chair shall not participate in personnel committee proceedings or make decisions regarding its composition or actions. Inappropriate actions by individuals on the committee should be addressed by the committee co-chairs.

The application portfolio for candidates for reappointment, promotion and tenure will be presented to the co-chairs of the DPC, who will undertake the security of the application portfolio. At the time of evaluation for annual review of appropriate progress toward tenure, required performance reviews, promotion or tenure, the personnel committee will have access to the candidate's current vita as well as all prior personnel reviews generated by the Division Chair and DPC. Additional materials, supporting teaching, research, and service, may be requested by DPC.

The DPC shall make the original recommendations in all cases involving annual review of appropriate progress toward tenure and/or reappointment of probationary faculty. If there is a split vote among tenured faculty, the minority may file a report, signed by each member of the minority, which will be forwarded with the majority decision.

In instances of disagreement between the personnel committee and the Division Chair, there shall be a good faith effort to resolve these differences. If resolution is not possible, the Division Chair must offer in writing compelling reasons for disagreeing with the committee's recommendation before advancing his or her recommendation to the Dean.

4.4.5 APPLICATION FOR REAPPOINTMENT, PROMOTION AND TENURE

The Dean of Academic Affairs shall present a copy of the evaluation procedures in an informal packet (see the Appendix) to new full-time faculty upon signing of their contracts for employment. Also, at the beginning of each academic year, the Dean of Academic Affairs shall disseminate faculty evaluation procedure guidelines and appropriate forms to all faculty members. A candidate initiates the application process by completing the appropriate form and submitting it to the Dean of Academic Affairs. The form is then forwarded to the appropriate personnel committee for verification of eligibility.

4.4.5.1 APPLICATION PORTFOLIO

Once eligibility has been verified, the applicant for reappointment, promotion and/or tenure shall submit by January 15th to the Academic Affairs office an Application Portfolio for consideration by the, Divisional Personnel Committee, Division Chair, the Dean of Academic Affairs and the Chancellor. This Application Portfolio should contain material that substantiates quality performance concerning teaching, professional activity, and university and community service. Substantiating data should include: [Forms can be found at <http://wp.missouristate.edu/AcademicAffairs/Forms.htm>]

1. Signed and dated approved application for reappointment, promotion and/or tenure.
2. Department and/or division evaluations, signed and dated, for the current and previous years to show growth in teaching, professional activities, and service.
3. Seated or virtual classroom evaluations, signed and dated, for the entire probationary period for those seeking reappointment or tenure and for the prior three years when promotion is sought.
4. Prior years' DPC or RPT committee evaluations and recommendations and evidence of progress toward compliance with recommendations for those seeking reappointment and/or tenure.
5. Evidence of participation in assessment processes for the entire probationary period for those seeking reappointment and/or tenure and for the prior three years when promotion is sought; e.g. annual assessment report.
6. Any other peer or supervisory administrator evaluations for substantiation of growth in teaching, professional development, and service.
7. Signed and dated statements of goals and a self-evaluation, for the entire probationary period for those seeking reappointment or tenure and for the prior three years when promotion is sought.
8. Student evaluations summaries for the entire probationary period for those seeking reappointment and/or tenure and for the prior three years when promotion is sought.
9. Current curriculum vita (updated each year). Summarized documentation should be maintained in a professional portfolio to show activities previous to the past 12 months.
10. Current course syllabi for each course taught in the past year.
11. Publications of the preceding 12 months (titles of older publications should be in the curriculum vita).
12. Workshops conducted or attended in the preceding 12 months.
13. Professional conferences conducted or attended in the preceding 12 months.

14. University service responsibilities during preceding 12 months.
15. Community service projects during the preceding 12 months.
16. Other relevant data from the previous 12 months, such as informal thank you notes from students or peers, news articles concerning activities of the applicant, etc. may be included as the last section of the Application Portfolio.

Applicants should compile the substantiating data in a three-ring binder or in the Campus approved on-line software application, and the contents should be arranged in the order mentioned above. An index or table of contents must be included as the first page of the portfolio or in the on-line portfolio.

Completed RPT, DPC, Dean and/or Chancellor evaluations, as required by the Evaluation Process, will be placed in the front of the Application Portfolio as each is completed.

4.4.6 APPEALS OF EVALUATIONS OR RECOMMENDATIONS

Informal reconsiderations of evaluation recommendations may occur at all administrative levels.

4.4.6.1 APPEALS OF PERFORMANCE EVALUATIONS

If an academic employee believes that an unfair performance evaluation or inaccurate performance evaluation has been rendered, a written response to the evaluation may be submitted to Academic Affairs office with a request that it be placed in his/her personnel file with the performance evaluation. Academic employees who choose to formally appeal their performance evaluation must follow the appeal process. While the performance evaluation may be appealed, the resulting salary compensation formula may not be appealed.

- Step 1 – Academic employees desiring to appeal a performance evaluation must submit a written appeal to their direct supervisor within 10 work days of receiving the performance evaluation.
- Step 2 – The academic employee and supervisor will meet within 10 work days after receipt of the written appeal to discuss the academic employee's concerns. If the academic employee's concerns are not resolved, and the academic employee desires to escalate the appeal, the academic employee must submit a written appeal to the next level of supervision within 10 work days following the academic employee's appeal meeting with his/her direct supervisor.
- Step 3 – The appeal process may continue to the cost center administrator (President, Provost, Vice President, Chancellor, or Chief Financial Officer), who's decision will be final.

The office of Human Resources also is available to advise or counsel academic employees.

Academic employees who believe that they have been discriminated against on the basis of race, color, religion, sex, national origin, ancestry, age, disability, or veteran status with respect to rendering a job performance evaluation may consult the Office for Equity and Diversity.

4.4.6.2 APPEAL OF PROMOTION, TENURE, OR REAPPOINTMENT RECOMMENDATIONS

A formal appeal of a promotion, tenure or reappointment recommendation may be made through the grievance process outlined in section 13.0

4.4.7 REPORT ON FACULTY EVALUATION

Early in the fall semester of each academic year, the Dean of Academic Affairs will present a report to the Faculty Senate regarding the outcome of faculty evaluations for the preceding year. In particular, all cases where positive or negative recommendations for reappointment, promotion, or tenure that were unanimous through all levels up to the Dean of Academic Affairs, but were reversed at that level or above, will be enumerated. Causes for each reversal will be stated without identifying by name the individuals involved. In addition, the Dean of Academic Affairs will present a general accounting of the outcomes of original Divisional Personnel Committees and Division Chairs recommendations for reappointment, promotion, and tenure for the preceding year.

5.0 SALARY POLICIES AND PROCEDURES

5.1 SALARY POLICY AND GOALS

Missouri State University does not have a formal salary schedule for faculty and other academic employees. The initial salary of a new faculty member is normally determined after consideration of the salaries being paid to currently employed faculty members in the same rank with similar training and experience and who are in the same department, teaching area, or other appropriate academic unit. While it is the ideal of Missouri State University to attain throughout the University essential parity in salaries among faculty members with comparable backgrounds and responsibilities, it is the practice at Missouri State University to offer higher salaries and/or other financial incentives to faculty members in some teaching areas where experience has shown that there is difficulty in recruiting and retaining qualified faculty because of higher competitive market salaries.

Improvement of faculty salaries shall receive high priority each year in budget construction. The University will attempt to budget as an annual priority a salary raise pool for faculty and staff of sufficient magnitude that the institution will be able eventually to achieve and sustain its salary goals. The size of this raise pool depends primarily on the amount of funds appropriated by the legislature and the amount of funds generated by required student fees. Missouri State University-West Plains's goal is that the salary for Missouri State University-West Plains full-time, ranked faculty, with the exception of the Allied Health Division, will equal or exceed 90 percent of the averages published in the CUPA "C" National Faculty Salary Survey for full-time, ranked faculty positions at two-year institutions with academic ranks. For the Allied Health Division the goal is that the salary will equal or exceed 90 percent of the averages published in the Bureau of Labor Statistics (BLS).

5.2 SALARY PROCEDURES

Full-time faculty (including non-visiting faculty) and staff will be eligible for salary increments derived from the above pool, allocated by the cost center head on the basis of individual performance and considerations of internal and external equity. Performance-based salary adjustments shall be based on annual reviews as described in Section 4.4. However, this component of salary increases will be suspended when the size of the raise pool is not greater than 2% of the salary base. When the pool is at or below 2%, across-the-board raises will be given. Policy and procedural details for across-the-board raises will be based on recommendations from the Executive Budget Committee to the President and will be posted by the Office of the Provost.

Procedures for required performance evaluations as one basis for the determination of salary increments shall be conducted at the division level by a Division Personnel Committee. See section 4.4.4. Each faculty member will be assigned performance ratings on a numerical scale from 1-5 for teaching, professional activity, and service. A composite rating will then be established for each faculty member by the Division Chair utilizing performance ratings and weights that have been determined by division procedures consistent with parameters established by the Campus for teaching, professional activity, and service. Composite ratings will be reviewed and approved by the Dean of Academic Affairs.

Each cost center shall use a compensation matrix approved by the Chancellor to guide its allocation of individual raises. All compensation matrices shall be subject to the advice and monitoring by the Dean of Academic Affairs, who shall seek recommendations from the Faculty Senate Executive Committee regarding its composition. After seeking formal input from the Faculty Senate, the Dean of Academic Affairs shall make periodic recommendations to the Chancellor for necessary adjustments to the compensation plan.

5.3 PERFORMANCE EVALUATION APPEALS PROCESS

See section 4.4.6.1

5.4 COMPLETION OF A DOCTORATE

The annual salary is increased by a University-wide standard amount for an individual who completes a doctorate in his or her discipline from a regionally accredited institution after his or her initial appointment. That adjustment is made in the salary for the next academic year following the date of the completion of the doctorate.

5.5 RANK CHANGE

An individual promoted to a higher academic rank receives an increment appropriate to the new rank. The amount of this increase is determined by multiplying a base percentage (which is different for each rank) times the average faculty salary in the previous fiscal year. Any change in the base percentages will be reported to the Faculty Senate.

5.6 EQUITY ADJUSTMENT

A faculty member may file with his or her Department head/Division Chair a request for a salary adjustment if that faculty member believes that his or her salary is inconsistent with the salaries of other individuals of similar training, experience, and job performance. An adjustment may also be requested by an individual who believes that his or her salary is significantly below the market in an area of high demand where experience has shown that there is difficulty in recruiting and retaining qualified faculty. Requests for equity adjustment must be filed according to the schedule issued by the Office of Academic Affairs in the Master Calendar

5.7 SUMMER SESSION

Faculty members who teach an overload as designated in Sec. 4.3.2.1 or who teach during the summer sessions will receive pay in addition to their regular annual salaries as determined by the Board of Governors. Compensation will be based on a rate of at least two and one-half percent of base salary per teaching load equivalent. For courses that do not meet the minimum enrollment guidelines, the administrator and faculty member may negotiate for a salary rate that is less than two and one-half percent of base salary per teaching load equivalent.

Subject to a holdback of ten percent of the personal services budget for the summer to cover unforeseen student demand for courses in specific areas, summer faculty appointments will be confirmed as soon as possible after the summer budget is final. While there is no specific date by which summer appointments will be confirmed, it will be at the earliest possible date. Faculty members are placed on the summer session payroll and will receive half of their summer salary at the end of June and the other half at the end of July. If circumstances require that an appointment to teach during the summer is made after the last week in May, the entire compensation will be included in the July paycheck.

5.8 INTERSESSIONS

Missouri State University-West Plains offers courses during three intersession periods (January, May, and August) and faculty members are encouraged to develop proposals for these courses. The course proposals are approved and reviewed by the Department Head/Division Chair and the Dean. Instructional salary for intersessions is based on a scale of at least two and one-half percent of base salary per teaching load equivalent. For intersession courses that do not meet the minimum enrollment guidelines, the administrator and faculty member may negotiate for a salary rate that is less than two and one-half percent of base salary per teaching load equivalent.

5.9 OFF-CAMPUS INSTRUCTION

Faculty members may be asked to teach courses at off-campus locations as part of regular teaching loads. Expenses of meals and travel, when recognized as excludable by the Internal Revenue Service, will be reimbursed to individuals assigned, and en route compensation will be paid at currently approved rates, which are based on distance and/or driving time from Missouri State University-West Plains. For specific details, see the University Travel Policy document. Assignments may be made on an overload basis for supplemental compensation.

5.10 SALARY REPORT

In the fall of the year, the Dean of Academic Affairs will present a report to the Faculty Senate in which implementation of salary policies for that year is detailed. In particular, the progress toward attaining University salary goals will be addressed.

6.0 FRINGE BENEFITS

6.1 STATUTORY

6.1.1 WORKERS' COMPENSATION

The University provides workers' compensation coverage for employees in accordance with the laws of the State of Missouri. For details concerning coverage and benefits, contact the Business Office.

Employees are required to report any job-related illnesses or injuries to their supervisor immediately and fill out an accident-injury report as soon as is feasible after an accident or injury occurs.

6.1.2 UNEMPLOYMENT COMPENSATION

The University provides unemployment insurance coverage for employees in accordance with the laws of the State of Missouri. For detailed information concerning coverage and benefits, contact the Business Office.

6.1.3 SOCIAL SECURITY

The University provides social security insurance in accordance with the laws of the United States. For details concerning coverage and benefits, contact the local office of the Social Security Administration or the Business Office of the University.

6.1.4 LEGAL DEFENSE OF FACULTY MEMBERS

Pursuant to and in conjunction with the State Legal Expense Fund, Section 105.711, R.S.Mo., et seq., it is the policy of the University to provide legal defense of any claim covered by Sections 105.711 to 105.726, regarding conduct of any officer or employee of the University arising out of and performed in connection with his or her official duties on behalf of the University. When questions arise as to whether or not the conduct in question would be covered by Sections 105.711 to 105.726, the University may consult and obtain the advice of the Attorney General of the State of Missouri. The University may also proceed with a defense under a reservation of rights, under which the officer or employee may subsequently become liable and responsible for the expense of such defense upon a finding that the conduct was not or would not have been covered by Sections 105.711 to 105.726.

6.2 UNIVERSITY SPONSORED FRINGE BENEFITS

The following benefits are provided to full-time members of the ranked faculty. Unranked faculty members appointed for a full academic year are also covered by benefits described in this section. Benefits are not available to unranked faculty members appointed for less than a full academic year (i.e., one-semester appointments). In addition, the University provides access to a number of voluntary benefits programs such as the Missouri Cafeteria plan. Some benefits may be extended to spouses, sponsored dependents, and dependents. The descriptive statement provided for each benefit is a summary statement. Details of coverage and benefits may be obtained from the Office of Human Resources of the University. The University reserves the right in compliance with law to change carriers and benefit plan provisions during an academic year, provided all available coverage is maintained.

Some benefits may be applied to dependents (in some cases requiring that the faculty member pay the monthly premium through payroll deductions). For the purpose of benefits:

- An eligible dependent shall be defined as provided in Section 152 of the United States Internal Revenue Code. In addition, a child(ren) of divorced or separated parents is treated as a dependent of both parents where (1) the parents are divorced, legally separated, or separated under a written separation agreement; (2) the child(ren) receives over half of

his/her support from his/her parents; and (3) the child(ren) is in the legal custody of one or both parents for more than half the calendar year.

- A sponsored dependent is defined as a person who meets all of the following criteria: (1) be at least 18 years old and mentally competent to consent to contracts; (2) have shared the same permanent residence and the common necessities of life with the employee for at least the previous 12 months; (3) not be legally married to anyone else in any state; (4) not be related by blood or a degree of closeness to the employee that would prohibit legal marriage in the State of Missouri; (5) have a single dedicated relationship with the employee of at least 12 months; (6) and not be a renter, boarder or tenant of the employee.

6.2.1 EMPLOYEE GROUP INSURANCE PLAN

The University provides for the faculty member medical, dental, and life insurance, and long-term disability coverage, with the premiums paid by the University. Optional supplemental life and dependent coverage is available at the covered faculty member's option and expense. See the summary plan description or contact the University's Office of Human Resources.

6.2.2. CAFETERIA PLAN

The University participates in the Missouri State Employees' Cafeteria Plan which allows full-time regular employees to contribute to certain benefit plans on a before-tax basis. The plan allows employee contributions for optional insurance coverage and flexible spending accounts for reimbursable health care expenses and child/ dependent care expenses to be taken from each paycheck before taxes are calculated. Information regarding the Cafeteria Plan is available in the Office of Human Resources. Refer also to <http://www.mocafe.com>.

6.2.3 PENSION

The terms of retirement plans are established by Missouri statute. All new faculty on full-time, regular appointment, hired on or after July 1, 2002, who have never been enrolled in the Missouri State Employee's Retirement System (MOSERS) will be enrolled in the College and University Retirement Plan (CURP). All faculty on full-time, regular appointment hired prior to July 1, 2002, are members of MOSERS. CURP is a non-contributory 401(a) defined contribution retirement plan which uses TIAA-CREF as its third party administrator. CURP offers interstate portability, immediate vesting, and no minimum service requirement. Contributions made by the University are self-directed by participants into their selected individual accounts. After participating in CURP for six years, a faculty member may elect to become a member of MOSERS. Faculty members hired prior to July 1, 2002 are members of MOSERS.

6.2.4 ANNUITIES

Faculty members may elect to participate in a tax-sheltered annuity program at their expense. The University's Business Office will, upon request, provide a list of approved companies from which the faculty member may seek additional information. Refer to www.missouristate.edu/human/. The details of each annuity program are subject to control by the offering company and not by the University. Coverage, benefits and other details are subject to the agreement between the faculty

member and the company, and the University is not responsible for such matters. Notwithstanding anything herein to the contrary, maintenance of this benefit is subject to the continuing availability of companies willing and able to provide qualified annuity products.

6.2.5 EDUCATIONAL ASSISTANCE

6.2.5.1 CREDIT COURSE FEES

Faculty members may enroll for up to fifteen (15) credit hours in University coursework in an academic year (12-month period beginning with fall semester) and have their required tuition and student fees paid by the University. Faculty members must pay the required tuition and student fees for all courses over fifteen credit hours per academic year. This benefit is not applicable to out-of-state fees, non-credit courses, book costs, or any special fee pertaining to a specific class or private instruction.

Eligible faculty members may assign part or all of the 15-credit-hour benefit to a spouse, sponsored dependent, or dependent. An eligible dependent shall be defined as provided in section 152 of the United States Internal Revenue Code. In addition, a child(ren) of divorced or separated parents is treated as a dependent of both parents where (1) the parents are divorced, legally separated, or separated under a written separation agreement; (2) the child(ren) receives over half of his/her support from his/her parents; and (3) the child(ren) is in the legal custody of one or both parents for more than half the calendar year. The individual receiving the enrollment benefit must file an application for admission or readmission with the Office of Admissions and meet all admissions and academic requirements stipulated in the Missouri State University-West Plains catalog.

The University will comply with Internal Revenue Code regulations in regard to reporting benefits that are taxable income. To determine tax liability with regard to this benefit, consult a tax advisor.

Faculty members applying for this benefit must submit to the Office of Human Resources at least five working days prior to registering, a completed Personnel Form (PD-010) Request for University Course Enrollment Employee Benefit Voucher. The Office of Human Resources will check the request for eligibility and the number of credit hours requested, then return the approved request to the employee. The Office of Human Resources will monitor by computer to see when the employee (or spouse or dependent) registers for class. When the student is registered, the Office of Human Resources will pay the educational benefit fees directly to the University. If the educational benefits are only partial payment, the student would need to apply the outstanding balances according to the fee payment deadlines published in the Class Schedule. The employee must request educational benefits prior to fee payment; cash refunds will not be made.

6.2.5.2 NONCREDIT COURSE FEES

Faculty members may receive assistance with course fees to enroll for noncredit courses offered by the University through the Office of Public Affairs and the Extended Campus, the Management Development Institute in the Center for Business and Economic Development, the Small Business Development Center in the Center for Business and Economic Development, Campus Recreation Fitness and Wellness Program, and Academic Development Center sponsored courses and seminars. The University will pay up to one-half of the course fees, but no more than \$150 per employee, per fiscal year (July 1 through June 30). The partial fee benefit will be for course fees only and will not be applicable to special book fees, lab fees, or other special fees in addition to the

course fees. The fee assistance is for the faculty member only. It cannot be assigned to a dependent.

To receive the enrollment benefit, the eligible faculty member must register for the class through the Office of Academic Affairs. Faculty members applying for this benefit must submit to the Missouri State University-West Plains Business Office, a completed Request for Educational Benefits form. Upon approval, the request will be returned to the employee with a fee voucher to be presented at fee payment time. The voucher must be obtained prior to paying fees; a cash refund will not be made.

6.2.6 UNIVERSITY FACILITIES AND SERVICES

Faculty members have access to the following facilities and activities at no charge or at reduced rates in accordance with policies prescribing access to each service or facility: Grizzly Athletic Competitions, Drago College Store, Campus Publications, Putnam Student Center, West Plains Civic Center Swimming Pool and Fitness Center (during Missouri State University days), Southwest Teachers Credit Union.

Further information regarding these services may be obtained in the Business Office.

6.2.7 NOTARY PUBLIC

Notary services are provided free of charge. Contact the Office of Student Services (417) 255-7225.

7.0 FACULTY DEVELOPMENT

7.1 FACULTY DEVELOPMENT POLICY AND GENERAL PROCEDURES

To increase the opportunities for the continued professional development of the faculty and thereby ensure institutional renewal by timely and pertinent teaching, research including scholarly publication and or creative activity and service, the Campus may designate money and time to assist the faculty member in meeting his or her professional responsibilities.

7.2 DEVELOPMENTAL LEAVES

7.2.1 SABBATICAL LEAVE FOR FACULTY

Only ranked faculty members (including ranked faculty members who are serving in administrative positions) are eligible for sabbatical leave. Eligibility is established by completing twelve semesters of service to Missouri State University (summer teaching excepted). A faculty member granted a sabbatical leave will be entitled to University support amounting to full pay for a half-year's leave and no less than one-half and no more than three-quarters pay for a full-year's leave, depending upon the external financial support available to the faculty member. Faculty members on sabbatical leave will receive their salaries in twelve monthly payments. They will participate in the retirement program and will have their fringe benefits paid by the University. Funds provided for travel, housing, and other living expenses are not considered to be "Salary".

A sabbatical leave is not an automatic right; applications must be submitted according to the deadline specified in the Academic Work Calendar prior to the academic year for which the leave is requested. Applications will be submitted to the Division Chair for recommendation to the Dean of Academic Affairs. All applicants must be notified of the final decision regarding their applications by the end of the first complete week of February. Only one proposal from a faculty member is to be considered during a single academic year.

The project for which leave is requested must be beneficial both to the faculty member and to the University. The sabbatical leave will provide an opportunity primarily for research and study in the faculty member's academic discipline and may include travel related to the research and study. Proposals to obtain an advanced degree will not be approved.

Faculty members are obligated to return to Missouri State University-West Plains for at least one year following the sabbatical. Following the sabbatical leave, the faculty member will submit to the Dean of Academic Affairs and to the Division Chair a report of research and study conducted while on leave. Any faculty member who has completed a sabbatical leave and who has failed to submit the report is ineligible to apply for a subsequent sabbatical leave until such report has been filed.

In computing years of service that will apply toward eligibility for promotion, time spent on sabbatical leave will be counted. A faculty member who has taken a sabbatical leave is not eligible for another paid leave until the completion of 12 semesters of service to Missouri State University-West Plains subsequent to the paid leave.

7.2.2 EDUCATIONAL LEAVES

Leaves for ranked faculty members wishing to return to graduate school to complete an advanced degree are subject to recommendation by the Chancellor and approval by the Board of Governors. Educational leaves will be allowed under the following guidelines:

1. Educational leaves are a privilege and not an automatic right.
2. Salary funds must be available before educational leaves will be granted.
3. The faculty member must demonstrate clear intent to complete all course work for the academic degree during the period of the leave.
4. The faculty member will return to Missouri State University-West Plains for at least one year following the termination of the leave.
5. The time accrued for a sabbatical leave will be forfeited upon the acceptance of an educational leave, and the twelve-semester period to be accrued for sabbatical leave will start with the beginning of the semester following the faculty member's return to Missouri State University-West Plains, excluding summers.

Applications for educational leaves will be submitted according to the deadline specified in the Academic Work Calendar, prior to the academic year for which the leave is requested. Applications will be submitted to the Dean of Academic Affairs.

Faculty members who are on educational leave will receive their salaries (full pay for a half-year's leave or half pay for a full-year's leave) at the same rate as would have been compensated if the faculty member were teaching. Salary will be paid in twelve monthly payments, and faculty members on educational leave will participate in the retirement program and have their fringe benefits paid by the University.

In computing years of service that will apply toward eligibility for promotion and tenure, time spent on educational leave will not be counted.

7.2.3 SPECIAL LEAVE FOR FACULTY

Any full-time faculty member who in the opinion of the Dean of Academic Affairs deserves a leave for a specific purpose not listed in other portions of the Faculty Handbook may be granted such a leave with or without pay. Final approval must be granted by the Board of Governors.

Following the special leave, the faculty member is obligated to return to Missouri State University-West Plains for at least one year. Within 30 days after the leave period, the faculty member will submit to the Dean of Academic Affairs a report of activities conducted while on leave.

In computing years of service that will apply toward eligibility for promotion, time spent on special leave will be counted.

7.3 FACULTY DEVELOPMENT RESOURCES

7.3.1. FACULTY CENTER FOR TEACHING AND LEARNING (FCTL)

The Faculty Center for Teaching and Learning (FCTL) offers programs and resources for faculty, teaching assistants, and academic units. The Center provides seminars and workshops throughout the year on a variety of topics for the improvement of learning, teaching, and leadership, as well as support for projects and learning communities.

The Center sponsors the Showcase on Teaching and Learning. The FCTL also conducts research, collaborates with other offices to enhance the effective use for technologies for learning and teaching, and is a source for print and electronic resources on professional, instructional, and organizational development. Faculty are encouraged to contact the Center for individualized consultations and other networking opportunities.

More information about the Faculty Center for Teaching and Learning can be accessed at its website <http://www.missouristate.edu/fctl/>

7.4 EXTRAMURAL SUPPORT FOR RESEARCH AND DEVELOPMENT

Faculty members must coordinate, after first seeking approval from their Division Chair and the Dean of Academic Affairs, through the Office of Sponsored Research on the Springfield Campus all requests for outside financial assistance for University research and instructional activities. The Office of Sponsored Research will disseminate current information on government and Foundation

financial support, seek potential sponsors for projects, assist faculty in the preparation of proposals, assure that the proposals are processed through the institutional review system prior to submission, and maintain adequate time-effort records. Requests for assistance must be submitted on the appropriate forms which are available from the Office of Sponsored Research.

Approval by the University is not required for a fellowship which is totally funded outside the University, although all fellowship applications must be filed with the Office of Sponsored Research. Faculty members receiving such fellowships must make appropriate arrangements with the administration if fellowship obligations require release from normal faculty duties.

7.5 FACULTY INTERNATIONAL TEACHING OPPORTUNITIES

7.5.1 CHINA PROGRAM

Ranked faculty members may apply for teaching opportunities on the Missouri State University Branch campus located on the campus of Liaoning Normal University in Dalian, China. Application and approval must be made through the Department Head/Division Chair and the Dean of Academic Affairs.

7.5.2 INTERNATIONAL TRAVEL SUPPORT

Faculty members making presentations at respected events in international venues are eligible to make application to the Dean of Academic Affairs. Applicants are expected to demonstrate additional resources have been pledged in their support including departmental, college-level, and personal contributions. Additional information can be obtained from the Office of Academic Affairs.

7.6 UNIVERSITY FUNDS FOR FACULTY DEVELOPMENT

7.6.1 ENROLLMENT IN COURSEWORK AT MISSOURI STATE UNIVERSITY

Full-time members of the Missouri State University-West Plains faculty may enroll free of tuition and student fees for up to fifteen (15) credit hours in Missouri State University classes in an academic year (fall, spring, summer, intersessions). See section 6.2.5.1 for further information.

7.6.2 EDUCATIONAL ASSISTANCE

Full time faculty members (including ranked faculty members serving administrative positions) at the West Plains campus are eligible for Educational Assistance of up to and including the maximum stipulated amount of their annual individual development fund monies per fiscal year as funds are available. This Educational Assistance is for tuition only for graduate coursework in the faculty member's academic discipline which is not available through any Missouri State University program.

Faculty intending to use their development funds for this purpose should notify both their Division Chair and the Dean of Academic Affairs during the semester prior to the one(s) they wish to enroll for graduate coursework. Notification is to include the name of the institution(s) and the specific courses for which one intends to enroll. The Division Chair and the Academic Dean shall each respond in writing indicating acceptance or non-acceptance of the proposal and approval or non-approval to register for coursework. The faculty member then enrolls, paying tuition. Upon receipt of an official transcript by the Dean of Academic Affairs indicating the grade(s) earned as proof of

successful completion of the coursework, the faculty member shall also present evidence of tuition payment for that coursework. No funds will be made available for unsuccessful (C-or lower grade) or incomplete coursework. Faculty development monies will be paid to the faculty member up to and including the stipulated maximum.

7.6.3 PROFESSIONAL ACTIVITY (SCHOLARSHIP, RESEARCH, AND CREATIVE ACTIVITY) TIME

Upon the recommendation of the Division Chair, the Dean of Academic Affairs may authorize reassigned time in order to provide time for professional activity. A faculty member taking advantage of this opportunity will be required to report to the Dean of Academic Affairs, when requested, concerning his or her research.

In planning academic assignments, the Division Chair will provide blocks of time for professional activity by individual faculty members who request it.

7.6.4 TRAVEL

The Campus recognizes the importance of original research being conducted by faculty members, and the participation of faculty members in learned and professional society activities. As money is available, travel funds will be provided to support the participation of each full-time ranked faculty member in one professional meeting per year in order to present a paper reporting on his or her original research. The faculty member will be reimbursed for the most reasonable and economical transportation costs available as well as reasonable lodging, food costs and registration fees as per the University travel policy. The number of days for which food and lodging will be allowed may be limited to less than the full period of the convention.

Further, the Administration, when possible, will provide funds to pay the transportation costs to one professional meeting per year for remaining full-time ranked faculty members who are not reporting on their original research. Reimbursement will be provided for the most reasonable and economical transportation available.

Travel assistance to state conventions will be provided, as funds allow, under the following policies:

A formal request for expenses must be made in advance to the Division Chair and must be approved by both the Division Chair and Dean of Academic Affairs. A report of professional activities at the meeting will be submitted to the Dean of Academic Affairs upon request following the meeting, including a copy of the paper presented. Faculty and staff members traveling at Missouri State University expense must submit receipts for commercial transportation, lodging and food expenditures as well as registration fees in order to receive reimbursement.

For further information refer to the University Travel Policy at <http://www.missouristate.edu/financialservices/travelregulations.htm>

If a faculty member travels on University business, all travel expenses which meet travel guidelines will be paid by the University.

7.6.5 PROFESSIONAL ORGANIZATION DUES

Full time faculty may request the payment of dues for one (1) professional organization, directly related to the faculty member's duties, per fiscal year. As funds are available, this payment will be

made from the faculty member's individual annual development fund monies. Payment will be processed through the Academic Affairs office.

8.0 LEAVE BENEFITS

8.1 LEAVES

The following leaves are available to faculty. Additional information on sabbatical leaves, professional leaves, educational leaves, and special leaves may be found in Section 7.

8.2 SHORT-TERM AND EXTENDED SICK LEAVE

Normally, absences due to short-term illnesses are handled informally within the academic departments. Requests for extended sick leave for full-time faculty members (leave extending for more than six weeks for one disability) may be authorized by the Chancellor after receiving recommendations from the appropriate Division Chair and Dean of Academic Affairs. For extended sick leaves, the faculty member must provide a physician's statement containing the approximate length of time that the employee, on medical advice, cannot or should not perform the typical duties of his or her job. Sick leave due to pregnancy or childbirth is treated as any other short-term or extended sick leave. In these cases colleagues who perform required professional duties for a faculty member on an extended sick leave may be reimbursed on an overload basis, or per-course instructors may be retained for the period of the leave.

8.3 CIVIL DUTY LEAVE

Any full-time faculty member who is validly subpoenaed or summoned to involuntarily appear or serve as a juror in a judicial form or compelled to appear before a judicial legislative or administrative body with civil power to compel attendance during regularly scheduled work hours shall be entitled to receive leave with pay for a period of time necessary for such appearance. Any compensation received for the appearance, other than travel and meal allowances, shall be reported to the University and deducted from any salary paid by the University for such Civil Leave. Civil leave shall not be granted for appearances as an expert witness for a party to litigation. The faculty member must notify his/her Division Chair in writing in advance of the leave.

8.4 BEREAVEMENT LEAVE

A full-time or part-time faculty member may be given time off, not to exceed five business days, without loss of pay to make arrangements for or to attend the funeral of a family member or loved one.

8.5 MILITARY LEAVE

Faculty members are entitled to military leave and return rights as provided by applicable federal and state law. A faculty member under contract to the University must provide to the Office of Human Resources a copy of official military orders containing certification of the faculty member's

commanding officer of performance of duty in accordance with the terms of such order, prior to receiving University salary for the period of the military leave (refer to Section 105.270 RSMo). Reservists or members of the National Guard who are called to active duty have rehire and other benefits as prescribed by federal law in Uniformed Service Employment and Reemployment Rights Act of 1994 (USERRA).

Additional information on the military leave policy, especially where the leave in question exceeds a total of 15 calendar days in any federal fiscal year, may be obtained from the Office of Human Resources

8.6 VOTING LEAVE.

Faculty members are ordinarily able to vote before or after work. However, if a full-time or part-time faculty member's work schedule is such that he or she does not have three consecutive hours of unscheduled time during an election day, he or she will be excused from duties at the University for a period of time for voting, not to exceed three successive hours, including off-duty time, between the opening and closing of the polls on the day of election.

8.7 LEAVE OF ABSENCE

A leave of absence might be taken for personal reasons or for purposes of accepting a visiting Professorship, for research, for study, or for other kinds of work performed with or without compensation. Normally, this type of leave shall not be granted to any employee who has accepted a tenured position elsewhere.

A full-time member of the ranked faculty desiring a leave without pay should make application early to the Division Chair, usually by April 1 preceding the beginning of the academic year in which the leave is to be taken. No leave applications will be considered without the recommendation of the Division Chair. If the Division Chair approves of the leave, he or she will prepare a written memorandum and forward it, along with the faculty member's request, to the Dean of Academic Affairs. Before making a recommendation, a Division Chair will consider:

1. Has the individual contributed to the division and the Campus in such a positive way that the department wishes to encourage his or her return as a faculty member?
2. Is it possible to obtain an effective teaching replacement for the period of the leave?

Faculty members on leave without pay will not have fringe benefits paid for them by the University while they are on such leave. They may maintain their insurance coverage for a period up to a maximum of one year with personal contributions if they wish. If a faculty member desires to maintain coverage during a leave of absence without pay arrangements must be made with the Director of Personnel sixty days prior to the leave, and premiums must be paid one month in advance of the month of insurance coverage.

A faculty member who is on leave without pay for less than a full academic year will receive salary payments only during the semester in which he or she is teaching.

When a faculty member returns from an unpaid leave, his or her salary will be adjusted to include across-the-board increments which have been given during the time of the leave.

Faculty members are not covered under retirement system benefits for the period of leave without pay and do not receive creditable service for that period.

8.8 FAMILY AND MEDICAL LEAVE

In compliance with the Family and Medical Leave Act (FMLA) of 1993, full-time faculty members of the University shall be entitled to a total of 12 work weeks of unpaid leave during any 12-month period if requested by a faculty member for one or more of the following reasons:

1. Birth of a faculty member's child or to care for such child;
2. Placement of a child with the faculty member for adoption or foster care;
3. Care of a spouse, child, or parent who has a serious health condition;
4. The faculty member's own serious health condition.

The University has the legal authority to consider an employee's absence as family and medical leave when it has sufficient evidence that the absence is due to an FMLA qualifying reason even if the employee has not applied for family and medical leave.

The following provisions shall apply to "family leave":

8.8.1 LEAVE FOR BIRTH OR ADOPTION OF A CHILD

Entitlement of family leave expires 12 months after the birth or adoption of a child. Leave for birth or adoption shall be limited to one consecutive leave period. The University may move a faculty member on intermittent or reduced time leave to an alternate position that can accommodate such scheduling.

8.8.2 LEAVE FOR SERIOUS HEALTH CONDITION

Serious health condition is defined as a health condition that involves in-patient care in a hospice, hospital, or residential care facility or continuing treatment by a health care provider. Leave for serious health conditions may be intermittent or on a reduced time basis if such schedule is needed for medical reasons.

8.8.3 REQUEST FOR FAMILY LEAVE

A faculty member requesting family leave under this leave provision should complete a standard Request for Leave form or letter and submit it to his/her Department Head/Division Chair. When leave is foreseeable, an employee must give the Campus 30 days' advance notice. In addition, when foreseeable leave is for planned medical treatment, the employee must make a reasonable effort to schedule the treatment so as not to unduly disrupt the Campus's operations. If it is not possible to provide 30 days' notice, as much notice as is practicable must be provided. The Division Chair will forward the request to the Office of Human Resources. Upon receipt of the request, the Office of Human Resources will provide the faculty member with the Family and Medical Leave Provisions and a leave questionnaire for him or her to complete.

8.8.4 MEDICAL CARE CERTIFICATION

The University may require certification from a health care provider concerning the serious health condition of the faculty member or family member. The Office of Human Resources will inform the faculty member of the procedure for any required certification from a health care provider.

8.8.5 STATUS DURING FAMILY LEAVE

During leave, the faculty member is required to report periodically on his/her status and intent to return to work. The University shall continue health care coverage of the faculty member during family leave on the same basis as if the individual had been actively at work. The University shall return the faculty member to the same or an equivalent position and employment benefits upon return from approved family leave.

9.0 PROFESSIONAL ISSUES

9.1 PROHIBITION OF DISCRIMINATION AND HARASSMENT POLICY

The University recognizes the human dignity of each member of the Missouri State University community and believes that each member has a responsibility to promote respect and dignity for others so that all employees and students are free to pursue their goals in an open environment, able to participate in the free exchange of ideas, and able to share equally in the benefits of the University's employment and educational opportunities. To achieve this end, the University believes it should foster a learning, working, and living environment free from discrimination and harassment on any basis not related to the applicable educational requirements for students or the applicable job requirements for employees.

It is policy of Missouri State University to maintain the campus as a place of work and study for faculty, staff and students free from discrimination and harassment in violation of the University's policies and in accordance with federal and state law and the Missouri State University Nondiscrimination Policy. Discrimination or harassment against any member of the University community will not be tolerated at Missouri State University.

The University will respond to instances of discrimination or harassment in accordance with the Office for Equity and Diversity Complaint Procedures and will respond appropriately to those who violate this policy, up to and including dismissal from the University or termination of employment.

9.2 SEXUAL HARASSMENT

This institution reaffirms the principle that its students, faculty, and staff have a right to be free from sex discrimination in the form of sexual harassment by any member of the academic community as prescribed in this policy. See http://www.missouristate.edu/policy/op1_02_8_harassment.htm. For further information on the University's sexual assault, Stalking and Other Forms of Sexual Misconduct, see <http://wp.missouristate.edu/Equity/title-ix-policy.htm>

Sexual harassment in the general workplace is defined as verbal or physical conduct of a sexual nature when (1) submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment, (2) submission to or rejection of such conduct by an individual is used as the basis for employment decision affecting such individual, or (3) such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an

intimidating, hostile, or offensive working environment. Sexual harassment may occur where such circumstances occur between supervisor and subordinate, employees, students and employees, and non-University persons and employees. It may occur between members of the opposite sex or of the same sex.

The academic setting is distinct from the workplace in that wide latitude is required for professional judgment in determining the appropriate content and presentation of academic material. Sexual advances, requests for sexual favors, and other speech or conduct of a sexual nature constitute sexual harassment when: (1) such advances or requests are made under circumstances implying that one's response might affect academic or personnel decisions that are subject to the influence of the person making the proposal; or (2) such speech or conduct is directed against another and is either abusive or severely humiliating, or persists despite the objection of the person targeted by the speech or (3) such speech or conduct is reasonably regarded as offensive and substantially impairs the academic or work opportunity of students, colleagues, or co-workers. If sexual harassment takes place in the teaching context, it must also be persistent, pervasive, and not germane to the subject matter.

Sexual harassment in any situation is reprehensible; it is particularly damaging when it exploits the educational dependence and trust between students and faculty. When the authority and power inherent in faculty relationships to students, whether overtly, implicitly, or through misinterpretation, is abused in this way, there is potentially great damage to individual students, to persons subject to complaint, and to the educational climate of the institution. While a particular interaction must be offensive and un-consented to be defined as harassment, authority should be sensitive to the questions about mutuality of consent that may be raised and to the conflicts of interest that are inherent in personal relationships where professional and educational relationships are also involved. (Refer also to Section 9.4.)

Any faculty member who believes that he or she has been the subject of sexual harassment should report the alleged act immediately to the University's Affirmative Action Liaison. The Affirmative Action Liaison will furnish a copy of the Affirmative Action Grievance Procedures to the complainant and explain the applicable sexual harassment complaint procedures. Reports of all such investigations will be kept by the Affirmative Action Liaison apart from personnel records. Confidentiality will be respected and anonymity preserved in grievances to the greatest extent possible.

Should the complainant choose to file a formal complaint with the Equal Opportunity Officer, results of the ensuing investigation may be reported to the Dean of Academic Affairs, who may take such actions as are consonant with the disciplinary procedures prescribed in Section 13.0. If the complaint is not resolved to the satisfaction of the complainant and the respondent after a formal investigation, either may appeal to the Chancellor. Should the complaint involve a contested personnel action, the complainant may also pursue his or her grievance through the procedures of Section 13.0.

9.3 FACULTY ABSENCES

The office of Academic Affairs should be notified when it is impossible to meet a class because of illness or other extenuating circumstances. The circumstances concerning absences, as well as the arrangements made, should be reported. Insofar as possible, students should be notified in advance when it is necessary to cancel a class. This is vitally important in view of the distance that many of our students commute.

9.4 CONSENSUAL SEXUAL OR ROMANTIC RELATIONSHIPS POLICY

The University's mission is promoted by professionalism, which is fostered by an atmosphere of mutual trust and respect. These are diminished when persons in positions of authority abuse their authority, as in the case of consensual sexual or romantic relationships between faculty and students.

A consensual sexual or romantic relationship between a faculty member and a student is generally wrong when the faculty member has professional responsibility such as grading or advising for the student. Such a situation increases the chances for abuse of power. The University will view it as unethical if faculty members engage in consensual sexual or romantic relationships with students enrolled in their classes or subject to their supervision. The behavior is, in most cases, unethical even when the relationship is consensual (i.e., both parties have consented), because the voluntary consent of the student is in doubt, given the power imbalance in the student-faculty relationship. Even if consent were to be shown, a clear conflict of interest would still exist which might create the appearance of discrimination or favoritism in grading or access to educational opportunities.

Relationships between a graduate student and an undergraduate student, when the graduate student has some supervisory responsibility for the undergraduate, are covered by this policy. Relationships between a student and an administrator, coach, advisor, program director, counselor, or residence life and services staff member who has supervisory responsibility for that student also are covered.

A request for a specific exception to this policy may be made by an employee to his or her supervisor, who may approve or deny the request. The supervisor should maintain written documentation of the employee request and the decision to approve or deny the request.

Faculty or employees engaged in unethical conduct of the type described in this policy are subject to the normal disciplinary procedures of the University. Such unethical conduct may or may not involve sexual harassment as proscribed by the Sexual Harassment Policy.

http://www.missouristate.edu/policy/op1_02_8_harassment.htm

9.5 DRUG-FREE WORKPLACE

Faculty members are expected to perform their professional responsibilities in an environment which is conducive to the educational process and which is drug-free, healthful, safe, and secure. The unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance on University premises or while conducting University business off its premises is absolutely prohibited. Violations of this policy will result in disciplinary action, up to and including termination, and may have legal consequences. Faculty members must, as a condition of employment, abide by the terms of this policy and report to the University any conviction under a criminal drug statute for violations occurring on or off University premises while conducting University business. A report of conviction must be made within five (5) days after the conviction. This report requirement is mandated by the Drug-Free Workplace Act of 1988.

9.6 USE OF TOBACCO

The University recognizes that tobacco smoke is a hazard to the health of the University community. To protect the health of the University community, Missouri State University-West Plains is a Tobacco Free campus. To the extent possible, the University will provide access to cessation

programs to help those who presently use tobacco products and desire to quit.
<http://wp.missouristate.edu/physicalplant/tobacco.htm>

9.7 GENERAL POLICIES

9.7.1 USE OF COPYRIGHTED MATERIALS

Faculty members should be aware of laws and ethical responsibilities that govern the use of copyrighted materials. Legal responsibility for the use of such materials rests with the individual faculty member who, consequently, should remain informed about current copyright law.

To secure the benefits of ownership to creators of intellectual property, the United States and other nations severely restrict the right to make copies of another person's work. Violation of copyright law carries substantial penalties that may extend to the University and to businesses such as copy shops. However, copyright law compliance is often difficult because of the complexity of the rules governing infringement, "fair use," and permissions.

In general, copyrightable expression is original authorship, fixed in a tangible medium. Among the types of work protected by copyright are literary productions, musical notation and recorded music, pictures and graphics, motion pictures and video footage, databases, web pages, and computer programs. Faculty members should assume that all material is copyrighted unless its source states clearly that it is not.

Faculty members do not need to get permission for all uses of copyrighted work. The law permits use of a portion of a work without the copyright owner's permission for purposes such as teaching, research, criticism, and comment. Four criteria must be considered when determining whether a faculty member is making "fair use" of a copyrighted work: (1) purpose; (2) the nature of the work; (3) the percentage of the work used; and (4) the effect of the use on the work's market value. Guidelines and definitions of these applications can be found in the booklet "Questions and Answers on Copyright" available at the Missouri State University-West Plains Garnet Library.

New technologies, especially those related to computers and computer networks, raise novel copyright issues. Under most circumstances, faculty members cannot transfer works from one medium to another without securing permission from the copyright holder. Because electronic information is volatile and easily reproduced, respect for the work and personal expression of others is especially critical in computer environments. Violations of authorial integrity, including plagiarism, invasion of privacy, unauthorized access, and trade secret and copyright violations may be grounds for sanctions against members of the faculty (see Sections 3.2.1.1).

Faculty members are required to secure permission for use that falls outside of the standards of "fair use" and "educational use exemptions." Such permission must be in writing. Because computer software falls under copyright law, faculty members should be aware of specific licensing agreements that control particular programs. A program user should consult the license agreement to determine whether copying a particular program or data set is permissible.

Faculty members should not be deterred from using copyrighted work simply because they are uncertain about the law which applies to a particular use of such works. To prevent conflict between legal restrictions and effective teaching, Faculty members seeking general guidance for making decisions in this area may consult the documents *Reproduction of Copyrighted Works by Educators and Librarians*, www.copyright.gov/circs/circ21.pdf ; *Fair Use Guidelines for Educational Multimedia*,

www.adec.edu/admin/papers/fair10-17.html ; or Complete Copyright; An Everyday Guide for Librarians (KF2995 .C57 2004) available at the Garnett Library. Missouri State University-West Plains provides a variety of information resources about copyright. Sources for such information include:

1. Useful information is available in the Garnett Library. Librarians can direct faculty members to resources that might answer particular questions.
2. The Garnett Library can contact the Copyright Clearance Center to obtain copyright clearances for faculty for print reserves in the library if items are to be used more than one semester or more extensively than "fair use" guidelines dictate. The average processing time needed for the Copyright Clearance Center is forty days.
3. The Library can contact the Copyright Clearance Center for digital articles and can also provide access to a vendor that can create Internet-accessible reserves of copyright-cleared readings.
4. The Drago College Store can provide assistance to faculty interested in obtaining copyright clearance for printed readings to be sold to students.
5. The University maintains a copyright website on its homepage that provides hyperlinks to many information sources about copyright.

Respect for intellectual labor and creativity is vital to academic discourse and enterprise. This principle applies to works of all authors and publishers in all media. It encompasses respect for the right to acknowledgment, right to privacy, and right to determine the form, manner, and terms of publication and distribution

9.7.2 SALE OF FACULTY OR DEPARTMENTAL MATERIALS

Instructional materials prepared by departments or faculty members for student use may be given to students but may not be sold, except through the Drago Bookstore or a commercial bookstore or print shop. No faculty member or department may profit financially from such sales, and the faculty member or members involved must assume any liability resulting from copyright infringement associated with sales through commercial outlets (see Sections 9.7.1 and Appendix A). If members of the faculty prepare materials to be sold in the Drago College Store, they must abide by the following principles:

1. Because copyrighted materials must not be included in such materials in any form without proper authorization and acknowledgment, the faculty member must certify either that no copyrighted materials have been included in the printed materials, or that appropriate arrangements with owner(s) of the copyright(s) have been made, and that an appropriate statement of credit has been included in the text for each portion of copyrighted material used therein. Finally, a copy of each arrangement for use of copyrighted material must be attached to the request for printing and selling of said materials.
2. The faculty member must provide certain information to the Bookstore in advance of the selling of such materials. He or she must specify the course for which the materials are to be used, the number of students anticipated, whether the materials are required or recommended. The Dean of Academic Affairs must approve the request for printing and selling.

10.0 RESEARCH AND CREATIVE ACTIVITY POLICIES

Because Missouri State University-West Plains is not a research institution, any research conducted by faculty or students under faculty supervision will follow policies established by the University System, unless a Missouri State University-West Plains policy has been specifically identified. While faculty and staff may be named as Principal Investigators (PI) or Project Directors (PO), the University is the actual recipient of the grant or contract and is legally responsible for assuring that a project is conducted in accordance with governmental regulations and sponsor's guidelines.

10.1 EXTRAMURAL SUPPORT FOR RESEARCH AND DEVELOPMENT

Faculty members must coordinate through the Office of Academic Affairs (and/or the Office of Sponsored Research in Springfield) all requests for outside financial assistance for University research and instructional activities. The Office of Sponsored Research will disseminate current information on government and Foundation financial support, seek potential sponsors for projects, assist faculty in the preparation of proposals, assure that the proposals are processed through the institutional review system prior to submission, and maintain adequate time-effort records. Requests for assistance must be submitted on the appropriate forms which are available from the Office of Sponsored Research.

Prior to submission, the Principal Investigator (PI) or Project Director (PD) is to obtain approval from all personnel named in the proposal, as well as their Department Heads, Deans or others whose resources are to be committed to the project. Where applicable, prior approval may be required from institutional committees responsible for assuring that projects are designed and conducted in accordance with federal government regulations. All proposals submitted for external financial assistance must be signed by an authorized representative of the University prior to submission. Once a grant or contract is awarded, the PI/PD is primarily responsible for assuring that the administrative, financial and technical matters associated with a project are managed in accordance with the terms of the grant, as well as relevant governmental regulations, and University policies. The PI/PD is to work with the Office of Grants and Contracts to assure proper management of financial matters, and with the Office of Sponsored Research and Programs on post award administration including issuing of sub-awards, as well as seeking approval to changes in key aspects of grants/contracts.

The OSRP (1) disseminates information about current funding opportunities for federal agencies, foundations, and other sources of support; (2) assists faculty in developing proposals and budgets; (3) assures that proposals are in compliance with government regulations and University policies, and are processed through the institutional review system prior to submission; and (4) assists faculty in implementing grants and contracts. The OSRP also offers training programs to prepare faculty to be competitive in pursuing external financial support.

Faculty must comply with federal and other governmental regulations and University policies whenever externally or internally supported projects involve human subjects, vertebrate animals, bio-hazardous substances (including the use of recombinant DNA methods), and export controlled information and materials. Compliance includes completion of required training programs, obtaining pre-approval from institutional committees, and performance of the research, educational or service projects in accordance with an approved protocol. On occasion, this approval may be required prior to proposal submission. The OSRP assists these committees in implementing the relevant University policies. Information about the application and approval process for each of these areas can be found on the OSRP web site- www.srp.missouristate.edu.

Approval by the University is not required for a fellowship which is totally funded outside the University, although all fellowship applications must be filed with the Office of Sponsored Research.

Faculty members receiving such fellowships must make appropriate arrangements with the administration if fellowship obligations require release from normal faculty duties.

10.2 REGULATORY GUIDELINES FOR RESEARCH

Protection of a research environment for free and unfettered pursuit of knowledge is an important University responsibility. Infringement on this freedom must be restricted to those factors which are clearly essential to the protection of research subjects and the public at large.

There exist federal and state laws, regulations and guidelines in several areas which are designed for this purpose. In addition, the University community itself acts through its advisory committees or academic governance bodies to insure that individual research and scholarly projects incorporate appropriate safeguards.

The University has policies and procedures that assure research, as well as education and service projects where applicable, are conducted in compliance with governmental regulations with regards to animal care and use, bio-hazardous substances, export controlled materials and information, and human subjects. Applicable policies and procedures can be found on the Office of Sponsored Research and Programs (OSRP) web site www.srp.missouristate.edu under University policies, faculty members are to understand that the policies related to animal care and use, biosafety, and export control also apply to educational projects, degree or course requirements, and service projects.

Faculty members planning to use live vertebrate animals, bio-hazardous substances, and human subjects in research projects regardless of the source of support must submit an application to the appropriate University compliance committee for review and approval prior to the start of the project, regardless of the source of funding. In some cases, external funding agencies require that certification of approval by these committees must accompany a proposal. Externally or internally supported projects will not be approved for expenditure of funds, unless the protocol has been approved by the applicable committee(s).

All personnel must be certified as having completed training on the federal regulations and University policy and procedures, as well as in topics related to the specific project and work environment before they can participate in these projects. Online training is generally available in all of these compliance areas through the OSRP web site, but project and work environment specific training is to be provided by the PI.

The University also has established a mechanism for persons to report actual or suspected violations of governmental regulations and University policies and procedures related to the aforementioned compliance areas. The University views these "whistleblower" actions as an essential component of its role in monitoring activities to assure compliance with governmental regulations and the ethical standards to which all University personnel should strive.

10.2.1. ANIMAL CARE AND USE

The use of animals in research, teaching, and outreach activities is subject to federal and state laws and regulations. The University has policies and procedures that assure activities will be conducted in an ethical manner in compliance with these governmental regulations. The Institutional Animal Care and Use Committee (IACUC) is responsible for implementing the applicable policy and procedures. Principal Investigators' (PIs) responsibilities include the following.

1. Understanding and adhering to applicable governmental regulations and University policies and procedures related to the use of animals
2. Assuring the humane treatment of animals under their supervision
3. Assuring that all personnel involved in a project understand and comply with applicable governmental regulations and University policies

All personnel potentially exposed to animals and their tissues, fluids, and waste, have completed required training and are enrolled in the University's Occupational Health and Safety Program before accessing the work environment.

Persons covered by this policy include faculty, staff and students working with live vertebrate animals, as well as visiting researchers, educators, and other bona fide volunteers involved in these activities. Students whose exposure to vertebrate animals is restricted to participation in academic courses and other educational activities are exempt from the policy. These students are to receive training in the care and use of animals from the activity supervisor.

10.2.2 BIO-HAZARDOUS WASTE SUBSTANCES

The University has policies and procedures to assure that activities related to the use of bio-hazardous substances are conducted in a manner that complies with federal and other governmental regulations. Bio-hazardous substances include chemicals, infectious agents, pharmaceuticals, recombinant DNA, genetically engineered organisms, and radioactive materials. In addition, there are specific regulations that address agents and toxins defined by federal regulations as being targets of potential terrorist activities. All individuals who work with hazardous substances must accept shared responsibility for operating in a safe manner once they have been informed (a) about the extent of risk and (b) about safe procedures that should be followed.

The Institutional Biosafety Committee (IBC) is responsible for implementing the applicable policy and procedures. Principal Investigators' responsibilities include: Understanding and complying with governmental regulations, University policies and procedures that apply to the acquisition, labeling, use, storage, transport, spill response, and disposal of hazardous materials; Assuring that other personnel accessing the work environment understand and comply with these regulations, policies and procedures, and general safety requirements applicable to a specific project and laboratory; Posting warnings and restricting entry to work areas containing potentially hazardous materials; and Assuring that laboratory personnel have completed required training.

Employees who handle toxic or hazardous substances on behalf of the University are required to maintain, use and dispose of such substances in accordance with applicable state, federal and local laws and regulations as a condition of their employment. The employee may obtain assistance in ascertaining his or her obligations under these laws and regulations from the Business Office. Any employee who violates any such laws, unless such violation occurs despite reasonable reliance upon advice given by the Business Office, shall be deemed to have acted outside the scope of his or her authority.

10.2.3 EXPORT CONTROL

U.S. export control laws apply to the University and its employees and students. In most cases, University based projects are exempt because the work is considered as fundamental research, i.e., the work and its results will be made freely accessible through presentations at professional conferences or published in professional journals. Export control laws are applicable if dissemination

of information about the project is controlled by a sponsoring agency or due to the use of a partner organization's confidential information. The following actions by a University employee fall within the export control laws: Sending or transporting materials, hardware, software (or related information) listed on the Department of Commerce's Commodity Control List outside of the U.S. Conveying materials, hardware, software (or related information) listed on the Department of Commerce's Commodity Control List to foreign nationals in this country. Providing "defense services" such as technical assistance or training to foreign persons in the design or use of defense articles then the exemption may not apply.

Faculty also should be sensitive to export control requirements when hosting visiting scientists from other nations. Before embarking on a project that may fall within the export control laws, faculty must review and comply with all Federal Export Control Regulations and the University policy. The Office of Sponsored Research and Programs is responsible for implementing the policy and procedures that will assure. University activities are conducted in accordance with export control laws.

10.2.4 HUMAN SUBJECT PROTECTION

Research involving human subjects may lead to physical, psychological and/or social damage, and so the university has a responsibility to safeguard subjects' welfare. All research involving human subjects in any way, regardless of the source of support funds, may need to be reviewed and approved by the Protection of Human Subjects Institutional Review Board (IRB) before it is undertaken. Research undertaken by students with faculty supervision is included in this policy.

The University is committed to the ethical standards for the use of human subjects in research as described in the Belmont Report—respect for persons, beneficence, and justice—and as required under federal regulations. The Institutional Review Board for the Protection of Human Subjects (IRB) is responsible for implementing the University policy and procedures. In accordance with federal regulations, research is defined as systematic investigation, including research development, testing and evaluation, designed to develop or contribute to generalizable knowledge. Principal Investigators' responsibilities include the following.

1. Understanding and complying with federal regulations and University policies and procedures regarding the ethical treatment of human subjects
2. Assuring that other personnel involved in a project understand and comply with these regulations and policies

Assuring that all individuals involved in the design of a research project, as well as the collection and analysis of data have completed training on human subject protection.

This training may include federal regulations and University policies and procedures related to the Health Insurance Portability and Accountability Act (HIPAA) when the research involves individually identifiable health information.

10.3 WHISTLEBLOWER PROTECTION POLICY

The University expects faculty, staff and students to conduct activities related to the aforementioned compliance areas in a manner that is consistent with applicable governmental regulations and University policies. The University provides various mechanisms to assist and encourage persons to come forward in good faith with reports or concerns about suspected compliance issues. Diligent efforts will be made to protect the complainant from retaliation for his/her activities in cooperation

with, or initiation of, an inquiry or investigation, provided the complaint is not undertaken in bad faith. Procedures for reporting concerns can be found on the OSRP web site under University Policies. The University also provides an Ethics Hotline that allows anonymous telephone or on-line reporting of ethics violations. The Ethics Hotline site is maintained by an independent third party.

10.4 COPYRIGHT / PATENT POLICY

The ownership of intellectual property created by faculty members is determined by the University's Intellectual Property Policy. Faculty members should consult this policy to determine, under particular circumstances, ownership of intellectual property which they have created. The Intellectual Property Policy is included in the Faculty Handbook as Appendix A. The policy will not be changed by the University except through the procedures specified for the amendment or the Faculty Handbook, Section 16.0.

11.0 OUTSIDE ACTIVITIES AND CONFLICT OF INTEREST

11.1 OUTSIDE ACTIVITIES

11.1.1 INTRODUCTION

This policy on outside activities applies to all faculty members and all academic administrators who hold faculty rank. The professional capabilities of University faculty members allow them to make significant contributions to the larger society of which Missouri State University is a part. The University encourages faculty members to participate in activities beyond the campus community. Such involvement in the community may not only benefit society, but may also enhance the prestige and visible contribution of the University. However, employees may not compete with the University or convert business opportunities of the University to their personal gain or advantage or the gain or advantage of another. Consulting may, in some instances, also constitute a business interest requiring disclosure and approval when the entity for which the employee consults also transacts business with the University or is in competition with the University, or where the consultation itself competes with the work of the University.

When hiring a person to a full-time position, the University presumes that it has engaged the individual for his or her teaching, and for professional and other University-related activities. Outside activities must therefore be clearly subordinate to and must not interfere with the individual's obligations to the University.

A faculty member must reimburse the University for the full value of any material University resource used in any outside activity.

A Division Chair or other administrator may request that a faculty member participate in a specific outside activity not normally associated with the position of the faculty member. However, no faculty member shall be coerced (overtly or covertly) into using his or her professional competence beyond the normal responsibilities as a teacher or scholar. No faculty member shall be penalized in any way for refusal to participate in a specific outside activity.

11.1.2. REMUNERATED OUTSIDE ACTIVITIES

University policy permits faculty members to engage in remunerated outside activities that are related to their professional interests and development, provided those activities 1) do not interfere

with regular University duties and do not involve, on average, more than one work day per week during periods when the University is employing the individual on a full-time basis; 2) do not utilize University materials, facilities or resources except as specifically authorized by the appropriate Department Head and Dean; 3) do not compete with the work of the University, and are not otherwise contrary to the best interest of the University; 4) do not violate federal or state law; 5) do not represent a conflict of interest (Section 11.2) or violate other policies of the University; 6) do not convert confidential information or trade secrets of the University to their personal gain or advantage or to the gain or advantage of others; and 7) do not entail a reduction in work load.

Because Missouri State University faculty members are hired primarily to teach, outside teaching by full-time faculty members at other institutions of higher education during periods when the University is employing the individual on a full-time basis is discouraged but may be permitted in exceptional circumstances with the knowledge of and written consent of the Provost.

During periods when the University is not employing the individual on a full-time basis (for example, during the summer session and the intersession periods for a faculty member on a standard academic-year contract), a faculty member may engage in any lawful outside activity, including teaching for another institution, provided that activity 1) does not utilize University materials, facilities or resources except as specifically authorized by the appropriate Department Head and Dean; 2) does not represent a conflict of interest (Section 11.2) or violate other policies of the University; and 3) does not convert confidential information or trade secrets of the University to his/her personal gain or advantage or to the gain or advantage of others.

If a faculty member accepts supplemental compensation from Missouri State University for teaching or for performing another compensated University-related activity during a period when the University is not otherwise employing the individual on a full-time basis, remunerated outside activities combined with Missouri State University responsibilities must not exceed the equivalent of a full-time work load.

11.1.3 PROCEDURES FOR REPORTING REMUNERATED OUTSIDE ACTIVITIES

Except during the summer when he or she is not under contract to the University, a full-time faculty member who engages in outside activities for which he or she is remunerated must report each such activity to his or her Division Chair prior to, when possible, the commencement of the activity. If in the Division Chair's judgment the activity will interfere with the faculty member's performance of duties at the University or constitute a conflict of interest (see section 11.2), it is the responsibility of the Division Chair to discuss and attempt to resolve the problem with the faculty member. The Division Chair must identify the specific nature and extent of the faculty member's diminished effectiveness or the conflict of interest. If an agreement cannot be reached, the matter will be taken to the Dean of Academic Affairs who will attempt to reach a resolution satisfactory to both the individual and the administration. The Dean will make a final determination.

Because Missouri State University-West Plains faculty members are hired primarily to teach, outside teaching by full-time faculty members is permitted only with the knowledge of and written consent of the Dean of Academic Affairs, except during the summer when Missouri State University faculty members are not under contract.

11.1.4. NON-REMUNERATED PROFESSIONAL ACTIVITIES

Faculty members are encouraged to contribute their professional expertise for the advancement of their academic discipline and/or for the benefit of society in general. Such non-remunerated professional activities may be considered favorably in tenure and promotion decisions. Therefore, faculty members should report all such non-remunerated professional activities, regardless of when they occur during the calendar year.

11.1.5 OTHER NON-REMUNERATED OUTSIDE ACTIVITIES (VOLUNTEERISM)

Consistent with its mission in public affairs, Missouri State University encourages its employees to participate in voluntary activities that benefit our community and society at large. However, the choice whether or not to participate in any particular volunteer activity, or none at all, rests solely with the individual employee.

In an attempt to document its positive impact on the community, the University may request that faculty members report the extent of their involvement in volunteer activities. However, such reporting is entirely voluntary, and no faculty member shall be required to report any such activity, nor shall any faculty member suffer any negative repercussions for declining to report such activities.

Faculty members are expected to limit the total extent of their volunteer activities so that they do not interfere with regular University duties. However, such potential interference shall be monitored through job performance rather than through any type of requirement to disclose the nature or extent of volunteer activities.

11.2 CONFLICT OF INTEREST

A faculty member should avoid improper influences in institutionally related decisions and activities, or the use of his or her position or the property of the University for personal, financial or political gain.

A conflict of interest occurs when any faculty member engages in those economic activities which are prohibited in section 11.2.1 or when a faculty member maintains an interest or relationship which prevents him or her from exercising independent judgment in the best interests of the University.

A faculty member must disclose to his or her Division Chair all relevant facts related to activities which might involve a conflict of interest.

11.2.1 ECONOMIC INVOLVEMENT

The following policy statements have been derived from Missouri Statutes and govern the conduct of all University employees:

1. No employee shall keep for sale or be interested in, directly or indirectly, the sale of any furniture or apparatus, books, maps, charts, or stationery owned by the University.
2. No employee shall be interested in, directly or indirectly, any contract or purchase for building or repairing any structure, or for fencing or ornamenting the grounds, or furnishing any supplies or materials for the use of the University.

3. No employee of the University, acting on his or her own behalf or as a representative for an external agency, shall use University facilities to display or promote for sale to third parties any personal or represented material.

Faculty members are not permitted to receive royalties for the sale of their materials to Missouri State University students. In those cases where it is desired to utilize books, plays, compositions, and other works of faculty members, the faculty member will be required to renounce his royalty rights on all sales to Missouri State University students. The faculty member is responsible for making the appropriate arrangements with the Drago College Store so that he or she is not in violation of the state statute.

11.3 EXTERNAL UTTERANCES AND POLITICAL ACTIVITIES

A faculty member at Missouri State University-West Plains possesses the same Constitutional right to free expression as any private American citizen. However, a faculty member should not purport to be a spokesperson for the University unless designated as such by the Chancellor (see section 3.2).

Missouri State University faculty members may engage in political activities as long as those activities do not interfere with fulfillment of their professional responsibilities to the University. A faculty member may request a leave without pay for such activities such as an election campaign or term of elective office.

Application for such a leave must be received by the Division Chair on or before April 1 preceding the beginning of the academic year in which the leave is to be taken. The Division Chair's written recommendation must accompany the faculty member's application prior to a decision by the Dean of the College. The leave of absence may last no longer than one academic year.

A leave of absence incident to political activity will be subject in all other determinations to the regulations affecting any leave without pay. The conditions for each individual leave will be specified in writing by the Dean of the college, and a copy of those conditions will be given to the faculty member. These conditions will not be used to adversely affect the tenure status of a tenured faculty member. However, the time encumbered by a leave without pay will not be counted toward the attainment of tenure.

12.0 ACADEMIC ADMINISTRATION PERSONNEL POLICIES

12.1 EVALUATION OF ACADEMIC ADMINISTRATORS

All academic administrators will be evaluated annually. For this policy, academic administrators are the Division Chairs, the Assistant Dean, and the Dean of Academic Affairs. Each evaluation will be conducted by the individual's immediate supervisor and will be based upon the particular responsibilities of the administrative assignment.

In all cases, reports from individuals who are supervised by the administrator being evaluated will be included in the review.

12.2 RECALL OF ACADEMIC ADMINISTRATORS

Many academic administrators hold faculty rank and, in most instances, tenure. It is understood that no academic administrator holds tenure as an administrator; only as a faculty member does an administrator hold tenure.

Any administrator has the prerogative of initiating the replacement or recall of any subordinate administrator.

Any administrator or faculty member may petition an appropriate superior administrator for the replacement or recall of any other superior administrator.

A Division Chair or a Department Head is in a unique administrative position in that he or she is selected by and is responsible to both a departmental faculty and other University administrators. Therefore, it is appropriate that the faculty should have access to a process for the recall of that Chair/Head.

Faculty members may petition the Dean of Academic Affairs for the replacement or recall of their Division Chair or Department Head. The Dean has the option of trying to resolve the problems stated in the petition by meeting with the Division Chair or Department Head and the involved faculty members. If the problems cannot be resolved and if, in the judgment of the Dean, the concerns expressed in the petition are serious enough to warrant investigation, the Dean will initiate an inquiry. The Division Chair, Department Head and all departmental faculty shall be informed of the petition and of the inquiry. After completion of the inquiry, the Dean shall inform the Division Chair or the Department Head, the departmental faculty, and the Chancellor of the findings and recommendations.

Final determination regarding the recall of any administrator rests with the Chancellor. A recalled administrator may be reassigned duties for the remainder of his or her appointment term.

12.3 RETREAT RIGHTS OF ADMINISTRATORS

Any tenured faculty member who assumes an administrative position or a professional staff position has the right to return to the department of one's academic discipline whether or not a position is open. However, the service of that individual may be utilized outside the department through other assignments. In such a case that individual may be assigned other duties such as teaching, research, service, and/or administrative responsibilities depending upon the needs of the University and the expertise of the faculty member, but his or her tenured status shall not be affected despite such assignments.

An administrator who has the academic credentials for faculty rank but who has not been awarded tenure or who has not gone through the selection process for departmental faculty does not have the right to assume a faculty position in a department unless the individual is endorsed by the departmental faculty and by the appropriate academic administrators.

12.4 ABSENCES OF DEPARTMENT HEADS, DIVISION CHAIRS, AND DEANS

When it is necessary for a Division Chair or Department Head to be absent, he or she should notify the Dean of Academic Affairs of the circumstances concerning the absence and the arrangements that have been made for the operations of the department.

The Dean of Academic Affairs and the Assistant Dean are expected to notify the Chancellor when it is necessary to be absent.

12.5 ADMINISTRATIVE LEAVE

The Dean of Academic Affairs, the Assistant Dean, and the members of the Administrative Council are eligible to apply for administrative leaves. Applications must be made to the Chancellor prior to November 1 of the year preceding the beginning of the period for which the leave is requested.

Administrative leave may be requested for any time in the year but ordinarily would be requested during the summer months, from mid-May to mid-August.

Initial eligibility for requesting an administrative leave is established upon completion of not less than three full calendar years of service with the University in an eligible administrative position, beginning with the effective date of appointment to the eligible administrative position and extending to the opening day of the proposed leave period.

The initial leave consists of not more than sixty consecutive days and is inclusive of regularly scheduled holidays and the annual vacation period for that year. The initial administrative leave, therefore, consists of not more than thirty calendar days of "leave" consecutively scheduled with thirty days of annual vacation time.

Eligible administrators may elect to request subsequent administrative leaves according to these options:

Option 1 - For the third summer following the last leave taken, an administrative leave consisting of not more than sixty consecutive days inclusive of regularly scheduled holidays and the annual thirty-day vacation period for that year.

Option 2 - For the fourth summer following the last leave taken, an administrative leave consisting of not more than ninety consecutive days inclusive of regularly scheduled holidays and the annual thirty-day vacation period for that year.

The administrative leave is not an automatic right; it must be applied for by the administrator. If the project the administrator wishes to pursue is approved, then he or she would be granted the administrative leave in accordance with the terms of the request. It is understood that the project must be something beneficial both to the person and to the University. Primarily the project would be for research or study in one's own academic or administrative field, and may include travel if related to the research or study. Proposals to obtain an advanced degree would not be approved. A board of review will study the proposed projects and advise the Chancellor. The Chancellor has sole discretion in approving or disapproving all applications for administrative leave.

The Chancellor's decision to approve or disapprove the application will be guided by the recommendation of the board of review and by the Chancellor's assessment of the ability of Missouri State University-West Plains to maintain its level of efficiency in the operation of functions for which the administrator is responsible.

When a change in salary status occurs for the administrator during the period of approved leave, the administrator will receive the benefit of leave pay commencing at the new rate on the day of the

increase the same as if the leave had not been granted. Changes in salary will not be affected by administrative leave.

A requirement of the administrative leave is that the applicant commits himself to return to employment with Missouri State University-West Plains for a period of not less than one calendar year from the last day of the leave period. Following the administrative leave, the administrator will submit to the Chancellor within thirty days a report of the activities of his or her leave.

12.6 SABBATICAL LEAVE FOR ADMINISTRATORS

An administrator covered by this leave policy and who is a member of the ranked faculty may choose not to apply for an administrative leave in favor of applying for a sabbatical leave. If he or she chooses to apply for a sabbatical leave, all policies and procedures established for sabbatical leaves shall apply, as described in section 7.2.1. A nine-month equivalent salary will be used for calculating salary during the leave period.

13.0 ACADEMIC PERSONNEL GRIEVANCE PROCESS (APGP)

13.1. GRIEVANCE

Where it is alleged that there has been a failure to follow procedures set forth in the Faculty Handbook, that Constitutional rights, statutory rights, or academic freedom have been abridged, or that a sustained pattern of unfair treatment or a significant arbitrary and capricious action has occurred, a faculty member has a right to file a written grievance with the Academic Affairs Office who will then forward the written grievance to the Academic Personnel Review Commission (APRC).

A grievance based on (1) discrimination or harassment based on protected status, or (2) merit rating disputes, or (3) tenure and/or promotion should follow its own internal review process.

13.1.1 ACTIONS PRIOR TO INITIATING A GRIEVANCE

Prior to invoking the Academic Personnel Grievance Process (APGP), the faculty member should demonstrate a reasonable attempt to resolve the dispute by him/herself. The use of mediators or alternative dispute resolution should be considered. The Dean of Academic Affairs should be involved in the resolution attempts.

13.1.2 RETALIATION PROHIBITED

In no way shall an employee's status with the university be adversely affected because he or she utilizes these procedures.

13.2. ACADEMIC PERSONNEL REVIEW COMMISSION (APRC)

The Academic Personnel Review Commission (APRC) shall serve as a neutral body to determine if a faculty member has made a prima facie case so that a grievance may proceed to the Faculty

Hearing Panel (FHP) utilizing the APGP. The APRC may facilitate informal resolution of Campus-related grievances, and the APRC has authority to grant time extensions and determine whether procedures set forth in the Faculty Handbook have been violated. The APRC is responsible for empanelling a FHP and may dismiss a member or reconstitute a FHP when necessary to ensure fairness and due process. Decisions made by the APRC must be supported by a majority of the commissioners.

13.2.1 APRC COMPOSITION

The APRC shall be composed of three commissioners who serve 3-year staggered terms. One commissioner shall be appointed by the Dean of Academic Affairs and shall be a tenured, ranked faculty member. One commissioner shall be selected by the Executive Committee of the Faculty Senate and shall be a tenured, ranked faculty member. The third commissioner shall be a tenured, ranked faculty member appointed by joint agreement of the Dean of Academic Affairs and the Faculty Senate. The three APRC members shall elect their own chairperson. Commissioners may be reappointed. They shall be afforded such relief from their other responsibilities as will enable them to discharge their duties as specified in the Faculty Handbook.

13.2.2 RECUSAL OF COMMISSIONER

A commissioner shall recuse himself/herself if the commissioner had a decision-making role in the actions complained of or if the commissioner is a party against whom a grievance is brought or in other situations that could involve bias. A faculty member or administrator may request that a commissioner be recused from a specific case by petitioning the body that appointed the commissioner. The request should contain a compelling rationale for the recusal. A commissioner may recuse himself/herself for reasons of illness or other good causes. If an APRC commissioner is recused on a single case, a commissioner pro tem may be appointed to serve on this case; a faculty member commissioner shall be replaced with a faculty member chosen by the Faculty Senate and an academic administrator commissioner shall be replaced with an academic administrator selected by the Dean of Academic Affairs.

13.2.3 APRC ANNUAL REPORT TO FACULTY SENATE

The APRC shall make an annual report to Faculty Senate during the first fall meeting, specifying the total number of cases filed in the previous 12 months, the types of cases (e.g., termination of employment, denial of academic freedom of speech, etc.), whether or not there was a prima facie case and whether the grievance was resolved.

13.2.4 CONFIDENTIALITY

All commissioners shall maintain confidentiality throughout the APGP process. Commissioners may state whether there was a prima facie case and whether or not the grievance has been resolved and in whose favor, but should not discuss the details of the case with individuals who are not directly involved in the grievance or its resolution.

13.2.5 DETERMINATION OF PRIMA FACIE CASE

The APRC shall first decide whether the grievance establishes a prima facie case after receipt of the written grievance from the Academic Affairs Office. In making this determination, the APRC may interview the faculty member and other parties. Every effort should be made to determine whether a

prima facie case exists within 14 days of such filing. If the APRC decides that there is no prima facie case and therefore there is an insufficient basis for the grievance, the APRC shall provide written notification to the faculty member. The faculty member may appeal to the Chancellor, who will review the case. If the Chancellor upholds the determination of no prima facie case, the grievance process is exhausted and the case is resolved.

13.2.6 NOTIFICATION TO PARTIES INVOLVED

If the APRC or the Chancellor decides that the grievance establishes a prima facie case, the APRC shall provide written notification to the faculty member and the parties against whom the grievance was filed and provide them and the Dean of Academic Affairs with a written copy of the grievance. The named parties against whom the grievance is brought shall file written responses with supporting documentation at the Academic Affairs Office within 14 days.

13.2.7 ATTEMPT TO RESOLVE CASE

If the grievance is deemed to establish a prima facie case, the APRC shall meet one or more times with the faculty member and parties charged, separately or together, at the discretion of the APRC chairperson. The APRC shall attempt to resolve the dispute within 30 days, but may extend the time at its discretion if expedient to resolution. An internal or external mediator may be used if all parties agree as to the usefulness of that process. The University shall pay the cost to employ a mediator. If the parties reach a resolution through mediation, the case is resolved.

13.2.8 APRC RECOMMENDATIONS

If the parties fail to reach a resolution, the APRC shall produce a report divided into findings of fact and recommendations with supporting reasons. This report is given to the faculty member and the party against whom the grievance has been alleged. The faculty member and APRC should be informed in writing within 7 days whether the party against whom the grievance has been alleged agrees to the recommendations. If the parties agree with the recommendations of the APRC, the case is resolved.

13.2.9 RIGHT TO INITIATE FORMAL REVIEW PROCESS

If the case is not resolved after the APRC report has been disseminated, the faculty member may initiate the formal review process for APGP by filing written notification with the APRC in the Academic Affairs Office and sending a copy to the Chancellor. The notification must be filed within 14 days of the receipt of the APRC report or conclusion of mediation.

13.3 FORMAL REVIEW (APGP)

Within 21 days of receiving the faculty member's written notification, the APRC shall empanel a FHC to conduct a hearing.

13.3.1 COMPOSITION OF FACULTY HEARING COMMITTEE AND PANEL

13.3.1.1 FACULTY HEARING COMMITTEE (FHC)

All tenured, ranked faculty members serve on the Faculty Hearing Committee (FHC).

13.3.1.2 FACULTY HEARING PANEL (FHP)

The FHC will select five (5) of its members, including one representative from each division, to serve as a Faculty Hearing Panel (FHP). Faculty members cannot serve concurrently on both the APRC and the FHP.

Replacements, when necessary, shall be appointed by the Faculty Senate Executive Committee.

The faculty member and the administrator may request to replace up to two (2) of the selected panelists prior to the first meeting of the FHP.

An orientation of the FHP shall be conducted by the APRC and General Counsel when empanelled.

FHP decisions must be supported by a majority of the panelists.

13.3.2 DOCUMENTARY EVIDENCE

All filings and all evidence collected by the APRC during its review shall be forwarded to the FHP for review. The administrator and faculty member may present any other written evidence to the FHP and supplement their filings. All such material shall also be presented to the other party.

13.3.3 PREHEARING MEETINGS

At the first FHP meeting, the FHP shall select a chairperson, review the written material, and review the procedures for conducting the hearing. The chairperson of the APRC shall attend this meeting. The FHP may also hold joint prehearing meetings with the parties in order to understand the basic underlying facts, simplify the issues, effect stipulations of fact, provide for the exchange of information, or to achieve other prehearing objectives as will make the hearing fair, effective, and expeditious. The FHP may not interview witnesses at any prehearing meetings. Any additional written material submitted to or requested by the FHP will be shared with the parties.

13.3.4 HEARINGS

The formal hearing may involve one or more meetings at which witnesses may be examined. Each party shall provide the names of its witnesses to the other party and the FHP in advance of the hearing. The administration and the faculty member will each be allowed to present an opening statement without interruption and orally question the witnesses and parties. The FHP may also orally question the witnesses and parties. The administration and the faculty member may be represented by counsel, but counsel shall not be permitted to question the witnesses or parties. If the University is the only respondent, the Chancellor will designate a representative who will be allowed to present an opening statement and question the witnesses and parties. The Missouri Rules of Evidence need not be followed, but the FHP will base its finding on only reliable evidence. A verbatim record of the hearing will be taken and made available to the parties at the University's cost.

13.3.5 BURDEN OF PROOF

The faculty member must prove his or her case against the administration by a preponderance of the evidence.

13.3.6 REPORT

The FHP shall prepare a written report divided into findings of fact and recommendations with supporting reasons which shall be presented to the Dean of Academic Affairs and the faculty member within 7 days of the conclusion of the hearing. A minority report may also be prepared.

13.3.7 TIME PERIOD

The time between the empanelling of the FHP and the preparation of the FHP report shall be no longer than 60 days unless there are exceptional circumstances. Extensions must be approved by the APRC.

13.4 POST-HEARING PROCEDURE

13.4.1 DEAN OF ACADEMIC AFFAIRS REVIEW

The Dean of Academic Affairs shall accept the FHP findings of fact but is not required to accept the FHP recommendations of remedies. If the Dean of Academic Affairs determines that different remedies other than those recommended by the FHP should be initiated, said remedies shall be set forth in writing and presented to the faculty member within 14 days of the date of the FHP report. If the Dean of Academic Affairs is a party to the dispute, the Chancellor will fulfill this function.

13.4.2 APPEAL RIGHTS

If the remedies recommended by the FHP are not implemented by the Dean of Academic Affairs, the faculty member may prepare a written appeal to the Chancellor within 14 days of receiving the decision of the Dean of Academic Affairs. The Chancellor will rule on the appeal within 30 days of its receipt and notify the faculty member of the results in writing.

13.4.3. RIGHT OF APPEAL TO THE BOARD OF GOVERNORS

When the FHP, Dean of Academic Affairs and Chancellor do not agree on the implementation of remedies, the faculty member shall have the right to appeal to the Board of Governors. The appeal must be filed within 14 days of the receipt of written notification regarding implementation of remedies from the Chancellor.

13.4.4 INFORMATION PROVIDED TO THE BOARD OF GOVERNORS

The Board of Governors reviews the case, including all documentation, written findings, and recommendations. The following reports must be forwarded to the Board of Governors for review:

1. Comments and Recommendations of the APRC
2. Findings of Fact and Recommendations of the FHP, and

3. Recommendations of the Dean of Academic Affairs and Chancellor.

13.4.5 BOARD OF GOVERNORS IS FINAL AUTHORITY

The Board of Governors has discretion regarding hearings, presentations, and review. The decision of the Board of Governors shall be final.

13.5 MISCELLANEOUS

13.5.1 APRC AUTHORITY

The APRC shall be available to advise the FHP on procedural issues, to ensure that the APGP process is followed, and to ensure that the parties receive due process. The FHP may receive legal advice from the Office of General Counsel.

13.5.2 CONFIDENTIALITY

To the extent practical, the work of the APGP shall be confidential. All proceedings of the FHP shall be conducted in private, and the FHP report shall be available only to the parties.

14.0 PROFESSIONAL PRACTICES REVIEW PROCESS (PPRP)

14.1 ADMINISTRATIVE ACTIONS

Prior to invoking the Professional Practices Review Procedure (PPRP), the administrator(s) should demonstrate reasonable attempts to resolve the complaint about the faculty member through informal negotiation. This could include counseling, career development activities, self-improvement workshops or conferences, or mutually agreed upon periodic review and assessment periods. The use of mediators or alternative dispute resolution could also be considered, and the University will pay for the cost of the mediator. The Dean of Academic Affairs should be involved in the resolution attempts.

A major sanction on a faculty member may be imposed only after the formal review process set forth in the Professional Practices Review Process (PPRP) has occurred or after consent of the faculty member is obtained. The PPRP process must be used regardless of whether sanctions are being considered for a single faculty member or a group of faculty members. If multiple faculty members are involved, a separate PPRP must be used for each individual faculty member unless all parties agree that one PPRP be conducted.

The imposition of minor sanctions may occur without use of the PPRP; however, a faculty member may utilize the Academic Personnel Grievance Process (section 13.0) to grieve the imposition of a minor sanction.

14.1.1 MAJOR SANCTIONS

Major sanctions are adverse employment actions and include such things as dismissal, revocation of tenure, demotion of rank, involuntary reassignment to duties which substantially change the nature of the faculty member's responsibilities and suspension of employment without pay. Dismissal of a faculty member may only occur if the statutory reasons set forth in RSMo Section 174.150 are established (incompetence, neglect or refusal to perform duties, dishonesty, drunkenness, or immoral conduct). Reassignment which occurs pursuant to Section 14.1.3 is not a University sanction.

14.1.2 MINOR SANCTIONS

Minor sanctions are less serious actions and include such things as formal warnings, letters of reprimand and requests for formal written apologies. If the administration believes that the conduct of a faculty member justifies imposition of a minor sanction, it will notify the faculty member of the basis of the proposed sanction and provide the faculty member with an opportunity to persuade the administration that the proposed minor sanction should not be imposed. A faculty member who believes that a major sanction has been imposed under this section, or that a minor sanction has been unjustly imposed, may file a grievance with the APRC (section 13.0).

14.1.3 REASSIGNMENTS

A faculty member may be removed from classroom teaching or reassigned to other campus duties by the Dean of Academic Affairs if he/she consents to the reassignment. Reassignment may be offered to a faculty member as an alternative remedy as part of the PPRP. A memorandum of understanding (MOU) regarding the reassignment shall be drafted by the Dean of Academic Affairs and faculty member. The faculty member will have up to five business days to sign the MOU. Refusal to consent to a reassignment may not, in itself, be used as a condition or basis for sanctioning a faculty member.

A faculty member may be temporarily reassigned by the Chancellor without his/her consent in exceptional circumstances for the good of the University for up to one academic year. The existence of the exceptional circumstances must be verified by the Department Head, Division Chair, and Dean of Academic Affairs.

A faculty member who believes he/she has been removed from the classroom teaching or reassigned improperly, and who is not involved in the PPRP, may file a grievance with the APRC (section 13.0).

14.1.4 IMMINENT THREAT

If a faculty member poses an imminent threat, major sanctions can be imposed before the internal University Informal and Formal Review processes have been initiated.

If there is probable cause to believe that the actions of a faculty member pose an imminent threat to the safety of a member of the University Community, or if the faculty member has threatened destruction of University property and there is probable cause to believe the threat will be carried out, the Dean of Academic Affairs or Chancellor has the authority to suspend the faculty member from his/her teaching or other assignments and/or ban the faculty member from using University property or services.

If a major sanction is imposed based on an imminent threat, the faculty member may initiate the Academic Personnel Grievance Process (section 13.0).

14.2 ORIGIN OF ALLEGATIONS

14.2.1 ALLEGATIONS OF UNPROFESSIONAL CONDUCT

The PPRP is initiated by a Department Head, Division Chair, Dean, Chancellor, or President if the conduct of a faculty member is considered sufficiently grave to justify imposition of major sanctions. After discussing the situation with the faculty member, the administrator institutes the PPRP by preparing a written complaint and providing it to the faculty member. Only the Chancellor may institute the PPRP if a dismissal is a recommended sanction.

Exercising academic freedom of speech or political speech/ affiliation shall not be grounds for dismissal or imposition of major sanctions.

Although the PPRP may be initiated only by administrators, faculty or staff may present allegations of unprofessional conduct against another faculty member to the faculty member's department head who should investigate and proceed appropriately. If the department head is unable to resolve the complaint, the person alleging the impropriety may take the matter to the Division Chair or the Dean of Academic Affairs. If none of the three administrators chooses to initiate the PPRP, the matter is considered resolved.

14.3 THE PROFESSIONAL PRACTICES REVIEW PROCESS

14.3.1 INFORMAL REVIEW

Continued attempts for resolution can occur after a written complaint has been filed to initiate the PPRP. If the faculty member and administration can come to an agreement resolving the issues, the PPRP shall be rescinded.

14.3.2 FORMAL REVIEW

If a mutually agreeable resolution of the dispute has not been reached through informal review, the formal review process may be instituted by the Dean of Academic Affairs or Chancellor through written notification of the faculty member and the Academic Personnel Review Commission (APRC). Within 21 days, the APRC shall empanel a Faculty Hearing Panel (FHP) as set forth in Section 13.3.1.2. The APRC shall be available to advise the FHP on procedural issues, to ensure that the PPRP process is followed, and to ensure that the faculty member receives due process before sanctions are imposed. The FHP may receive legal advice from the Office of General Counsel. A faculty member can be removed from classroom teaching and/or reassigned to other campus duties while the PPRP process is proceeding if at least two of the following three administrators agree (Department Head/designee, Division Chair, and Dean of Academic Affairs). The faculty member shall continue to receive his/her salary throughout the process, and it shall not be reduced because of the reassignment.

14.3.3 DOCUMENTARY EVIDENCE

The formal charges and all evidence utilized during the informal review shall be forwarded to the FHP for review.

The administration and faculty member may present any other written evidence to the FHP, which shall also be presented to the other party.

14.3.4 PREHEARING MEETINGS

At the first FHP meeting, the FHP shall select a chair person, review the written material, and review the procedures for conducting the hearing. The chairperson of the APRC shall attend this meeting. The FHP may also hold joint prehearing meetings with the parties in order to understand the simple underlying facts, simplify the issues, effect stipulations of fact, provide for the exchange of information, or to achieve other pre hearing objectives as will make the hearing fair, effective, and expeditious. The FHP may not interview witnesses at any prehearing meetings. Any additional written material submitted to or requested by the FHP will be shared with the parties.

14.3.5 HEARING

The formal hearing may involve one or more meetings at which witnesses may be examined. Each party shall provide the names of its witnesses to the other party and the FHP in advance of the hearing. The administrator initiating the PPRP and the faculty member will each be allowed to present an opening statement without interruption and orally question the witnesses and parties. The FHP may also orally question the witnesses and parties. The administrator and the faculty member may be represented by counsel, but counsel shall not be permitted to question the witnesses or parties. The Missouri Rules of Evidence need not be followed, but the FHP will base its finding on only reliable evidence. A verbatim record of the hearing will be taken and made available to the parties at the University's cost.

14.3.6 BURDEN OF PROOF

The administration must prove its case against the faculty member by a preponderance of the evidence.

14.3.7 CONFIDENTIALITY

To the extent practical, the informal and formal PPRP shall be confidential. All proceedings of the FHP shall be conducted in private, and the FHP report shall be available only to the parties to the grievance, those involved in the process, and those acting on any appeal.

14.3.8 REPORT

The FHP shall prepare a written report divided into findings of fact and recommendations with supporting reasons which shall be presented to the Dean of Academic Affairs and the faculty member within 7 days of the conclusion of the hearing. A minority report also may be prepared.

14.3.9 TIME PERIOD

The time between the empanelling of the FHP and the preparation of the FHP report shall be no longer than 60 days unless there are exceptional circumstances. Extensions must be approved by the APRC.

14.4 POST-HEARING PROCEDURE

14.4.1 DEAN OF ACADEMIC AFFAIRS REVIEW

The Dean of Academic Affairs shall accept the FHP findings of fact, but is not required to accept the FHP recommendations or sanctions. If the Dean of Academic Affairs imposes different sanctions on a faculty member than recommended by the FHP, said sanctions shall be set forth in writing and presented to the faculty member within 14 days of the date of the FHP report. If the Dean of Academic Affairs is a party to the dispute, the Chancellor will fulfill this function.

14.4.2 APPEAL RIGHTS

If major sanctions are imposed by the Dean of Academic Affairs on a faculty member, the faculty member may prepare a written appeal to the Chancellor within 14 days of receiving the decision of the Dean of Academic Affairs. The Chancellor will rule on the appeal within 30 days of its receipt and notify the faculty member of the results in writing.

14.4.3 RIGHT TO APPEAL TO THE BOARD OF GOVERNORS

When the FHP, Dean of Academic Affairs, and Chancellor do not agree on the sanctions, the faculty member shall have the right to appeal to the Board of Governors. If the sanction is dismissal, the decision may always be appealed to the Board of Governors. The appeal must be filed within 14 days of the receipt of written notification regarding implementation of sanctions from the Chancellor.

14.4.4 INFORMATION PROVIDED TO THE BOARD OF GOVERNORS

The Board of Governors reviews the case, including all documentation, written findings and recommendations. The following reports must be forwarded to the Board of Governors for review:

1. Comments and Recommendations of the APRC
2. Findings of Fact and Recommendations of the FHP; and
3. Recommendations of the Dean of Academic Affairs and Chancellor.

14.4.5. BOARD OF GOVERNORS IS FINAL AUTHORITY

The Board of Governors has discretion regarding hearings, presentations, and review. The decision of the Board of Governors shall be final.

15.0 SEPARATION FROM EMPLOYMENT

15.1 RESIGNATION

Faculty members may terminate their appointments effective at the end of an academic year, provided that they give notice in writing at the earliest possible opportunity, but no later than May 15, or thirty days after receiving notification of the terms of appointment for the coming year, whichever date occurs later. Faculty members may properly request a waiver of this requirement of notice in case of hardship or in a situation where they would otherwise be denied substantial professional advancement or other opportunity.

15.2 RETIREMENT

The University complies with the Age Discrimination and Employment Act. Amendments to this federal law have removed mandatory retirement based on age.

All retired faculty members may have the following benefits: faculty discount at the Drago College Store, admission to convocations on campus, use of the facilities of the Library, use of the Putnam Student Center, faculty privileges for admission to athletic activities and use of the West Plains Civic Center swimming pool during Missouri State University sessions.

Each faculty member retired from Missouri State University is entitled to continue the same medical insurance coverage he or she had before retirement, including dependent coverage. The retiree must assume the cost, which will be at the group rate that is currently in effect. This eligibility continues until the retiree is eligible for Medicare. Although a retiree is no longer eligible for the group term life insurance plan provided by the University, the retiree is guaranteed the option to convert to ordinary life insurance with the same company but at a higher rate based upon individual policy rates and the retiree's age. The Director of Human Resources can provide more specific information regarding retirement and insurance.

15.3 TEACHING FOR MISSOURI STATE UNIVERSITY-WEST PLAINS AFTER RETIREMENT

From time to time, the University may offer individual retired faculty members the opportunity to teach one or more courses after retirement. For retired faculty members who have been granted emeritus status, the compensation for such teaching would be at the rate of 2.5 percent of the average annual salary per credit hour for the retiree's rank during his or her last year of employment at the University. If a retired emeritus faculty member wishes to teach a course that does not meet minimum enrollment guidelines, the administrator and faculty member may negotiate for a salary rate that is less than 2.5 percent of the average annual salary per credit hour for the retiree's rank during his or her last year of employment at the University. For retired faculty members who have not been granted emeritus status, compensation for teaching after retirement shall be at the regular per course rate.

A retired faculty member who teaches part-time for Missouri State University after retirement will continue to receive his or her retirement benefits. The retiree must not work more than the equivalent of half-time employment. The teaching load would ordinarily be up to six hours per semester; special permission may be granted by the Dean of Academic Affairs for a retired faculty member to teach more than six hours during a given semester, but no more than 12 hours during the academic year. The retiree can earn up to a specified amount each calendar year and still collect full Social Security benefits.

15.4 NOTICE OF NON-REAPPOINTMENT OF TENURE TRACK FACULTY

Policies regarding notice of non-reappointment of ranked faculty during the probationary period may be found in Section 3.9.

15.5 DISMISSAL

The following Missouri statutes provide the basis for the University's policy for dismissing tenured faculty members or for dismissing untenured faculty members prior to the expiration of a term appointment:

174.140.--Each Board of Governors may appoint and remove the president or any professor or teacher in any state college in its district; may fix the duration, terms and conditions of their offices and compensation; may enter into agreements for and make contributions to both voluntary and statutory retirement plans for the Chancellor, professors and teachers; and under rules adopted by the board may extend the provisions of the workmen's compensation law to all employees thereof.

(RSMo 1939 Sec. 10765, A.L. 1947 V.II p. 382, A.L. 1979 p. 288)

Prior revisions: 1929, Sec. 9608; 1919, Sec. 11503; 1909, Sec. 11074 174.150.--

1. No president, professor or teacher shall be removed except for incompetency, neglect or refusal to perform his duties, dishonesty, drunkenness or immoral conduct; nor shall such president, professor or teacher be removed until after ten days' notice, in writing, stating the nature and cause of removal; and he shall have an opportunity to make a defense before the Board by counsel or otherwise; and be allowed to introduce testimony which shall be heard and determined by the Board.
2. In every case of suspension or expulsion by the faculty the person suspended or expelled shall be allowed an appeal to the Board from the decision of the faculty, and the Board shall prescribe the manner and mode of proceeding in the matter of such appeal; but the decision of the Board upon such appeal shall be final.

(RSMo 1939, Sec. 10766)

Prior revisions: 1929, Sec. 9609; 1919, Sec. 11504; 1909, Sec. 11075

When, in the view of the Chancellor, there are substantive grounds under the law for the dismissal of a tenured faculty member or the dismissal of a faculty member previous to the expiration of a term appointment, the Chancellor or his delegate will frame with reasonable particularity a statement of charges. This step will be taken only when less drastic courses of action do not produce, or promise to produce, a remedy. Those less drastic courses of action may include but not be limited to the following: (1) discussions between the faculty member and appropriate administrative officers, and (2) informal inquiry by the Academic Personnel Review Commission which may, failing to effect an adjustment, determine whether in its opinion dismissal proceedings should be undertaken, without its opinion being binding upon

the Chancellor (3) peer review process. Instigation of the peer review process is at the discretion of the Chancellor.

15.5.1 DISMISSAL PROCEDURES

The Chancellor will initiate formal dismissal proceedings by addressing a written communication to the faculty member informing him or her of the statement of charges, and that he or she will be dismissed or suspended without pay as of a date specified in the written communication, but in no case less than thirty working days from the date of delivery of the communication. The faculty member will also be notified by the Chancellor that he or she may file a formal grievance with the Academic Personnel Review Commission within thirty days from the date of the delivery of the communication. If a grievance is filed, the Hearing Officer will hear the case. If no grievance is filed, the dismissal or suspension will take effect as indicated in the written communication specified above.

Pending final decision, the faculty member will be suspended, or assigned to other duties in lieu of suspension, only if immediate harm to the faculty member or others, including students and the education process, is threatened by continuance. Before suspending a faculty member, pending an ultimate determination of the faculty member's status through the grievance process, the administration will consult with the Faculty Senate Executive Committee concerning the propriety, the length, and the other conditions of the suspension. Salary will continue during the period of suspension. The faculty member may request review by the Board of Governors of the dismissal or suspension without pay, as provided in 174.150, R.S.Mo. The faculty member may agree to the review being on the record of the hearing before the Hearing Officer.

15.6 CHECK-OUT PROCEDURES FOR FACULTY MEMBERS LEAVING THE EMPLOY OF THE UNIVERSITY

All faculty members leaving the employ of the Missouri State University-West Plains must complete a property clearance form which is available from the Business Office. A copy of this form is required by the Business Office before final paychecks are issued.

15.7 REDUCTION IN FORCE DUE TO FINANCIAL EXIGENCY

15.7.1 PRELIMINARY CONSIDERATIONS

Declaration of the existence of a financial exigency is the responsibility of the Board of Governors. This declaration will take place only if there is a financial crisis of such magnitude that all other reasonable measures have been taken and there is no alternative to the termination of University faculty who otherwise would have the expectation of continuing employment. The measures which precede this declaration of exigency and the process leading to its declaration are detailed in *The Missouri State University-West Plains Financial Exigency Policy*, included in the *Faculty Handbook* as Appendix B. This policy will be changed only through the procedures specified for amendment of the *Faculty Handbook* in Section 16.0. Actions taken will be in accordance with the principles stated

below, subject to the condition that special care will be taken so that the burden of financial exigency does not fall disproportionately on those for whom affirmative action was taken:

1. The preservation of viable academic programs for the University shall be the primary goal.
2. The faculty must not bear an undue proportion of the budgetary cutbacks. Every reasonable effort will be made by the Administration to reassign faculty members to other mutually acceptable professional work for which they are qualified at Missouri State University-West Plains, in order to prevent the termination of employment of faculty members.

15.7.2 FACULTY REDUCTIONS

If the financial exigency requires a reduction in the personnel services budget for Academic Affairs, faculty members' employment will be terminated according to the process detailed in *The Missouri State University-West Plains Financial Exigency Policy* (Appendix B) following these priorities:

1. First: Termination of part-time, unranked personnel in all departments to the degree that their duties could be absorbed by full-time faculty members and still retain student enrollments.
2. Second: Within academic divisions, full-time faculty members will be terminated according to the following priorities:
 - a. First: Termination of unranked faculty members to the degree that their duties could be absorbed by ranked faculty members.
 - b. Second: Termination of non-tenured ranked faculty members with six or fewer years of service to Missouri State University-West Plains to the degree that their duties could be absorbed by tenured faculty members.
 - c. Third: Termination of tenured faculty members with fewer than twelve years of service to Missouri State University-West Plains to the degree that their duties could be absorbed by other tenured faculty members.
 - d. Fourth: Termination of tenured faculty members with twelve or more years of service to Missouri State University-West Plains.

15.7.3 PROGRAM REDUCTIONS

If the crisis created by the financial exigency cannot be managed by distributed personnel reductions as detailed in *The Missouri State University-West Plains Financial Exigency Policy* (Appendix B), it may become necessary to eliminate one or more academic programs. Such program elimination shall be accomplished according to the process detailed in *The Missouri State University-West Plains Financial Exigency Policy*.

15.7.4 RIGHTS OF TERMINATED FACULTY MEMBERS

At the termination of a faculty member due to financial exigency, Missouri State University-West Plains will provide the affected faculty member with a written notice of termination including a summary of the information and data used to make the termination decision as well as a description of the manner in which the decision was reached. This notice of termination must be provided according to the same requirements of timely notice of non-appointment of ranked faculty members during the probationary period, as prescribed in section 3.9 of this Handbook, except in the case of an extraordinary financial exigency which, as agreed to by the Faculty Senate and the Chancellor, would make it impossible for Missouri State University-West Plains to give such notice. This notice of termination for tenured faculty must be provided at least 12 months before the effective termination date.

Faculty given notice of termination have the right to a full hearing before a faculty committee to assess the validity of the educational judgments and the criteria for identification for termination, and to determine whether the criteria are being properly applied in the individual case. The faculty committee shall consist of five members, including the two members of the Academic Personnel Review Commission (APRC), plus one additional tenured faculty member selected by the Executive Committee of the Faculty Senate, one additional academic administrator selected by the Chief Academic Officer, and one additional tenured faculty member (not currently serving as an academic administrator) chosen by agreement of the Executive Committee of the Faculty Senate and the Chief Academic Officer. A recording of the hearing will be made. The faculty member will be permitted to introduce documentation and testimony determined by the chair of the hearing committee to be relevant. The administration would be permitted to similarly respond. Both the faculty member and the administration may be represented by legal counsel. Any request for hearing must be made within five (5) calendar days of receipt of the notice of termination. The faculty committee must report its decision, the number of votes cast on each side (but not identifying the votes of the individual committee members), and a rationale for its decision within ten (10) calendar days of the hearing.

Either the faculty member or the administration may appeal the decision of the faculty committee to the Board of Governors. An appeal to the Board of Governors must be made in writing, and must be filed with the Chancellor within ten (10) calendar days following the decision of the faculty committee; otherwise, the opportunity for appeal will be lost. Upon receipt of the written appeal, which must state the basis for the appeal, the Chancellor will notify the President of the Board of Governors. At the next regular Board meeting, or as otherwise determined appropriate by the President of the Board, the Board will decide whether to hear the appeal. If the Board refuses to hear the appeal, the decision of the faculty committee is affirmed. If the Board agrees to hear the appeal, the hearing may be formal or informal, and the time and place of such hearing will be communicated within a reasonable time to all parties involved. The Board, or its designated committee shall have access to all facts and information it may feel are relevant and material to the issue. Parties to the appeal may be represented by legal counsel. The presiding officer selected by the Board of Governors will rule on all questions of evidence or procedure. Upon conclusion of such appeal, the Board, or its designated committee, will render a finding in writing that will be final.

During the 12 months prior to effective termination, the faculty member will be permitted to continue in professional duties at Missouri State University-West Plains with full salary and benefits. Salary shall be paid monthly for the duration of the 12-month period or until the faculty member obtains full-time outside employment. If the faculty member obtains full-time outside employment at a pay rate and with benefits that are less than the Missouri State University-West Plains pay rate and benefits, then Missouri State University-West Plains shall pay the difference for the remainder of the 12 month period. If the faculty member chooses to leave Missouri State University-West Plains during this 12-month period for any reason other than to accept full-time outside employment, Missouri State University-West Plains' salary and benefit commitment will cease. The faculty member and Missouri State University-West Plains retain the option to negotiate individual alternative arrangements by mutual agreement between the parties.

Missouri State University-West Plains will provide reasonable assistance to faculty members who are terminated as a result of financial exigency in their search for other employment.

Faculty members terminated because of a financial exigency will have the following rights of recall and seniority, in reverse order of termination. A replacement for a faculty member's position shall not be appointed within three academic years after the effective date of the termination of said faculty member. During this three-academic-year period, prior to the appointment of any new faculty member in a terminated faculty member's position, Missouri State University-West Plains shall offer reappointment by registered mail to such terminated faculty member at his or her last known address. Said faculty member shall have 30 calendar days within which to accept or decline the offer in writing. Should said faculty member indicate in writing that he or she desires to accept reappointment at Missouri State University-West Plains, then such reappointments shall be held open by Missouri State University-West Plains for such a period of time as may be necessary for the faculty member to fulfill any commitment he or she may have made to the faculty member's then-current employer, provided that such commitment does not extend beyond the period of one academic year. A recalled faculty member shall be reinstated to those years of service credits that he or she had accrued at the time termination occurred.

15.8 REDUCTION IN FORCE DUE TO ELIMINATION OF ACADEMIC PROGRAMS FOR REASONS OTHER THAN FINANCIAL EXIGENCY

15.8.1 DEFINITION

"Academic program" means any course of study approved through the curricular process of Missouri State University-West Plains and appearing in the curricular offerings of Missouri State University-West Plains listed in the Program Inventory for Public Institutions published by the Coordinating Board for Higher Education of the State of Missouri.

15.8.2 PROCEDURES FOR ELIMINATING ACADEMIC PROGRAMS

Except as provided in Section 15.7.3, an academic program will be considered for elimination only if the program is no longer viable for academic, enrollment, or accreditation reasons. Any proposal to eliminate an academic program will be forwarded to the Dean of Academic Affairs. If the Dean concludes that the proposal has merit, she/he will forward it to the Faculty Senate for its action. The Senate will receive

recommendations from the academic division(s) involved and the Budget Review Committee before taking action.

Reorganization of academic programs cannot result in the elimination of any academic program without utilization of the procedures required herein.

15.8.3 RIGHTS OF FACULTY MEMBERS IN ELIMINATED PROGRAMS

Non-tenured ranked faculty members with teaching assignments in the academic program to be eliminated will be given notice of non-appointment as prescribed elsewhere in this Faculty Handbook. Tenured faculty members with teaching duties in the program to be eliminated will be assigned other available responsibilities for which they are qualified within the department. In those cases where there is no alternative assignment available within the department, at least one of the following courses of action shall be offered in good faith by the University in consultation with the tenured faculty member and the affected department(s):

1. Early retirement
2. Transfer of teaching duties to a different department
3. Transfer of assigned duties to another professional position within the University, without loss of tenure
4. Retraining for a position inside or outside the University

If none of the courses of action listed above is mutually agreeable, the tenured faculty member will be released from service to the University. The University will provide the affected faculty member with a written statement including the information and data used to make the termination decision as well as a description of the manner in which the decision was reached. This statement of notice of termination must be provided at least one full calendar year prior to the effective date of the termination.

The terminated tenured faculty member shall be given severance pay consisting of the continuation of his or her regular monthly salary (including fringe benefits) for a period of 12 months, plus an additional 30 calendar days' salary payment for each year of academic service to Missouri State University, to a maximum of 12 years of service. As an alternative and at the University's option, the terminated tenured faculty member shall be given extended notice, during which he or she will continue in professional duties with full salary and benefits, equivalent to 12 months plus an additional 30 days' notice for each year of academic service to Missouri State University to a maximum of 12 years' service. Salary shall be paid monthly until the severance pay benefits or extended notice ends or until the faculty member is recalled by the University, or until the faculty member obtains outside employment. If the faculty member obtains outside employment at a pay rate and with benefits that are less than the University pay rate and benefits, then the University shall pay the difference for the period of eligibility for severance pay.

When tenured faculty of eliminated academic programs and the Administration have mutually agreed to retraining, the retraining will consist of the following components: (1) the retraining period of the affected tenured faculty member may be for as long as one academic year's duration whether the retraining is for a position with the University or for a position outside the University; (2) retraining may consist of course work or practical work completed on the Missouri State University campus or course work or practical work completed on another campus; (3) during the faculty retraining period, the tenured faculty member shall receive his/her salary and fringe benefits at the same level he/she would receive on sabbatical leave; and (4) the University will, for a faculty member undergoing retraining on the Missouri State University campus, waive course fees to a total of 30 hours of credit. For a faculty member undergoing retraining on another campus, the University will pay the tuition or fees to a total of the cost of 30 hours of credit on the Missouri State University campus.

Faculty members who accept a retraining program for a position outside of the University are not eligible for additional severance benefits.

Faculty members terminated because of academic program elimination will have the following rights of recall and seniority. If the academic program or similar academic program is reinstated, a replacement shall not be appointed within 36 calendar months from the effective date of the termination of said faculty member. During this period, prior to the appointment of any new faculty member, the University shall offer reappointment by registered mail to all qualified terminated faculty members in inverse order of their termination at his/her last known address. Said faculty member(s) shall have 30 calendar days within which to accept or decline the offer in writing. Should a faculty member to whom an offer of recall is made indicate in writing that he/she desires to accept reappointment at the University, such appointment shall be held open by the University for such period of time as may be necessary for the faculty member to fulfill any commitment such member may have made to his/her then-current employer, provided that such commitment does not extend beyond a period of 365 calendar days from the date of offer.

A recalled faculty member shall be reinstated to all years of academic service to Missouri State University accrued at the time of termination.

16.0 AMENDMENTS

16.1 AMENDMENTS TO PART 1.0 OF THE FACULTY HANDBOOK

All sections of Part 1.0 of this Handbook, with the following exceptions, may be amended by the Board of Governors upon the recommendation of the Chancellor. The exceptions are as follows:

16.1.1 FACULTY SENATE AND FACULTY CONSTITUTION (section 1.5.2)

Amendments to the Faculty Constitution and changes in the function of the Faculty Senate may be made through Board-approved University governance processes.

16.2 AMENDMENTS TO PREAMBLE, SECTION 1.5.2, AND PARTS 2.0 THROUGH 16.0 OF THE FACULTY HANDBOOK

16.2.1 RESERVED STATUTORY RIGHTS

While the Board of Governors seeks to share the governance of the University with the faculty to the degree set forth in the policy statements of this Handbook, in so doing, the Governors do not abrogate their statutory duties required by Chapter 174, Missouri Revised Statutes, which include the right, if they deem it essential to the proper management of the University, to amend the provisions of this Handbook. If such amendment is deemed necessary, the Governors pledge that they will follow the procedures set forth herein in effecting such amendments.

16.2.2 AMENDMENT PROCESS

Proposed amendments to the Preamble, Section 1.5.2, and Parts 2.0 through 16.0 of the Faculty Handbook will be considered and acted upon pursuant to a procedure similar to that utilized in the creation and adoption of this Faculty Handbook, described as follows:

1. The Executive Committee of the Faculty Senate shall appoint a Faculty Handbook Revision Committee, as a standing committee
2. The Faculty Handbook Revision Committee shall consider any amendment proposed by the Board of Governors, the administration, or members or units of the faculty. Further, the Committee shall conduct a septennial review of the Faculty Handbook to consider whether additional amendments are needed. In all cases the Committee shall seek to reach a reasoned consensus. The Committee shall file a report with the Faculty Senate stating the Committee's recommended action
3. The Faculty Senate shall consider the recommendations of the Faculty Handbook Revision Committee within thirty calendar days of the submission of the Committee's report, and shall file its recommended action with the Board of Governors and the administration
4. The Board of Governors shall thereafter consider the report of the Faculty Handbook Revision Committee, the Faculty Senate, and recommendations made by the administration before taking action on the proposed changes. The Board shall also hold an open meeting to receive comments from interested parties on the proposed changes before taking final action.
5. Under circumstances as certified by the Chancellor for urgent reason, including change in law, where either the legislature or the Coordinating Board for Higher Education makes requirements which necessitate a change in any policy contained herein, the Chancellor may forward directly to the Board of Governors the changes deemed immediately essential to meet the aforesaid requirements without the same having been first submitted to the Faculty Handbook Revision Committee, or the Faculty Senate, as required in items 2 and 3 above. In all such cases, before taking action, the Governors shall request the Faculty Handbook Revision Committee and the Faculty Senate to convene and consult with the administration concerning the proposed action. The failure of either body to convene and consult shall not prevent the Governors from proceeding after a reasonable period of time has been afforded

16.3 AMENDMENTS TO TAKE EFFECT

Following final approval by the Board of Governors, the Faculty Handbook shall remain in effect until amended in accordance with the procedures set forth above. All Amendments, except those adopted pursuant to item.5, above, shall take effect at the commencement of the academic year following the adoption of the amendments by the Board of Governors. All amendments so adopted shall be incorporated into the Faculty handbook as a permanent revision thereto.

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Appendix C: History, Accreditation, and Professional Organizations

Section I: History

Southwest Missouri State College (SMS)	
1963	(SMS) establishes Residence Center in West Plains. The Center opens September 16 with 111 students.
1965	North Central Association of Colleges and Secondary Schools (NCA) grants joint accreditation between SMS and Residence Center.
1972	Name changed to Southwest Missouri State University
1973	(SMSU) Residence Center receives first state funding (\$50,000 for operating expenses)
1976	Enrollment quadrupled since campus' inception with 450 students.
1977	<ul style="list-style-type: none"> Name changed to the West Plains Campus of SMSU (SMSU-WP) Coordinating Board of Higher Education (CBHE) authorizes awarding of Associates of Arts Degree in General Studies.
1982	The State Board of Nursing and CBHE approve awarding of Associate of Science in Nursing.
1988	<ul style="list-style-type: none"> SMSU-WP Nursing students ranked first in Missouri and fourth in nation by National Council Licensure Examination Summary Profiles. Nursing program accredited by National League of Nursing SMSU-WP celebrates 25th anniversary with enrollment of 700 students.
1993	Enrollment tops 1,000 mark with 1,016 students enrolled.
1994	West Plains Campus granted 5 year independent accreditation by North Central Association.
1995	<ul style="list-style-type: none"> Associate of Applied Science (AAS) degrees established. SMSU-WP Mountain Grove Extended Campus opens serving 60 students.
1998	SMSU begins offering bachelor's and master's degrees on the West Plains Campus
2000	<ul style="list-style-type: none"> SMSU-WP opens China branch at Liaoning Teachers University (LTU) in Dalian.

	<ul style="list-style-type: none"> • SMSU-WP offers first online courses. • Enrollment tops 1,500 mark with 1,525 students 193 students were enrolled SMSU bachelor's and master's degree programs.
2001	<ul style="list-style-type: none"> • SMSU-WP Grizzly Booster Club awarded a three-year bid to host the NJCAA Division I National Volleyball Tournament • SMSU-WP's first study abroad program established with three students spending the fall semester at the SMSU-WP's LTU campus in Dalian, China.
2005	Through legislative action, SMSU becomes Missouri State University and SMSU-WP becomes Missouri State University-West Plains
2008	The Corps of Opportunity Program was implemented
2009	Enrollment tops the 2,000 mark with 2,162 students.
2011	Missouri State University-West Plains established its first endowed professorship
2012	Missouri State University-West Plains received the largest gift in the campus' history – a \$4 million gift from the Lorene Thompson Brooks estate.
2012	Missouri State University-West Plains established its second endowed professorship

Section II: Accreditations and Professional Organization Memberships

- American Association for Respiratory Care
- American Association of Community Colleges (AACC)
- American Association of University Professors-Network for Good
- American Economic Association
- American Library Association
- American Nurses' Association (ANA)
- American Political Science Association
- American Student Government Association
- Association for Computing Machinery
- Association for Institutional Research
- Association of International Educators (NAFSA)
- Association of Veterans Education Certifying Officials (AVECO)
- AVCA 2 year head coach Membership Renewal
- CASE
- Commission on Accreditation for Respiratory Care

- Community College Survey
- Council for Opportunity in Education
- Council of North Central Two-Year Colleges (CNCTYC)
- EDUCAUSE
- Future Business Leaders of America
- Grant Professionals Association
- Mid-American Assoc. of Educational Opportunity Program Personnel
- Mid-States Association of College Stores (MSACS)
- Missouri Association for College Admission Counseling (MOACAC)
- Missouri Ethics Commission
- Missouri League of Nursing
- Missouri Library Association
- Missouri School Counselor Association (MSCA)
- Missouri State Board of Nursing
- MO Association of Student Financial Aid Personnel (MASFAP)
- Mountain Grove Chamber of Commerce
- National Association for Community College Entrepreneurship
- National Association for Developmental Education (NADE)
- National Association for the Education of Young Children
- National Association of College Stores (NACS)
- National Association of Student Financial Aid Administrators (NASFAA)
- National Athletic Training Association (NATA)
- National Junior College Athletic Association (Region 16) - Men
- National Junior College Athletic Association (Region 16) - Women
- National League for Nursing (NLN)
- National League for Nursing Accrediting Commission (NLNAC)
- National Organization for Associate Degree Nursing (N-OADN)
- National Strength and Conditioning Association (NSCA)
- National Student Nurses Association
- Nursing Education Consortium of Southwest Missouri
- Oxford University Press
- Phi Theta Kappa
- Rotary Club of West Plains
- Rural Community College Alliance (RCCA)
- Speech and Theater Association of MO

- The Higher Learning Commission (HLC)
- VISA-Aacrao
- VISA-American Association for State and Local History
- VISA-MACRAO
- Visa-Sq* Downtown West Plains-Ozarks Small Business
- West Plains Chamber of Commerce
- West Plains Country Club

2013/2014

MISSOURI STATE UNIVERSITY

WEST PLAINS FACULTY HANDBOOK

(Last revision effective 2012/2013)

**Faculty Handbook Approved by
Missouri State University
Board of Governors
Original Approval Date--December 17, 1993**

Administrative Forward:

The Faculty Handbook for Missouri State University-West Plains will be reprinted and distributed to faculty every seven years following the septennial review by the Faculty Handbook Committee and approval of changes by the Board of Governors. Printing will be in loose-leaf format and pagination will be designed to accommodate page by page changes as needed in the years between printings.

PREAMBLE

This Faculty Handbook reflects the policies of Missouri State University-West Plains in effect as of the date of publication. It prescribes the conditions of employment of all members of the faculty, both ranked and unranked.

The Faculty Handbook represents campus-wide policy and takes precedence over policy promulgated by divisions, departments or other units within Missouri State University-West Plains. This does not preclude divisions, departments or other units within Missouri State University-West Plains from issuing policy documents separate from the Faculty Handbook; however, while all such documents may amplify, add detail to, and expand upon policies contained in the Faculty Handbook, all policy disputes shall be resolved in favor of those contained in the Faculty Handbook.

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1.0 PURPOSE, ORGANIZATION and GOVERNANCE

1.1 History

Missouri State University is a metropolitan university whose principle purpose is to develop educated persons. The Missouri State University system includes a selective admissions campus at Springfield, a two-year open admissions campus at West Plains, and a research campus at Mountain Grove.

Missouri State University-West Plains specializes in providing quality education to students of all ages in the south central Ozarks region of Missouri and north central region of Arkansas. For 35 years, the college has grown and expanded to offer a liberal arts transfer curriculum at the freshman and sophomore levels, selected occupational and technical education programs, and a variety of continuing education courses.

Missouri State University-West Plains was founded in 1963 as the West Plains Residence Center. In 1977, the Missouri State University Board of Regents and, subsequently, the Missouri legislature, designated the name West Plains Campus of Missouri State University to replace Residence Center. In 1981, the legislature enacted a permanent status bill for the campus. In 1991, the legislature passed House Bill 51 which gave the West Plains Campus the authority to offer One-year certificates, two-year associate degrees and credit and non-credit courses.

Missouri State University-West Plains offers associate degrees, transfer programs and training for immediate employment. Missouri State University-West Plains is accredited by the North Central Association of College and Secondary Schools, 30 North LaSalle Street, Suite 2400, Chicago, IL 60602. Phone: (312) 263-0456.

1.2 Missouri State University-West Plains Mission

A mission that is concise and focused allows the campus to concentrate on initiatives to fulfill the mission and to consistently communicate the mission to constituents. The Missouri State University-West Plains mission is to provide quality educational opportunities to south central Missouri.

The mission of Missouri State University-West Plains began in 1981 when the Missouri General Assembly passed the following statute: "The board of regents of Missouri State University is authorized to continue the program of higher education at West Plains, Missouri, which was begun in 1963 and which shall be known as the West Plains Campus of Missouri State University." (174.500, Laws of Missouri.)

In June 1991, the Legislature expanded that mission to read:

The coordinating board for higher education in cooperation with the board of regents shall develop a mission implementation plan for the campus at West Plains, Howell County, which is known as the West Plains Campus of Missouri State University, and which shall be a teaching institution, offering one-year certificates, two-year associate degrees and credit and noncredit courses to both traditional and non-traditional students to meet the on-going and emerging employer and educational needs of the citizens of the area served. (174.500, Laws of Missouri.)

1.2.1 Goals for Missouri State University-West Plains

1. Educate students for constructive citizenship, meaningful careers, and lifelong learning through the delivery of accredited and affordable programs.

2. Cultivate educational, technological, cultural and economic development within our service area.
3. Foster an environment that enables individual student learning and success.
4. Operate as an integral entity within the MISSOURI STATE UNIVERSITY system.
5. Engage constituencies in a continuing conversation that stimulates innovation, progress and excellence.
6. Practice good stewardship of resources.
7. Assess institutional effectiveness and plan for the future.

1.2.2 University Mission

Missouri State University is a three-campus metropolitan university whose single purpose is to develop educated persons while focusing on five themes: professional education, health care, business and economic development, and performing arts, with a statewide mission in public affairs. Missouri State University-West Plains is a two-year campus within the Missouri State University system.

The Missouri State University system includes a selective admission campus at Springfield, a two-year open admission campus at West Plains, and a research campus at Mountain Grove. Missouri State University's three campuses operate as a system under the direction of a coordinating council composed of representatives from each of the three campuses.

1.3 Governing Board

The statutes of the State of Missouri prescribe that Missouri State University is "under the general control and management" of the Board of Governors. All statutory powers not specifically delegated by the Board to the President of the University and/or the faculty are retained by the Board to be exercised in its sole prerogative.

The Board consists of eight members, including one student member. Seven members of the Board are appointed by the Governor of Missouri with the advice and consent of the Missouri State Senate. The student member serves a two-year term. Other members serve six-year terms; two appointments are normally made every biennium during a regular session of the General Assembly. Not more than four members of the Board, excluding the student member, may belong to the same political party.

1.4 Administrative Organization and Governance

1.4.1 President of the University System

The President is the chief executive officer of the University system. The President is responsible to the Board of Governors for the administration of all policies adopted by the Board and for the execution of all acts of the Board.

1.4.2 Chancellor of Missouri State University-West Plains

The Chancellor of Missouri State University-West Plains is the chief administrative officer for the West Plains Campus and advises the President on all matters pertaining to Missouri State University-West Plains. The Chancellor is responsible for the overall administration of

Missouri State University-West Plains, including the academic programs, faculty and staff personnel matters, financial affairs, student life, athletics, physical plant, and liaison to the various publics of Missouri State University-West Plains. The major advisory body working with the Chancellor is the Administrative Council composed of the Dean of the College, the Dean of Student Services, the Director of Business Services, the Director of Computer Services, the Director of Development and Alumni Relations, the Director of University/Community Programs, the Director of University Communications, and the Special Projects Coordinator.

1.4.3 Dean of the College

The Dean of the College leads the planning, development, coordination, implementation, assessment, and delivery of all academic and non-credit programs; the articulation of programs from area vocation schools and to four-year institutions; the bachelor's and master's degree completion programs as well as activities which have as their principal mission the support of academic programs, including the Garnett Library, the Academic Support Center and the Center for Continuing Education and Outreach (CCEO). The Dean will oversee the offices of Institutional Research, Distance Learning, and the academic programs on the Houston and Mountain Grove Campuses as well as nurture the growth of supportive relationships in communities served by Missouri State University-West Plains academic programs.

1.4.4 Assistant Dean

The Assistant Dean provides assistance to the Dean of the College in the administration of the college and may also represent the campus at external meetings. In the absence of the Dean of the College, the Assistant Dean serves as the Chief Academic Officer of the campus. Specific duties may include, but are not limited to, department head and faculty recruitment, development and discipline; department head and faculty evaluation; program development; program review; student advisement, scholastic action, and academic appeals; college budgeting and budget control; indirect supervision of the teaching, research, and service activities of the college.

1.4.5 Dean of Student Services

The Dean of Student Services is the chief student-personnel officer of the campus and provides executive leadership for the general management of the Division of Student Services, which includes Admissions, Career Services, Financial Aid, Food Services, Men's and Women's Athletics, Registration and Records, Student Academic Advisement, and Student Life and Development.

1.4.6 Director of Business Services

The Director of Business Services is the chief administrative and financial officer of the campus and advises the Chancellor on all matters pertaining to the management and operation of general administrative and business service functions, and the management and operation of the accounting, accounts receivable, accounts payable, budget control, bursar, credit management, collections, fiscal planning, financial statement preparation, and investing functions. The Director is fiscally responsible for budgeting and executing the campus' capital appropriations. The Director serves as the senior executive officer responsible for providing leadership and management of the following administrative and financial service functions: Human Resources, Physical Plant Administration, Procurement Services, and Safety and Transportation.

1.4.7 Director of Computer Services

The Director of Computer Services is the senior administrative officer for the Office of Computer Services at Missouri State University-West Plains and is responsible for the coordination and use of computing and network resources and for providing support to satisfy the academic and administrative computing needs of the campus. The director serves as the liaison to the Missouri State University Associate Vice President for Information Technology.

1.4.8 Director of Development and Alumni Relations

The Director of Development and Alumni Relations is responsible for the development, implementation and supervision of fund-raising and alumni programs for Missouri State University-West Plains and serves as a liaison with the Missouri State University Foundation.

1.4.9 Director of University/Community Programs

The Director of University/Community Programs at Missouri State University-West Plains is directly responsible for the management and daily operation of the University/Community Programs, including the Small Business Development Center, the Aquatics/Wellness program, the Higher Education Resource Center, and the Theater and Events Program delivered through the West Plains Civic Center.

1.4.10 Director of University Communications

The Director of University Communications is the chief public relations officer for Missouri State University-West Plains. The Director is responsible for developing and implementing public relations programs in support of the University's mission, providing public relations counsel to the Chancellor and other campus officials, and supporting the University's marketing efforts. The Director is responsible for the coordination of activities that expand and enhance the image of the campus. Those activities include the following areas: community relations, governmental relations, internal communications, and publications.

1.4.11 Special Projects Coordinator

The Special Projects Coordinator provides special support services to the Chancellor for the general administration of the campus.

1.5 Faculty Senate

The Missouri State University-West Plains Faculty Senate acts as the faculty governing body responsible for program planning and curriculum development for Missouri State University-West Plains. As stated in the Faculty Senate Constitution, (see Appendix for complete constitution) the purpose of the Senate is "...to handle curricular items, to provide a forum for the discussion of Faculty concerns, and to communicate these concerns to the university community," (Art. II, Constitution of the Faculty Senate, p.1).

Each person currently teaching a course for MSU-West Plains is welcome to attend the meetings of the Faculty Senate, unless the voting members decide to have a closed session. Ranked faculty and lecturers have voting privileges. In addition, the per-course faculty may elect one voting representative. One representative of the Student Government Association shall serve as an ex-officio member. A chairperson, chairperson-elect and secretary serve as the officers of the Senate. Several standing committees have been established by the Faculty Senate. (See By-Laws of the Faculty Senate.)

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2.0 ACADEMIC PERSONNEL POLICIES

2.1 Definitions

In this Faculty Handbook the following definitions are used:

Master's degree means a master's or equivalent degree in the appropriate discipline.

Ranked faculty means faculty members holding the rank of instructor, assistant professor, associate professor, or professor.

Scholarship, Research and Creative Activity means the systematic investigation in some field of knowledge undertaken to discover or establish facts or principles, and the scholarly effort to interpret, integrate or synthesize research findings or the preparation and execution of creative projects. Research is defined more fully in section 2.3.3.2.

Service (when used to identify one of the three basic areas of faculty responsibility) means the contribution of a faculty member to the effective functioning of the University as an institution, to the effective functioning of professional and learned societies, and the contribution of professional expertise by a faculty member to the civic community. Service is defined more fully in section 2.3.3.3.

Tenure means the status granted (after a probationary period, except as specified in section 2.5.3) to a ranked faculty member protecting him or her from arbitrary dismissal. Tenure gives the faculty member the contractual right to be reemployed for succeeding academic years until he or she resigns, retires, is dismissed for cause, is separated pursuant to a reduction in force, or becomes disabled or dies, but subject to the terms and conditions of employment that exist in this Faculty Handbook and in future editions of the Faculty Handbook as amended. See section 2.5 for more information regarding Tenure.

Terminal degree means an earned doctorate in the individual's discipline or such other degree as identified in established policies initiated by the department affected and approved by the Academic Dean and the Chancellor.

A ranked faculty member with an acceptable "terminal degree" in one discipline, who transfers to another discipline within the University, shall be considered as having a terminal degree in the transfer discipline regardless of the designated terminal degree in the transfer discipline.

Thirty semester hours beyond the master's degree means thirty semester hours or equivalent quarter hours of graduate credit in an appropriate discipline earned in addition to the credit earned to qualify for the master's degree.

Unranked faculty means faculty members designated by the following titles: Lecturer, Limited Term Lecturer, Visiting Professor, Artist-in-Residence, Adjunct Faculty, Per Course Faculty, Academic Affiliate, or Emeritus Faculty. For more information, see section 2.7.

Years of academic service to Missouri State University-West Plains means full-time academic years of service to Missouri State University-West Plains. In computing years of academic service to Missouri State University-West Plains, intersession and summer teaching shall not apply, nor shall time spent on educational leave apply. Time spent on sabbatical leave will apply in computing years of academic service to Missouri State University-West Plains, as well as time spent on scholarly leave, e.g. Fulbright Fellowships or National Science Foundation Fellowships.

A fraction of a year of service (ordinarily resulting from initial appointment occurring in the middle of the academic year or from a one-semester leave of absence) shall count as the same fraction of a year in computing years of academic service for tenure and promotion eligibility, and for determining the maximum length of the probationary period.

2.2 Academic Responsibilities, Ethics, and Freedom

A faculty member at Missouri State University-West Plains assumes responsibility for teaching, scholarship, research, creative activity, and university and community service, along with obligations inherent in membership in a learned profession. Essential to fulfilling these responsibilities and obligations are adherence to standards of ethical conduct and respect for academic freedom, as well as implementation of a system of tenure.

In developing a statement of faculty responsibilities and ethical standards, Missouri State University – West Plains subscribes to the belief, long held by the learned professions, that self-regulation is preferable to any externally imposed discipline.

In a University faculty it is, therefore, desirable that the most stringent obligations be laid upon individual professors that, so far as possible, any serious breach of duties be judged by colleagues who are well acquainted with the problems and practices of a specialized field. Only in cases of the most serious violations of professional responsibilities shall the academic profession regulate itself by calling upon a group representative of the whole University to deal with faults that could have been avoided either by individual self-control or by departmental discipline.

2.2.1 Responsibilities and Ethics

The University, recognizing that faculty responsibilities are grounded in ethical standards, endorses the following edited statement by the American Association of University Professors:

Professors, guided by a deep conviction of the worth and dignity of the advancement of knowledge, recognize the special responsibilities placed upon them. Their primary responsibility to their . . . [professions] is to seek and to state the truth as they see it. To this end they devote their energies to developing and improving scholarly competence. They accept the obligation to exercise critical self-discipline and judgment in using, extending, and transmitting knowledge. They practice intellectual honesty. Although they may follow subsidiary interests, these interests must never seriously hamper or compromise freedom of inquiry.

As teachers, professors encourage the free pursuit of learning in their students. They hold before them the best scholarly standards for their discipline. They demonstrate respect for students as individuals, and adhere to their proper role as intellectual guide and counselor. They make every reasonable effort to foster honest academic conduct and to assure that the evaluation of students reflects their true merit. They respect the confidential nature of the relationship between professor and student. They avoid any exploitation of students for their private advantage and acknowledge significant assistance from them. They protect students' academic freedom.

As colleagues, professors have obligations that derive from common membership in the community of scholars. They respect and defend the free inquiry of associates. In the exchange of criticism and ideas they show due respect for the opinion of others. They acknowledge academic debts and strive to be objective in the professional judgment of colleagues. They accept their share of faculty responsibilities for the governance of the institution.

As members of their institution, professors seek above all to be effective teachers and scholars. Although they observe the stated regulations of the institution, provided they do not contravene academic freedom, they maintain the right to criticize and seek revision. Professors determine the amount and character of the work they do outside the institution with due regard to their paramount responsibilities within it. When considering the interruption or termination of service, professors recognize the effect of their decision upon the program of the institution and give due notice of their intentions.

As members of a community, professors have the rights and obligations of citizens. They measure the urgency of these obligations in the light of their responsibilities to their subject, to their students, to their profession, and to their institution. When they speak or act as private persons, they avoid creating the impression that they speak or act for their college or university. As citizens engaged in a profession that depends upon freedom for its health and integrity, professors have a particular obligation to

promote conditions of free inquiry and to further public understanding of academic freedom.

Each faculty member is responsible for his or her own ethical conduct. There is both individual and collegial assurance that strong ethical standards are enacted and followed. However, if an individual commits a serious breach of professional conduct and fails to meet his or her responsibilities, a process is in place for peer faculty review. See sections 2.9 and 2.20 of this handbook.

Intellectual honesty is necessary in the performance of faculty responsibilities.

Trustworthiness of research implies avoidance of fabrication, falsification, and plagiarism of research results.

Attempts to establish detailed criteria for scholarly integrity have not led to widespread consensus. However, activities of faculty members may be constrained by codes of ethics specific to their disciplines. Adherence to discipline-specific professional codes is an appropriate subject for peer review of performance. In addition, faculty members who engage in funded scholarship, research, and creative activity are obligated to meet standards for integrity specified by their sponsoring agencies.

Ranked faculty members are full-time employees of the University during their contract period. Outside employment may benefit the University, but must not interfere materially with faculty duties in teaching, scholarship, research, creative activity, and university and community service, or with a faculty member's professional development. See Section 2.10 of this handbook.

2.2.2 Academic Freedom

The right of faculty members to academic freedom is essential to the functioning of a university. Therefore, that right shall be protected at Missouri State University-West Plains. Academic freedom is the particular right of scholars, teachers, and students within the University to pursue knowledge, speak, write, and follow the life of the mind without unreasonable restriction. It is that freedom to be judged as scholar, teacher, or student on the basis of legitimate intellectual criteria, not personal beliefs, political views, religious or other individual preferences, except as these may demonstrably affect intellectual and professional achievement.

Each faculty member is entitled to full freedom in research and in publication of research results, subject to the adequate performance of his or her academic duties.

Each faculty member is expected to conduct his or her assigned courses in a manner consistent with the course content and course credit as approved by the faculty, and consistent with the scheduled class meeting times. Within these constraints he or she is entitled to freedom in the classroom in developing and discussing subjects appropriate to the course.

Each faculty member is a citizen, a member of a learned profession, and an officer of an educational institution. When a faculty member speaks or writes as a citizen, he or she should be free from institutional censorship or discipline. As a person of learning and as an educational officer, he or she should remember, however, that the public may judge one's profession and the institution by one's utterances. Hence the faculty member should strive to be accurate, to exercise appropriate restraint, to show respect for the opinions of others, and to indicate that he or she is not speaking for the institution.

Each faculty member has the right to criticize and seek alteration of institutional regulations and policies through legal and existing shared governance means. The protection of academic freedom extends to all faculty members with fulltime or part-time appointments in the University regardless of their rank, tenure status, or position title.

At Missouri State University-West Plains, the roles of faculty cannot be separated from the responsibilities that are unique to the mission of the department. However, in no way will the negotiation of faculty roles within the department be construed to justify any intrusion into any individual faculty member's academic freedom, especially as that freedom pertains to the individual research and expression in the classroom.

Recognizing that academic freedom is not unlimited and cognizant of the dangers to academic freedom that may arise from its misunderstanding and abuse, the University subscribes to the following principles defined in the statement of Freedom and Responsibility approved on October 31, 1970, by the Council of the American Association of University Professors, with minor editorial revision:

Membership in the academic community imposes on students, faculty members, administrators, and trustees an obligation to respect the dignity of others, to acknowledge their right to express differing opinions, and to foster and defend intellectual honesty, freedom of inquiry and instruction, and free expression on and off the campus. The expression of dissent and the attempt to produce change, therefore, may not be carried out in ways which injure individuals or damage institutional facilities or disrupt the classes of teachers or colleagues. Speakers on campus must not only be protected from violence but must be given the opportunity to be heard. Those who seek to call attention to grievances must not do so in ways that significantly impede the functions of the institution.

Students are entitled to an atmosphere conducive to learning and to even-handed treatment in all aspects of the teacher-student relationship. Faculty members may not refuse to enroll or teach students on the grounds of their beliefs or the possible uses to which they may put the knowledge to be gained in the course. Students should not be forced by the authority inherent in the instructional role to make particular personal choices as to political action or their own part in society. Evaluation of students and the award of credit must be based on academic performance professionally judged and not on matters irrelevant to that performance, whether personality, race, religion, degree of political activism, gender, or personal beliefs.

It is the teachers' mastery of their subject and their own scholarship which entitle them to the classroom and to freedom in the presentation of their subject. Thus, it is improper for instructors to intrude materials which have no relation to the subject matter of the course as announced to their students and as approved by the faculty in its collective responsibility to the curriculum.

Because academic freedom has traditionally included the instructors' full freedom as citizens, most faculty members face no insoluble conflicts between the claims of politics, social actions and conscience, on the one hand, and expectations of their students, colleagues, and institutions, on the other. If such conflicts become acute, and the instructors' attention to their obligations as citizens and moral agents precludes the fulfillment of substantial academic obligations, they cannot escape the responsibility of that choice, but should either request a leave of absence or resign their academic position.

2.3 Appointment, Rank, and Tenure

2.3.1 Introduction

The Board of Governors has the sole authority and responsibility to appoint, assign rank, promote, and grant tenure to the members of the University faculty. The Chancellor, after consultation with appropriate members of the academic administration and faculty, shall make recommendations to the Board of Governors concerning these personnel decisions. This rank and tenure policy shall apply to all ranked faculty members and to certain other academic employees as prescribed in this policy but who are not members of the ranked faculty.

Certain eligibility requirements for rank and tenure prescribed in this Section require 30 hours of graduate work in addition to the master's degree. Graduate work completed on the Missouri State University campus will normally be from among courses numbered 500 and above and must have the prior written approval of the Academic Dean before such work will be accepted. All work presented to fulfill the thirty-semester hour minimum requirement should be from an institution accredited to provide graduate degrees beyond the traditional (thirty-six hour) master's degree. Additionally, only degrees earned at regionally accredited institutions are recognized by the institution. Any exceptions must be approved by the Academic Dean.

2.3.2 Initial Appointment Contract Letters

It is the policy of Missouri State University-West Plains that all faculty of the University shall be clearly informed as to the personnel policies of the institution. These personnel policies are contained in this Faculty Handbook, and additional supplemental information related to criteria and procedures used to evaluate faculty for salary increases, promotion, and tenure will be provided by the various schools, divisions, and departments. In cases of conflict between the Faculty Handbook and this additional supplemental information, the Faculty Handbook will take precedence.

The precise terms of every appointment shall be stated in the initial appointment contract letter. The conditions of appointment may vary in individual situations, but they must conform to policies stated in this Handbook. The conditions of employment for each faculty member including rank, salary, length of appointment, length of probationary period (including the last semester during which a tenure application can be made), credit for prior academic service or equivalent experience, terminal degree and tenure status, and position responsibilities and performance expectations shall be clearly stated in writing. The criteria and procedures currently in use by which faculty are evaluated for salary increases, promotion, and tenure shall also be stated in writing as specifically as possible.

2.3.3 General Criteria

The criteria for tenure and promotion consist of training evidenced by academic degrees, experience, teaching, scholarship, research, creative activity and university and community service. Teaching is the prime responsibility of the University. For tenure and promotion to a higher professional rank, evidence of effectiveness in teaching performance must be furnished. This evidence may take several forms. Student and peer evaluations are highly desirable. See sections 2.5 and 2.8 for more information concerning specific reappointment, promotion and tenure criteria and procedures.

2.3.3.1 EFFECTIVE TEACHING

Effective teaching requires continual application and effort. The teacher must keep abreast of new developments in his or her field and related fields. The teacher should be enthusiastic about the particular discipline and should be able to communicate this enthusiasm to the students, thus stimulating both the teacher and the students to greater achievement. The University prides itself on having exceptional teachers whose merit and contribution to the University earn them a well-deserved place of

honor and respect in the institution. *But this criterion alone does not serve as a basis for promotion and tenure.*

Teaching is the most important responsibility of an institution of higher education. Its effectiveness must be reviewed and evaluated on a periodic basis by faculty and administration. Several approaches for assessing effectiveness are necessary for various reasons. (1) Indicators of effective teaching vary among individuals and across disciplines. (2) Some measures of effectiveness may be valid at one level of analysis and invalid at another. (3) Single methods of measuring effective teaching can be avoided by using an appropriate combination of approaches, permitting a comprehensive view of teaching.

The Faculty Senate and the appropriate departments are responsible for preparing procedures for evaluating teaching effectiveness and for communicating these to each faculty member. Procedures should be appropriate to the type and nature of the teaching assignment. Procedures should be reviewed and approved every three years by the Faculty Senate and the Dean of the College.

The evaluation procedures are to be based on the Faculty Handbook as supplemented by guidelines in other relevant University documents and should explicitly state the factors of teaching effectiveness that may be measured and how these are to be assessed. Procedures should include student evaluations of instruction, but never as the sole means of the evaluation of teaching effectiveness. Other appropriate approaches should be included.

If statistical data are used in assessing teaching effectiveness, some understanding of statistical analysis is expected of those doing the assessment. The use of small differences in quantitative measures, which are not statistically significant, should be avoided as a basis for differentiating teaching effectiveness.

2.3.3.2 SCHOLARSHIP, RESEARCH AND CREATIVE ACTIVITY

In a university, scholarship, research, and creative activity serve several purposes. These are contributions to the profession and to society. A teacher's accomplishments and contributions in this regard also bring vital recognition to the University as well as to the individual. The University exists to create, preserve, and transmit knowledge. The creative process—scholarly productivity—is an integral and indispensable part of the University as an educational institution. Consequently, it should be a consideration in all tenure and promotion decisions.

Activities fulfilling faculty responsibility for scholarship include not only traditional scientific research and humanistic scholarship but also creative expression in the arts.

Research continues to be an essential faculty role. Faculty members must be engaged in sustained scholarship that will assist them in maintaining competence in the material to be taught and that will contribute to the education and good of the students, peers, and public. Beyond these basic requirements, scholarship may take many forms. Using the classification of Ernest Boyer, these forms include original research or creative expression (scholarship of discovery), review and integration of prior research (scholarship of integration), applying current knowledge and innovations to important practices (scholarship of application), or dialectical engagement of students in the process of inquiry and discovery (scholarship of teaching). In all types of scholarship, direct and indirect involvement of students teaches them about the process and inspires them to become ongoing participants.

Scholarship of Discovery: The scholarship of discovery is recognized as an essential element of the University mission. Evidence of performance in this form of scholarship is valued both for tenure and for promotions. Examples include:

- Scholarly monographs or books that advance understanding.
- Original research findings published in scholarly journals or via letters patents.
- Original artistic expression.
- Successful grant applications for research/ creative activity.
- Presentations of original research findings.

Scholarship of Integration and Scholarship of Application: The scholarship of integration and the scholarship of application are recognized as essential elements of the University mission and of every departmental mission. They may be the most appropriate forms of scholarship for some faculty members. Evidence of performance in these forms of scholarship is valued both for tenure and for promotions. Examples include but are not limited to:

- Published textbook summarizing existing research.
- Published professional or applied research journal articles.
- Presentation of juried exhibits or performances.
- Published literature reviews or position papers.
- Published research protocols.
- Published bibliographies.
- Published critical reviews of scholarly projects.
- Successful grant applications for applied research and performances.
- Presentation of integrative or applied research.

Scholarship of Teaching: The scholarship of teaching is recognized as an essential element of the University mission. Every faculty member engaged in teaching at this institution must engage in this form of scholarship. Evidence of performance in this form of scholarship is necessary for those faculty with teaching assignments, but it alone is not sufficient for tenure and for promotions. Examples include but are not limited to:

- Scholarly presentations to campus-based or community groups.
- Critiquing one's own students or colleagues, or consulting with community organizations.
- Designing and refining media of expression.
- Improving the effectiveness of one's own teaching through seeking and using peer and student feedback.
- Assessing effectiveness of new learning technologies for teaching one's own courses.
- Preparing, compiling, and disseminating custom texts, reading packages, and/or ancillary materials for one's own courses.
- Successful grant applications for developing or enhancing one's own courses.

(NOTE: Activities such as developing or assessing curricula for a larger audience than one's own students, developing educational resources for use by other educators, observing and analyzing student behaviors and/or student teacher interactions outside of one's own classroom, and assessing effectiveness of new educational methods or technologies outside of one's own classroom may qualify as scholarship of discovery, scholarship of integration, or scholarship of application.)

The standards for measuring research productivity cannot be applied uniformly throughout the University. In many disciplines the evidence for competence is

research results submitted outside the institution for professional evaluation, review, and criticism. This constitutes peer review. Publication in refereed journals and in books is the most significant measure of research productivity. Publication in in-house media and non-refereed journals is also valued but does not qualify as peer review.

Competitive awards and grants are useful indexes of an individual's success in obtaining recognition for research. Research production can also take the form of published reports, studies, and other materials. Participation in professional conferences is another outlet for publicizing and testing the results of one's research.

In the creative and performing arts, peer review and recognition through exhibitions, concerts, prizes, and awards set a similar kind of standard to the kind of recognition another faculty member will achieve through publication in a prestigious journal.

2.3.3.3 **SERVICE**

Service is of several kinds. Each full-time faculty member is expected to participate actively in the shared governance structure of the University by serving on University committees and by assuming an appropriate share of the requisite duties. Service activities also expand opportunities for learning and shape the learning environment. Service activities may also include sponsoring an active student organization, establishing opportunities for student experiences, removing barriers to learning, and obtaining funding and other resources for teaching, scholarship, research and creative activity. Additional service opportunities include participating in professional organizations and in public bodies, which can bring prestige to the University and expand the professional competence of the individual. Service also includes providing professional expertise to business, industry, schools, community organizations, and colleagues in other University programs.

2.4 **Intellectual Integrity and Ethical Conduct**

Professionalism and collegiality are essential to teaching, scholarship, research, creative activity, and service activities, and are evidenced in at least two important ways: maintaining high standards of professional ethics and performing as a responsible member of the University community.

From 2.2.1, intellectual honesty is essential to the conduct of productive scholarship, research, and creative activity. Intellectual honesty demands avoidance of fabrication, falsification, and plagiarism. Faculty who do funded research are obligated to meet standards for integrity specified by their sponsoring agencies.

Some granting agencies impose standards on the conduct of scholarship, research, and creative activity by all faculty members as a condition on the receipt of grant funds by any faculty member. They include standards for ethical treatment of both human and animal subjects. So long as receipt of such grant funds is contemplated by any faculty member, those standards must be followed by every faculty member. Remedy for a faculty member disagreeing with such standards is through collective action of the Faculty Senate.

Ranked faculty are full-time employees of the University during their contract periods. Faculty consulting engagements may benefit the University, but they must not interfere materially with faculty responsibility. Therefore, faculty are obligated to report consulting activities to the University. (See also Section 2.13.)

Finally, the scholarship, research, and creative activity of a faculty member may be constrained by codes of professional ethics peculiar to his or her discipline. Adherence to discipline-specific professional codes is an appropriate subject for peer review of research performance.

This document contains University policy for matters related to appointment, the granting of tenure, and promotion. Advancement to each higher rank carries with it the expectation of a greater contribution to the University's mission in teaching, research, and service. Advancement also carries with it the expectation that the individual will accept responsibility for assuming the leadership roles upon which the concept of shared governance depends.

Both tenure and promotion considerations involve mutual obligations. Faculty members must meet the requirements established by the Faculty Senate and University. They must receive the approbation of their colleagues and appropriate administrative officers. The University must also fulfill its obligations.

2.4.1 Intellectual Property

Some teaching, scholarship, research, and creative activity outcomes are consequences of faculty effort assisted by University support. They may be commercially valuable. Guidelines for equitably sharing the proceeds of intellectual property between faculty and the University are referenced in The Intellectual Property Policy which is included in the Faculty Handbook as Appendix A.

2.5 TENURE

2.5.1 General Philosophy

Universities exist to serve the common good and not primarily to further the interests of either individuals or institutions. The primary responsibilities of the faculty at Missouri State University-West Plains are teaching, scholarship, research, creative activity, and service. By accepting an appointment at this University, an individual assumes a responsibility to pursue scholarly activities. Such pursuits necessitate free inquiry, free expression, intellectual honesty, respect for the dignity and rights of others, and openness to change. The rights and responsibilities exercised within the academic community must be compatible with these characteristics.

Academic freedom is essential to the functioning of a university. It applies to teaching, scholarship, research, creative activity, and service and involves both faculty and students. The principle of academic freedom is designed to protect the faculty member's freedom to teach and to engage in scholarship, research, and creative activity. It also protects the student's freedom to learn. Faculty members are responsible for providing students with the same kind of freedom which they claim for themselves; namely, the freedom to consider conflicting views and to make their own evaluation of data, evidence, and doctrines.

Furthermore, faculty members have a responsibility to maintain an atmosphere conducive to intellectual inquiry and rational discussion. (See also Sections 2.3 and 2.4.)

Tenure is a means to certain ends, specifically: (1) freedom of teaching and scholarship, research, and creative activity, and of extramural activities, and (2) a sufficient degree of economic security to make the profession attractive to men and women of ability. Freedom and economic security, hence tenure, are indispensable to the success of an institution in fulfilling its obligations to its students and to society. These statements shall not be applied in a manner which is inconsistent with the provisions of Parts 2.0 and 3.0 of this Faculty Handbook.

2.5.2 Achieving Tenure

Only members of the ranked faculty are eligible for tenure. The choices that the University makes in granting tenure are crucial to its endeavors toward academic excellence. A decision to grant tenure must reflect an assessment of high professional competence and performance measured against University standards. Recommendations for tenure are made in accordance

with the Faculty Senate and University policies and procedures. The expectations for each individual are dependent upon the particular assignment. It is the responsibility of the applicant for tenure to provide sufficient relevant documentation as evidence in support of his or her teaching, scholarship, research, creative activity, and service activities.

Tenure is based on a thorough evaluation of the candidate's total contribution to the University. While specific responsibilities of faculty members may vary because of special assignments or because of the particular mission of an academic unit, all evaluations for tenure shall address the manner in which each candidate has performed in teaching, scholarship, research, creative activity, and service. Basic competence in itself is not sufficient to justify granting tenure, for such competence is a prerequisite for the initial appointment. The decision to grant tenure is inherently and inescapably judgmental and is a deliberate action indicating the person has been selected as a member of the permanent faculty because of demonstrated high-quality performance and relative merit.

Tenure will be granted only to faculty members who apply for tenure and are approved through normal procedures (see Section 2.8). All initial appointment letters for individuals hired in ranked faculty positions will specify the last semester during which this tenure application can be made. If a tenure application is not made by a faculty member by this specified time, the individual forfeits all expectations to tenure as specified in this Faculty Handbook. An appointment during the probationary period is only for one year. Even if the faculty member receives no notice of subsequent non-appointment, de facto tenure will not be granted.

2.5.3 **Prior Service and the Probationary Period**

Beginning with appointment to the ranked faculty, the probationary period Missouri State University-West Plains shall not exceed six academic years except under the following conditions:

- a. A faculty member who has previously held appointments of three or more years at educational institutions other than Missouri State University-West Plains before appointment to Missouri State University-West Plains may be required at the time of initial appointment to agree in writing to a probationary period of up to four years, although his or her total probationary period (the sum of previous experience elsewhere and years at Missouri State University-West Plains) may thereby be extended beyond six years. Extension of the probationary period will be allowed only if credit for previous service is specified in the initial appointment letter, as well as the period of the extension of probationary period. If no credit is specified or extension described, none is given.
- b. A faculty member who has previously held appointments of three or more years in any ranked position at Missouri State University-West Plains but for whom a lapse of at least three consecutive years has occurred since any ranked appointment to Missouri State University-West Plains, may be required at the time of appointment to agree in writing to a probationary period of up to four years, although his or her total probationary period (the sum of previous ranked experience at Missouri State University-West Plains and current years at Missouri State University-West Plains) may thereby be extended beyond six years. Extension of the probationary period will be allowed only if credit for previous service is specified in the initial appointment letter, as well as the period of the extension of probationary period. If no credit is specified or extension described, none is given.
- c. A faculty member who joins the ranked faculty and who has previously held appointments in any unranked faculty position at Missouri State University-West Plains will undergo the full probationary period unless the appropriate Department Head/Division Chair, Dean of the College and the Chancellor agree and approve in writing at the time of initial ranked appointment to grant one or more years of credit for previous experience. Credit will be reserved for those Lecturers who have been performing at a level similar to that of a tenure-track Instructor. See section 2.5.2 for more information concerning expected

performance. Such credit will be expressed in the initial ranked appointment contract letter.

- d. Notwithstanding the above, at the time of initial appointment or for reason of medical condition, the probationary period may be extended for not more than two additional years, even if the otherwise maximum probationary period is exceeded. Such extension requires the recommendation of the Dean of the College and the agreement of the faculty member involved.

FOR MORE INFORMATION ON THE REAPPOINTMENT, PROMOTION, AND TENURE PROCESS, SEE SECTION 2.8.

2.5.4 **Locus of Tenure**

Tenure is awarded only by affirmative action by the Board of Governors. The locus of tenure is in Missouri State University-West Plains. Assignment of tenured faculty will normally be to academic departments but tenured faculty may by consent be assigned to other professional duties. Tenure, once granted, remains in Missouri State University-West Plains.

2.6 **Requirements for Appointment, Tenure, and Promotion of Ranked Faculty**

The provisions for promotion and tenure listed below for each rank represent the conditions the ranked faculty member must meet in order to be minimally eligible for consideration for a change in status. Procedures and criteria for the granting of tenure or promotion are prescribed in section 2.8. Provisions for tenure, as specified for each academic rank, may be modified by and are superseded by the provisions of section 2.5.

2.6.1 **Instructor**

Definition:

The lowest academic rank, requiring effectiveness in teaching, a commitment to advanced studies in the field or to research and/or creative activity appropriate to the discipline, and a willingness to serve the academic unit, division and/or University.

Basis of Appointment:

The master's degree is typically required with at least 18 hours in the appropriate field. Exceptions must be approved by the department/division, Dean of the College, Chancellor and Board of Governors. The terms for promotion and tenure should be clearly specified in the initial appointment contract letter. (See section 2.3.2)

Tenure:

An Instructor is minimally eligible to hold tenure after completing five years of academic service to Missouri State University-West Plains. The tenure decision will occur at the latest during the fifth year of probationary status.

Eligibility for Promotion:

Eligibility for promotion can be achieved by meeting any of the following: (1) Completion of the terminal degree. (2) A master's degree in an appropriate field, completion of three years of academic service to Missouri State University-West Plains in the rank of Instructor, and demonstration of effective teaching and of achievement in at least one of the following areas: scholarship, research, creative activity or service appropriate to the discipline. (3) Effective teaching and thirty semester hours of graduate credit in an appropriate field in addition to the master's degree and three years of academic service to Missouri State University-West Plains in the rank of Instructor.

2.6.2 **Assistant Professor**

Definition:

An intermediate academic rank of one who has demonstrated achievement in the areas of teaching, research and/or creative activity, and service appropriate to the discipline, and professional service appropriate to the discipline.

Basis of Appointment:

(1) Promotion from the Instructor rank, or (2) terminal degree or doctoral course work complete and dissertation in progress, or (3) thirty semester hours of graduate credit in an appropriate field in addition to the master's degree and a minimum of three years of experience equivalent to academic service to Missouri State University-West Plains.

Tenure:

An Assistant Professor is minimally eligible for tenure after completing three years of academic service to Missouri State University-West Plains. The tenure decision will occur at the latest during the fifth year of probationary status. Tenure will continue to be held by an Assistant Professor who had tenure at Missouri State University-West Plains when promoted from the Instructor rank.

Eligibility for Promotion:

Eligibility for promotion can be achieved by meeting either of the following: (1) An Assistant Professor with a terminal degree is minimally qualified for consideration for promotion to the Associate Professor rank at the end of five years of experience equivalent to academic service to Missouri State University-West Plains including at least three years in the rank of Assistant Professor. (2) An Assistant Professor with the master's degree and thirty additional semester hours of graduate credit in an appropriate field may qualify for promotion after fifteen years of experience equivalent to academic service to Missouri State University-West Plains, including at least three years in the rank of Assistant Professor at Missouri State University-West Plains.

In addition to meeting years-of-service requirements, those seeking promotion must have demonstrated sustained effectiveness in teaching, research, and service as defined in the Assistant Professor rank.

2.6.3 **Associate Professor**

Definition:

A high academic rank of one who has demonstrated a sustained record of effectiveness in teaching, research including scholarly publications and/or creative activity, and service appropriate to the discipline.

Basis of Appointment:

(1) Promotion from the rank of Assistant Professor, or (2) terminal degree and a minimum of five years of experience equivalent to academic service to Missouri State University-West Plains.

Tenure:

Individuals who are promoted to the Associate Professor rank retain the same tenure eligibility which they had as Assistant Professors. Individuals whose initial appointment is to the Associate Professor rank are minimally eligible for tenure at the end of two years of academic service to Missouri State University-West Plains. In such a case the tenure decision will occur at the latest during the third year of probation. Tenure shall continue to be held by an Associate Professor who had tenure at Missouri State University-West Plains when promoted from the Assistant Professor rank.

Eligibility for Promotion:

An Associate Professor with a terminal degree is minimally eligible for promotion to Professor after five years of academic service to Missouri State University-West Plains in the rank of Associate Professor. An individual initially appointed as an Associate professor will be eligible for promotion after ten years of experience equivalent to academic service to Missouri State University-West Plains. At least two years of this service must be in the rank of Associate Professor at Missouri State University-West Plains. Promotion to the rank of Professor will be based on exceptional performance in the areas of teaching, research and/or creative activity, and service.

2.6.4 **Professor**

Definition:

The highest academic rank, the holder of which is a recognized leader who has a cumulative record of teaching effectiveness, of peer-reviewed research publications or

peer-reviewed creative activities appropriate to the discipline, and of substantial service appropriate to the discipline.

Basis of Appointment:

(1) Promotion from the Associate Professor rank, or (2) Terminal degree and a minimum of ten years of experience equivalent to academic service to Missouri State University-West Plains.

Tenure:

A Professor is minimally eligible for tenure following one year of academic service to Missouri State University-West Plains. The tenure decision will occur at the latest during the third year of probation. Tenure shall continue to be held by a Professor who had tenure at Missouri State University-West Plains when promoted from the Associate Professor rank.

Tenure will be granted to a Professor who is retained after four years of academic service to Missouri State University-West Plains. Tenure shall continue to be held by a Professor who had tenure at Missouri State University-West Plains when promoted from the Associate Professor rank.

2.6.4.1 Distinguished Professor

Definition:

Distinguished Professor is a status that may be accorded to a Professor whose achievements in teaching and service are exceptional and whose accomplishments in research are extraordinary. The status is granted for a period of one academic year and carries with it a six-hour-per-semester teaching load and an addition to base salary greater than the amount given for promotion to professor.

Eligibility:

To be eligible for consideration for the status of Distinguished Professor, a faculty member must have accomplished all of the following:

A minimum of ten years of academic service to Missouri State University-West Plains.

2. A sustained record of exceptional performance in teaching during the decade immediately preceding application.

3. A sustained record of service to Missouri State University-West Plains through elected faculty offices including positions of leadership, through service on major campus committees, or in the form of special service such as program development, fund raising, or sponsorship of student organizations.

4. A cumulative record of service to nationally recognized professional organizations such as offices held, meetings hosted, and editorial responsibilities.

5. Two scholarly books in print, or one scholarly book in print and six major scholarly articles in nationally recognized and externally refereed journals, or twelve major scholarly articles in nationally recognized and externally refereed journals. Also, recognition of scholarly contributions in the form of an award or prize from a nationally recognized scholarly organization external to Missouri State University-West Plains, or receipt of a major extramural research grant in support of scholarly research, or receipt of an extramural research fellowship of at least six months' duration.

(In the creative and performing arts, equivalent standards of accomplishment must, by the nature of the disciplines involved, be less rigid. Nationally recognized standards of excellence appropriate to each discipline will serve as a basis for eligibility in lieu of scholarly contributions.)

6. Productivity in research or creative activities should reflect a record of consistent accomplishment.

Appointment Procedures:

1. Any Professor at Missouri State University-West Plains with ten years of service to the institution may apply for elevation to the status of Distinguished Professor. All applications must be sent to the Dean of the College by January 1 of the year preceding the academic year for which the faculty member will be considered for the status of Distinguished Professor.

2. All applicants will then be provided with documentation guidelines by the Dean of the College.
 3. Applicants who believe that they meet the standards for elevation to the status of Distinguished Professor will provide supporting documentation to the Reappointment, Promotion and Tenure Committee according to deadlines set forth in the Academic Work Calendar for that year.
 4. The Reappointment, Promotion and Tenure Committee will review all applications and forward recommendations to the Dean of the College.
 5. The Dean of the College will review all recommendations received from the Reappointment, Promotion and Tenure Committee and add his or her recommendations to those of the Committee before forwarding them to the Chancellor.
 6. The Chancellor will review all recommendations and make the final decision.
- NOTE: The above procedure shall be used for all applications for continuation of Distinguished Professor status beyond the initial appointment period.

Designation:

Distinguished Professors shall be designated by discipline, i.e., Distinguished Professor of Anthropology.

Recognition:

The status of Distinguished Professor is intended to provide recognition to faculty members whose research accomplishments are extraordinary. For this reason, the Dean of the College will publicize the scholarly or creative accomplishments of each faculty member elevated to this status.

Implementation:

Full implementation of the Distinguished Professor program is dependent upon the availability of funds. Without additional funds specifically designated for this program, whether from within or without Missouri State University-West Plains, the number of faculty members eligible for elevation to this status may exceed the means of the campus.

2.7 Unranked Academic Positions

The following positions are unranked faculty positions. Persons who hold unranked positions are given term contracts which automatically terminate upon the expiration of the specified term. No notice of non-reappointment is given, and reemployment of the employee after the conclusion of the contractual term is solely within the discretion of the University. Unranked faculty members are not eligible for tenure, educational leave, or sabbatical leave. With the exception of Lecturers and Visiting Professors, time spent in an unranked position does not count towards tenure eligibility if the individual later becomes a member of the ranked faculty.

2.7.1 Lecturer

A Lecturer is appointed to teach specific courses full-time on a one-year term contract. The Lecturer position is repeatable at the discretion of the University without the constraint of term limits. Continuing term appointments shall not create the presumption of the right to reappointment. Individual departments also may limit the number of times an individual's contract may be issued. As a holder of an unranked academic position, a Lecturer is not eligible for tenure but has the same right to academic freedom accorded to ranked faculty.

Lecturers must be qualified by academic or practical experience appropriate for the responsibilities assigned. If a Lecturer becomes a member of the ranked faculty, the length of the probationary period for tenure will be determined in accordance with section 2.5.3 part c, and will be specified in the initial appointment contract letter. Lecturers will be on 9-month contracts with compensation and benefits paid over a 12 month period.

2.7.2 Limited-Term Lecturer

A Limited-Term Lecturer is appointed to teach specific courses full-time on a one-semester contract. The Limited-Term Lecturer position is to be used only to replace full-time faculty members who are on leave, sabbatical, or absent because of some unforeseen circumstance

and is not repeatable for consecutive semesters. As a holder of an unranked academic position, a Limited-Term Lecturer is not eligible for tenure or benefits but has the same right to academic freedom accorded ranked faculty. Limited-Term Lecturers must be qualified by academic or practical experiences appropriate for the responsibilities assigned.

2.7.3 **Visiting Professor**

A Visiting Professor is an individual who holds, or has held, professorial rank (Assistant Professor, Associate Professor, Professor) at another institution. He or she is appointed to the rank of Visiting Assistant Professor, Visiting Associate Professor, or Visiting Professor. A Visiting Professor may serve no longer than three years. If he or she becomes a member of the ranked faculty, time spent as Visiting Professor at Missouri State University-West Plains will be counted toward the time required for tenure and promotion.

2.7.4 **Artist-in-Residence**

The position of Artist-in-Residence is offered to outstanding professional artists who render a specified service to the University. This service can include lectures, performances, demonstrations, master classes, and consultations. Academic degrees are not essential to this position. An Artist-in-Residence is chosen on the basis of outstanding professional attainments, creative accomplishments, and recognition in his or her specified field.

2.7.5 **Adjunct Faculty**

Adjunct Faculty are those individuals who offer educational experiences to students of the University but who have no contract with the University. The title is **honorary**, although the Adjunct Faculty member may receive an honorarium.

2.7.6 **Per Course Faculty**

Per Course Faculty members are appointed on a semester basis only. Per Course Faculty are to teach no more than eighteen contact hours per calendar year. Per Course Faculty should possess a master's degree or the equivalent professional experience in a field determined acceptable by the Dean. Per Course Faculty members receive no retirement or insurance benefits. However, they may be allowed the use of campus facilities. Per Course Faculty have only the duties associated with teaching and are not required to neither perform committee work nor assume other responsibilities required of ranked faculty.

2.7.7 **Academic Affiliate**

Academic Affiliates are those individuals employed full-time by the University in non-academic positions and who are assigned to teach courses or direct research in academic departments. Academic Affiliate assignments are based on the experience, training, and interests of individuals that would qualify them to teach and/or direct research outside their normal assignments and upon the needs of the University to utilize their expertise in teaching responsibilities.

2.7.8 **Emeritus Status**

Appointment to Emeritus Faculty status is granted as a result of meritorious service to the University, including outstanding contributions in the areas of teaching, research, publications, the arts, and leadership. To be eligible for the title, a faculty member must also satisfy the following three requirements: (1) completion of at least ten years of full-time academic service to Missouri State University-West Plains, (2) tenure status at Missouri State University-West Plains, and (3) retirement status at Missouri State University-West Plains. Emeritus status is awarded through affirmative vote of the faculty and by favorable administrative action. Emeritus faculty, who will be listed as such in the catalog, shall be entitled to the benefits of faculty discounts at the Drago College Store, to admission to convocations, to the use of Garnett Library facilities and the Putnam Student Center, to one course per semester free of incidental fees, to faculty privileges for admission to athletic events, and to other benefits, subject to campus policies. The educational fee waiver benefit is intended for the exclusive use of the retiree and cannot be assigned to any other family member.

2.8 Evaluation

Each member of the ranked Faculty participates in five separate, but interrelated, evaluative processes: (1) a regular performance review by an immediate faculty supervisor or peer, (2) a special review for tenure eligible probationary faculty, (3) a review of application for tenure, (4) a review of Faculty Performance application for promotion, and (5) for untenured, ranked faculty only, a review of application for annual appointment.

Each non-tenured faculty member will be evaluated annually by an immediate faculty supervisor peer, the Reappointment, Promotion, and Tenure (RPT) Committee, the Dean of the College, and the Chancellor. Each evaluation will provide any expectations for progression of performance regarding promotion or tenure, and the role of individually negotiated assignments in these expectations. In negotiating individualized roles for faculty members, the Dean of the College is charged to carry out this task in a manner consistent with the Faculty Handbook.

The purpose of evaluation includes the following:

1. To promote the mission of Missouri State University-West Plains.
2. To assess and cultivate both faculty and institutional effectiveness.
3. To aid in making decisions concerning reappointment, promotion, and granting of tenure.

2.8.1 Regular Performance Reviews

Annually, every faculty member will discuss with his/her immediate faculty supervisor or a peer (1) the results of prior performance and (2) objectives for forthcoming performance. Where progressive performance expectations are pertinent, these will be specifically addressed. The results of this meeting will be summarized in writing, with copies provided to the faculty member and to the RPT Committee as required for its promotion or tenure recommendations. These summaries will form a basis for subsequent reviews, for reviews regarding progress toward promotion or tenure, and for recommendations concerning promotion, tenure, and annual appointment.

A first-year candidate for reappointment shall have the advice of a senior faculty mentor to assist him/her in preparing materials for submission to the RPT Committee. The mentor shall be appointed by the Dean of the College and hold this responsibility formally for one year. The mentor should, however, continue to advise the new faculty member on an indefinite basis.

Every probationary faculty member must apply for each yearly appointment during his or her term of probation. The application must be made at the appropriate time as stated in the annual Academic Work Calendar and in accordance with evaluation procedures outlined in section 2.8.5. Failure to do so will result in no appointment.

2.8.2 Special Review for Tenure Eligible Probationary Faculty

During spring, two years prior to the final date at which a faculty member is to be considered for tenure, the immediate faculty supervisor or peer and a committee of tenured faculty will each conduct a pre-tenure review, and both will specify in writing to the probationary faculty member one of the following three outcomes:

- a. that progress toward tenure is satisfactory.
- b. that progress toward tenure is questionable, identifying areas for improvement and providing specific suggestions.
- c. that progress toward tenure is unsatisfactory, providing specific rationale.

This review will constitute that year's regular performance review for the probationary faculty member. Copies will be maintained by the immediate faculty supervisor or evaluating peer and forwarded to the Dean of the College.

For tenure, the ranked faculty member must make application the year prior to the last year of the probationary period. The application must be made at the appropriate time as stated in the annual Academic Work Calendar and in accordance with evaluation procedures outlined in section 2.8.5. Failure to do so will result in no appointment for the year following the probationary period.

2.8.3 Three Year Review of Tenured Ranked Faculty

Every three years in late spring or early summer, tenured, ranked faculty must undergo a full and substantive performance review by an immediate faculty supervisor or peer. After the annual meeting and discussion, the evaluator will write a letter of evaluation addressed to the faculty member. Copies will be maintained by the evaluator and forwarded to the Dean. This review will constitute the regular performance review for that year. During the interim years, all ranked faculty shall yet meet annually with their immediate supervisor or peer evaluator to discuss performance expectations as designated in section 2.8.1.

2.8.4 Responsibilities of the Faculty Evaluation and RPT Committees

The Faculty Evaluation Committee shall annually review evaluation procedures, including establishing the minimum and maximum weightings to be placed on the categories of performance (teaching, scholarship, research and creative activity, university and community service) and submit proposed changes to the Faculty Senate. The Faculty Evaluation Committee should work closely with the RPT Committee and the Dean of the College in this endeavor.

The Dean of the College shall present a copy of these procedures in an informal packet (See the Appendix) to new full-time faculty upon signing of their contracts for employment. Also, at the beginning of each academic year, the Dean of the College shall disseminate faculty evaluation procedure guidelines and appropriate forms to all faculty members. A candidate initiates the application process by completing the appropriate form and submitting it to the RPT Committee for verification of eligibility.

The Reappointment, Promotion and Tenure Committee shall consist of tenured faculty who are neither applying for promotion nor holding supervisory positions over applicants during the current academic year. Academic departments consisting of three or more faculty members shall elect one member from the department to the committee. The remaining faculty will elect four additional members to the committee.

The chairman of the committee shall be elected at the beginning of each academic year by a simple majority vote of the membership. The committee shall be reconstituted at the first Faculty Senate meeting of the academic year in the manner described above.

Deadlines for reappointment, promotion, and/or tenure application submissions shall be printed in the Academic Work Calendar.

See section 2.20 for information regarding filing grievances.

2.8.5 Reappointment, Promotion and Tenure (RPT) Portfolio

Once eligibility has been verified, the applicant for reappointment, promotion and/or tenure shall make available to the Dean of the College's office a Professional Portfolio for consideration by the RPT committee. This RPT Portfolio should contain material that substantiates exceptional performance concerning teaching, scholarship, research and creative activity, university and community service. Substantiating data should include:

- a. Current curriculum vita (updated each year). Summarized documentation should be maintained in a professional portfolio to show activities previous to the past 12 months.
- b. Current statements of goals and a self-evaluation.
- c. Peer evaluations for probationary period, and for each time promotion is sought.
- d. Evaluations previous to the past 12 months, both from peers and supervisory administrators, for substantiation of growth in teaching, professional development, and service.
- e. Student evaluations summaries:
 - i. from the past three years for those seeking promotion;
 - ii. from the entire probationary period for those seeking reappointment and/or tenure.
- f. Current course syllabi.
- g. Publications of the preceding 12 months (titles of older publications should be in the curriculum vita).
- h. Workshops conducted or attended in the preceding 12 months.
- i. Professional conferences conducted or attended in the preceding 12 months.
- j. University service responsibilities during preceding 12 months.
- k. Community service projects during the preceding 12 months.
- l. Other relevant data from the previous 12 months, such as informal thank you notes from students or peers, news articles concerning activities of the applicant, etc. may be included as the last section of the RPT Portfolio.

Applicants should compile the substantiating data in a three-ring binder, and the contents should be found in the order mentioned above. Pages in the binder should be numbered, and an index or table of contents provided as the first page of the portfolio. The completed evaluations, as required by the Evaluation Process, should be included in the front of the RPT Portfolio.

2.8.6 Application Review Process

After review of all available material, the RPT committee will make a written recommendation regarding reappointment, promotion, and/or tenure and this recommendation shall be submitted directly to the Dean of the College.

After considering the candidate's application and recommendations from both the RPT committee and the designated peer evaluator, the Dean of the College will evaluate the application and submit his/her recommendation to the Chancellor.

The Chancellor will submit reappointment, promotion, and/or tenure recommendations to the President and Board of Governors, and the Dean of the College will notify all applicants of the Board's actions.

Recommendations from each level of the review process will be shared with the applicant, who may withdraw the application at any level of the process prior to the review by the Dean of the College and the Chancellor.

Throughout the entire review process, confidentiality must be maintained. Members at every level of decision making must assume personal responsibility to ensure that confidentiality is not violated.

2.8.7 Notice of Non-Appointment of Ranked Faculty During the Probationary Period

Appointment notices during the probationary period are for one year only.

Notice of non-appointment, or of intention not to recommend reappointment to the Chancellor, shall be given in writing by the Dean of the College in accordance with the following standards:

- a. Not later than March 1 of either the first or second academic year of service, if the appointment expires at the end of that academic year. For ranked faculty who begin probation during the spring semester, the decision to appoint or not may be delayed no later than March 1 of the second academic year of service.
- b. After two or more academic years of service at the institution, a faculty member must be given notice of non-appointment at least 365 calendar days prior to the expiration of an appointment and no later than the date of spring commencement, whichever occurs sooner.
- c. A lapse of the timely process will not be construed to the disadvantage of a faculty member (e.g., the probationary period could be extended for one year), except that in no case will the probationary period be extended beyond seven years. Tenure does not occur de facto.

2.8.8 Appeals of Evaluations or Recommendations

Informal reconsiderations of evaluation recommendations may occur at all administrative levels.

2.8.8.1 Appeals of Performance Evaluations

If an academic employee believes that an unfair performance evaluation or inaccurate performance evaluation has been rendered, a written response to the evaluation may be submitted to Academic Affairs office with a request that it be placed in his/her personnel file with the performance evaluation. Academic employees who choose to formally appeal their performance evaluation must follow the appeal process. While the performance evaluation may be appealed, the resulting salary compensation formula may not be appealed.

- Step 1 – Academic employees desiring to appeal a performance evaluation must submit a written appeal to their direct supervisor within 10 work days of receiving the performance evaluation.

- Step 2 – The academic employee and supervisor will meet within 10 work days after receipt of the written appeal to discuss the academic employee's concerns. If the academic employee's concerns are not resolved, and the academic employee desires to escalate the appeal, the academic employee must submit a written appeal to the next level of supervision within 10 work days following the academic employee's appeal meeting with his/her direct supervisor.
- Step 3 – The appeal process may continue to the cost center administrator (President, Provost, Vice President, Chancellor, or Chief Financial Officer), whose decision will be final.

The office of Human Resources also is available to advise or counsel academic employees.

Academic employees who believe that they have been discriminated against on the basis of race, color, religion, sex, national origin, ancestry, age, disability, or veteran status with respect to rendering a job performance evaluation may consult the Office for Equity and Diversity.

2.8.8.2 Appeal of Promotion, Tenure, or Reappointment Recommendations

A formal appeal of a promotion, tenure or reappointment recommendation may be made through the grievance process outlined in section 2.20.

2.8.9 Report on Faculty Evaluation

Early in the fall semester of each academic year, the Dean of the College will present a report to the Faculty Senate regarding the outcome of faculty evaluations for the preceding year. In particular, all cases where positive or negative recommendations for reappointment, promotion, or tenure that were unanimous through all levels up to the Dean of the College, but were reversed at that level or above, will be enumerated. Causes for each reversal will be stated without identifying by name the individuals involved. In addition, the Dean of the College will present a general accounting of the outcomes of original RPT Committee recommendations for reappointment, promotion, and tenure for the preceding year.

2.9 Faculty Performance Accountability and Disciplinary Process

Faculty members are expected to fulfill their academic duties and responsibilities and are, therefore, held accountable for their professional performance. If the need to correct a faculty member's performance is identified by appropriate administrators of academic units, the initial responsibility to work with the faculty member to find ways to assist the individual in improving performance will be assumed by appropriate administrators who may propose non-punitive measures such as counseling, career development activities, self-improvement workshops or conferences, or mutually agreed upon periodic review and assessment periods.

Should corrective measures proposed by the appropriate administrators fail within a reasonable time, the Dean of the College shall initiate a peer evaluation to determine if sanctions other than dismissal are warranted to correct the problem, or shall show cause to the Faculty Senate Executive Committee why such a peer process is impracticable. The responsibility to determine if a situation represents a documented case of poor faculty performance or neglect of academic duties rests solely with the faculty whose role shall be as guardian of academic values against unjustified assaults by its own members.

2.9.1 Peer Evaluation

The Dean of the College will initiate the peer evaluation by directing that the Faculty Senate Executive Committee form a committee of faculty peers to examine the facts and circumstances surrounding the allegations of poor faculty performance and/or neglect of academic duties. The committee shall be composed of five tenured faculty selected in the following manner: (1) the faculty member being evaluated shall have the right to select one member of the committee; (2) the Dean of the College shall have the right to select one member of the committee; (3) the Senate Executive Committee shall select the remaining three members of the committee, at least one of whom must be from the division of the affected faculty member; and (4) if either the affected faculty member or the Dean of the College chooses not to exercise the option to select a member of the committee, the Senate Executive Committee will make the selection or selections. The committee shall choose its own chairperson.

Following a thorough examination of the allegations, the committee will report to the Dean of the College whether or not in its judgment a documented case of poor performance or neglect of academic duties has been established. If, in the committee's judgment, a documented case has not been established, it will recommend that the matter be dropped and that no further action against the faculty member is warranted. If, in the committee's judgment, a documented case has been established it will so inform the Dean of the College along with a recommendation for action. The committee may recommend: (1) the imposition of a minor sanction with or without specifying the nature of the sanction; (2) the initiation of procedures to permit a major sanction to be imposed with or without specifying the nature of the sanction; or (3) the initiation of procedures leading to dismissal.

2.9.2 Minor Sanctions

Upon the recommendation of the peer review committee the administration may impose a minor sanction, ranging from a warning to an official letter of reprimand that becomes a permanent part of the faculty member's record. In such cases the Dean of the College will notify the faculty member, in writing, of the specific sanction and the basis for it, and provide the faculty member with the opportunity to persuade the administration that the sanction should not be imposed.

2.9.3 Major Sanctions

Upon the recommendation of the peer review committee the administration may impose a major sanction, ranging from a withholding of some or all of one year's salary increase to a suspension from service for a stated period, but less than one year.

2.9.4 Follow-up Review

In cases where minor or major sanctions were imposed, the Dean of the College may call for a reexamination if, in his or her estimation, sanctions failed to correct the pattern of poor faculty performance and/or neglect of academic duties that brought on the peer review and imposition of sanctions. In such cases, the Senate Executive Committee will reconvene the peer review committee that first examined the allegations, making only those substitutions in committee membership necessitated by resignation, retirement or leave from the University. The committee shall be asked to determine if it concurs with the judgment of the Dean of the College that sanctions failed to correct the pattern of poor faculty performance and/or neglect of academic duties. If the committee does not concur with the judgment of the Dean of the College, it shall recommend that no further action against the faculty member is warranted. If the committee concurs with the judgment of the Dean of the College, it may recommend any of the following: (1) the imposition of a second and more severe minor sanction; (2) the imposition of a major sanction in situations where the original sanction was minor; (3) the

imposition of a more severe major sanction; or (4) the initiation of procedures leading to dismissal.

2.10 Faculty Duties and Responsibilities

Duties and responsibilities of ranked faculty members at Missouri State University-West Plains fall into three broad categories: (1) teaching, (2) scholarship, research and creative activity, and (3) university and community service. These duties and responsibilities shall be performed in accordance with standards of professional ethics stated in section 2.2.3. Because the primary mission of the University is to provide its students with a quality educational experience, the primary responsibility of the faculty is teaching.

Faculty are expected to keep abreast of developments in their respective fields and to transmit that knowledge to their students. Teaching responsibilities also entail meeting classes regularly, being available to students in conference, serving as academic advisors, and keeping accurate records of student achievement.

As the availability of resources and reassigned time grows, and consistent with the mission of Missouri State University-West Plains, faculty are expected to become more active professionally beyond those activities directly associated with teaching. In particular, faculty are expected to demonstrate professional productivity in research. As members of academic departments, faculty are expected to participate in division meetings and to attend Faculty Senate meetings. Faculty are also expected to serve on faculty and administrative committees. Finally, faculty are expected to serve the academic, professional, and civic communities with their expertise.

2.10.1 Professional Activity

Faculty with diverse talents, skills, and interests are expected to meet the mission of the University, the goals and objectives of the academic unit, and the approved departmental and individual responsibilities and goals. Their time obligations include actual classroom experience along with preparation for lectures and laboratories, out-of-class teaching, assignments, specialized roles within a department, and various academic and public affairs assignments that are inherent in a learning environment and within the community.

Faculty's professional activities encompass three areas: teaching, scholarship/research/creative activity, and university and community service. To fulfill these time-consuming and diverse responsibilities requires flexibility in assignment. So that all faculty are provided time for expected levels of scholarship and various involvements in University and community affairs, variations in assignments, negotiated at the division level and consistent with the missions of the University, college, and department should be made.

The flexibility in workload during the pre-tenure period should be negotiated carefully so as not to hinder faculty development in teaching, scholarship/research/creative activity, or university and community service. The quality of the contributions in all areas is a factor for positive tenure and promotion decisions.

2.10.2 Teaching

2.10.2.1 Teaching Load

Each full-time faculty member is expected to teach the prevailing normal academic load in lecture/discussion-type classes during each regular academic year. A normal academic load is, at the time of the printing of this Faculty Handbook,

defined as no more than twenty-four semester hours per academic year, or twenty-four equated semester hours per year if a faculty member has laboratory assignments.

2.10.2.2 Meeting Classes

Faculty members are expected to meet their classes or to see that suitable arrangements have been made for learning experiences for their students in the case of a required absence of the instructor because of unusual circumstances or because of a professional meeting. When the instructor is unable to meet a class because of illness, he or she must call the Office of Academic Affairs and make arrangements to notify his or her classes concerning the cancellation of classes and new assignments or to make other arrangements for the classes that will be missed.

When a class does not meet in the regularly scheduled room, the instructor must notify the office of Registration and Records.

2.10.2.3 Policy Statement and Course Outline

The following information should be included on each syllabus and distributed to students on the first day of class. Each semester, one copy should also be on file in the division office. Syllabi will be archived in the office of the Academic Dean.

The statement will contain all of the information and facts pertinent to the course as outlined. This document should be as explicit and objective as possible and may be considered a contract between student and instructor.

Course Description - short

- A. What is the purpose of the class? (what do you want to accomplish)
- B. What will be taught in class? (course content)

Office Hours

Academic Dishonesty Policy

Absence Policy

- A. The number of absences allowed
- B. Policy toward late arrival
- C. Policy toward early departure

Textbooks Required

A list of textbooks and other sources to be used for the course and whether they are recommended or required reading.

Examinations

- A. How many exams
- B. The type of exams to be expected (essay, short answer, etc.)
- C. The material to be covered on each exam (a general idea)

Grading Scale (how the course grade will be determined)

- A. Point system
- B. Curve, if used
- C. Test Dates (If unknown, the approximations and a statement concerning announcement of test dates)

Term Papers (if applicable)

- A. Dates that term papers are due
- B. The criteria used to determine the grade

Final Examination

- A. Type of final--comprehensive or not
- B. Format of final--essay, short answer, etc.

Makeup Work

- A. A statement of whether or not makeup work is accepted
- B. Limitations on work accepted (just exams or includes homework, etc.)

Course Objectives (Bloom's Taxonomy)

Set objectives following the taxonomy to lead students to different levels of learning.

Class Schedule-by date, topic, assignment.

Nondiscrimination Policy: A statement consistent with University policy.

Policy on Disability Accommodation: A statement consistent with University policy.

Safety Procedures: A statement indicating where safety procedures are posted in the classroom.

2.10.2.4 Examinations

After an examination prepared by a faculty member or any written paper has been graded, **the test or paper is to be made available to the student so that the student can observe where he or she has succeeded or failed.**

2.10.2.5 Class Records

Each faculty member must keep an accurate account of grades and attendance so that he or she will have factual information for a fair evaluation of each student. All faculty members must leave with the Records and Registration Office all grade books at the time of leaving the employ of the University.

2.10.2.6 Policies Concerning Student Grades

Student's grades are not to be posted publicly. The Family Educational Rights and Privacy Act of 1974 (FERPA) forbids release of educational records unless authorized by statute. Contact the office of Academic Affairs for current policy.

Evaluation of student performance and assignment of final course grades are the responsibility of the faculty. If there are extenuating circumstances by which a student is unable to complete a small portion of the course, the teacher has the prerogative to assign an incomplete (I) grade. The student must then complete all make-up work during the next semester of enrollment or the grade automatically reverts to an F. Once the student has completed the necessary work, the faculty will prepare a Grade Change Authorization form and submit it to the Registration and Records office.

It is not an acceptable practice for students to be allowed to earn extra credit after the semester is finished and final grades have been submitted.

It is not an acceptable practice for a member of the administration, faculty, or staff to try to petition a faculty member to change a student grade.

Any changes to final grades must be handled through the procedure outlined in the Course Catalog.

2.10.2.7 Sale of Faculty or Departmental Materials

Instructional materials prepared by departments or faculty members for student use may be given to students but may not be sold, except through the Drago Bookstore or a commercial bookstore or print shop. No faculty member or department may profit financially from such sales, and the faculty member or members involved must assume any liability resulting from copyright infringement associated with sales through commercial outlets (see Sections 2.4.1, 2.10.6, 2.13.4 and Appendix A). If members of the faculty prepare materials to be sold in the Drago College Store, they must abide by the following principles:

1. Because copyrighted materials must not be included in such materials in any form without proper authorization and acknowledgment, the faculty

member must certify either that no copyrighted materials have been included in the printed materials, or that appropriate arrangements with owner(s) of the copyright(s) have been made, and that an appropriate statement of credit has been included in the text for each portion of copyrighted material used therein. Finally, a copy of each arrangement for use of copyrighted material must be attached to the request for printing and selling of said materials.

2. The faculty member must provide certain information to the Bookstore in advance of the selling of such materials. He or she must specify the course for which the materials are to be used, the number of students anticipated, whether the materials are required or recommended. The Dean of the College must approve the request for printing and selling.

2.10.3 Student Advisement

Student advisement is the process of assisting the student in negotiating the curriculum in order to achieve his/her educational goals. The process also involves aiding the student in thinking through and arriving at educational goals based on an understanding of what higher education is and how it relates to all areas of the individual's life, including his/her vocation.

The Student Academic Advisement Center (SAAC) will initiate advising for each student, but all faculty members are expected to assist in the advisement process through normal contacts with students both in the classroom and in the office. Faculty members will also be assigned individual student advisees for whom they share a particular responsibility for advisement throughout the students' experience at Missouri State University-West Plains. **Faculty members are expected to be knowledgeable of essential aspects of the curriculum and procedures of the University in order to provide accurate and timely advice to students.** SAAC serves as a resource for faculty regarding advising.

In the advisement process, faculty members may not make representations or commitments which are inconsistent with authorized University policies.

2.10.3.1 Office Hours

Each faculty member must be available in his/her office at least ten hours each week for consultation with students who are in his/her classes and with his/her advisees. The office hours must be posted in a place where students can see the notice and make plans to confer with the teacher. Faculty members should make special appointments for students who cannot appear during the regular office hours because of schedule conflicts.

2.10.3.2 Access to and Release of Student Academic Records

The Family Educational Rights and Privacy Act of 1974 (FERPA) protects against a policy or practice of permitting the release of education records of students, except for directory information, or as otherwise specifically authorized by the statute. "Education records" do not include records of instructional, supervisory, and administrative personnel in the sole possession of the maker of the record and not accessible or revealed to any other individual. Disclosure of personally identifiable information from the education records of a student requires written consent, signed and

dated, specifying the records to be disclosed, the purpose or purposes of the disclosure, and the party or parties to whom the disclosure can be made. Disclosure may be made without written consent to other University officials who have been determined by the Administration to have legitimate educational interests. The Dean of the College should be consulted before any disclosure of education records. **Grades are not to be posted using personally identifiable descriptors such as name or social security number or any portion of the social security number.**

For purposes of FERPA, whenever a student at Missouri State University-West Plains has attained eighteen years of age, the permission or consent required of and the rights accorded to the parents of the student shall thereafter be required of and accorded to the student.

2.10.4 **Committee Work**

Much of the important work of Missouri State University-West Plains is carried on by committees appointed by the Chancellor, appropriate Dean/Director and by the Faculty Senate. From time to time temporary committees are established to carry on assigned responsibilities. See the Faculty Senate By-Laws for a complete description of the Faculty Senate Standing Committees.

2.10.5 **Supervision of Laboratory Supervisors**

Some faculty members are responsible for the supervision of laboratory supervisors. Laboratory supervisors are individuals appointed on a semester or yearly basis to supervise laboratory or laboratory-like sections of classes. In this regard, their duties are similar to those of graduate teaching assistants. Laboratory supervisors are not assigned to teach classes as the principal instructor. They should hold at least a baccalaureate degree appropriate to their assignment. Laboratory supervisors always receive term contracts, do not hold academic rank, and have no tenure rights.

2.10.6 **Use of Copyrighted Materials**

Faculty members should be aware of laws and ethical responsibilities that govern the use of copyrighted materials. Legal responsibility for the use of such materials rests with the individual faculty member who, consequently, should remain informed about current copyright law.

To secure the benefits of ownership to creators of intellectual property, the United States and other nations severely restrict the right to make copies of another person's work. Violation of copyright law carries substantial penalties that may extend to the University and to businesses such as copy shops. However, copyright law compliance is often difficult because of the complexity of the rules governing infringement, "fair use," and permissions.

In general, copyrightable expression is original authorship, fixed in a tangible medium. Among the types of work protected by copyright are literary productions, musical notation and recorded music, pictures and graphics, motion pictures and video footage, databases, web pages, and computer programs. Faculty members should assume that all material is copyrighted unless its source states clearly that it is not.

Faculty members do not need to get permission for all uses of copyrighted work. The law permits use of a portion of a work without the copyright owner's permission for

purposes such as teaching, research, criticism, and comment. Four criteria must be considered when determining whether a faculty member is making "fair use" of a copyrighted work: (1) purpose; (2) the nature of the work; (3) the percentage of the work used; and (4) the effect of the use on the work's market value. Guidelines and definitions of these applications can be found in the booklet "Questions and Answers on Copyright" available at the Missouri State University-West Plains campus library.

New technologies, especially those related to computers and computer networks, raise novel copyright issues. Under most circumstances, faculty members cannot transfer works from one medium to another without securing permission from the copyright holder. Because electronic information is volatile and easily reproduced, respect for the work and personal expression of others is especially critical in computer environments. Violations of authorial integrity, including plagiarism, invasion of privacy, unauthorized access, and trade secret and copyright violations may be grounds for sanctions against members of the faculty (see Sections 2.3 and 2.13.4).

Faculty members are required to secure permission for use that falls outside of the standards of "fair use" and "educational use exemptions." Such permission must be in writing. Because computer software falls under copyright law, faculty members should be aware of specific licensing agreements that control particular programs. A program user should consult the license agreement to determine whether copying a particular program or data set is permissible.

Faculty members should not be deterred from using copyrighted work simply because they are uncertain about the law which applies to a particular use of such works. To prevent conflict between legal restrictions and effective teaching, Missouri State University-West Plains provides a variety of information resources about copyright. Sources for such information include:

- a) Useful information is available in the Garnett Library. Librarians can direct faculty members to resources that might answer particular questions.
- b) The Garnett Library can contact the Copyright Clearance Center to obtain copyright clearances for faculty for print reserves in the library if items are to be used more than one semester or more extensively than "fair use" guidelines dictate. The average processing time needed for the Copyright Clearance Center is forty days.
- c) The Library can contact the Copyright Clearance Center for digital articles and can also provide access to a vendor that can create Internet-accessible reserves of copyright-cleared readings.
- d) The Drago College Store can provide assistance to faculty interested in obtaining copyright clearance for printed readings to be sold to students.
- e) The University maintains a copyright website on its homepage that provides hyperlinks to many information sources about copyright. (<http://www.MISSOURI STATE UNIVERSITY.edu/oit/copyright/index.html>)

Respect for intellectual labor and creativity is vital to academic discourse and enterprise. This principle applies to works of all authors and publishers in all media. It encompasses respect for the right to acknowledgment, right to privacy, and right to determine the form, manner, and terms of publication and distribution

2.11 Faculty Development Policy and General Procedure

In order to increase the opportunities for the continued professional development of the faculty and thereby ensure institutional renewal by timely and pertinent teaching, research and service, the University may designate money and time to assist the faculty member in meeting his or her professional responsibilities.

2.11.1 Educational Assistance

2.11.1.1 Enrollment in Coursework at Missouri State University

Full-time members of the Missouri State University-West Plains faculty may enroll free of incidental fees for up to fifteen credit hours in Missouri State University classes in an academic year (fall, spring, summer, intersessions). See section 2.11.16.2.4 for further information.

2.11.1.2 Educational Assistance

Full time faculty members (including ranked faculty members serving administrative positions) at the West Plains campus are eligible for Educational Assistance of up to and including the maximum stipulated amount of their annual individual development fund monies per fiscal year as funds are available. This Educational Assistance is for tuition only for graduate coursework in the faculty member's academic discipline which is not available through any Missouri State University program.

Faculty intending to use their development funds for this purpose should notify both their Division Chair and the Dean of Academic Affairs during the semester prior to the one(s) they wish to enroll for graduate coursework. Notification is to include the name of the institution(s) and the specific courses for which one intends to enroll. The Division Chair and the Academic Dean shall each respond in writing indicating acceptance or non-acceptance of the proposal and approval or non-approval to register for coursework. The faculty member then enrolls, paying tuition. Upon receipt of an official transcript by the Dean of Academic Affairs indicating the grade(s) earned as proof of successful completion of the coursework, the faculty member shall also present evidence of tuition payment for that coursework. No funds will be made available for unsuccessful (C-or lower grade) or incomplete coursework. Faculty development monies will be paid to the faculty member up to and including the stipulated maximum.

2.11.2 Extramural Support for Research and Development

Faculty members must coordinate through the Office of Sponsored Research on the Springfield Campus all requests for outside financial assistance for University research and instructional activities. The Office of Sponsored Research will disseminate current information on government and Foundation financial support, seek potential sponsors for projects, assist faculty in the preparation of proposals, assure that the proposals are processed through the institutional review system prior to submission, and maintain adequate time-effort records. Requests for assistance must be submitted on the appropriate forms which are available from the Office of Sponsored Research.

Approval by the University is not required for a fellowship which is totally funded outside the University, although all fellowship applications must be filed with the Office of Sponsored Research. Faculty members receiving such fellowships must make appropriate arrangements with the administration if fellowship obligations require release from normal faculty duties.

2.11.3 **Research Time**

Upon the recommendation of the Division Chair, the Dean of the College may authorize reassigned time in order to provide time for research. A faculty member taking advantage of this opportunity will be required to report to the Dean when requested concerning his or her research.

In planning academic assignments, the Division Chair will provide blocks of time for research by individual faculty members who request it.

2.11.4 **Travel**

The University recognizes the importance of original research being conducted by faculty members, and the participation of faculty members in learned and professional society activities. As money is available, travel funds will be provided to support the participation of each full-time ranked faculty member in one professional meeting per year (within the contiguous 48 states) in order to present a paper reporting on his or her original research. The faculty member will be reimbursed for the most reasonable and economical transportation costs available as well as reasonable lodging, food costs and registration fees. The number of days for which food and lodging (per diem costs) will be allowed may be limited to less than the full period of the convention.

Further, the Administration, when possible, will provide funds to pay the transportation costs to one professional meeting per year for remaining full-time ranked faculty members who are not reporting on their original research. Reimbursement will be provided for the most reasonable and economical transportation available.

Travel assistance to state conventions will be provided, as funds allow, under the following policies:

A formal request for expenses must be made in advance to the Division Chair and must be approved by both the Division Chair and Dean of the College. A report of professional activities at the meeting will be submitted to the Dean upon request following the meeting, including a copy of the paper presented. Faculty and staff members traveling at Missouri State University expense must submit receipts for commercial transportation, lodging and food expenditures as well as registration fees in order to receive reimbursement.

If a faculty member travels on University business, all travel expenses will be paid by the University.

2.11.5 **Developmental Leaves**

2.11.5.1 **Educational Leaves**

Leaves for ranked faculty members wishing to return to graduate school to complete an advanced degree are subject to recommendation by the Chancellor and approval by the Board of Governors. Educational leaves will be allowed under the following guidelines:

1. Educational leaves are a privilege and not an automatic right.
2. Salary funds must be available before educational leaves will be granted.

3. The faculty member must demonstrate clear intent to complete all course work for the academic degree during the period of the leave.
4. The faculty member will return to Missouri State University for at least one year following the termination of the leave.
5. The time accrued for a sabbatical leave will be forfeited upon the acceptance of an educational leave, and the twelve-semester period to be accrued for sabbatical leave will start with the beginning of the semester following the faculty member's return to Missouri State University, excluding summers.

Applications for educational leaves will be submitted according to the deadline specified in the Academic Work Calendar, prior to the academic year for which the leave is requested. Applications will be submitted to the Dean of the College.

Faculty members who are on educational leave will receive their salaries (full pay for a half-year's leave or half pay for a full-year's leave) at the same rate as would have been compensated if the faculty member were teaching. Salary will be paid in twelve monthly payments, and faculty members on educational leave will participate in the retirement program and have their fringe benefits paid by the University.

In computing years of service that will apply toward eligibility for promotion and tenure, time spent on educational leave will not be counted.

2.11.5.2 Sabbatical Leave for Faculty

Only ranked faculty members (including ranked faculty members who are serving in administrative positions) are eligible for sabbatical leave. Eligibility is established by completing twelve semesters of service to Missouri State University (summer teaching excepted). A faculty member granted a sabbatical leave will be entitled to University support amounting to full pay for a half-year's leave and no less than one-half and no more than four-fifths pay for a full-year's leave, depending upon the external financial support available to the faculty member. Faculty members on sabbatical leave will receive their salaries in twelve monthly payments. They will participate in the retirement program and will have their fringe benefits paid by the University.

A sabbatical leave is not an automatic right; applications must be submitted according to the deadline specified in the Academic Work Calendar prior to the academic year for which the leave is requested. Applications will be submitted to the Division Chair for recommendation to the Dean of the College. All applicants must be notified of the final decision regarding their applications by the end of the first complete week of February. Only one proposal from a faculty member is to be considered during a single academic year.

The project for which leave is requested must be beneficial both to the faculty member and to the University. The sabbatical leave will provide an opportunity primarily for research and study in the faculty member's academic discipline and may include travel related to the research and study. Proposals to obtain an advanced degree will not be approved.

Faculty members are obligated to return to Missouri State University-West Plains for at least one year following the sabbatical. Following the sabbatical leave, the faculty member will submit to the Dean of the College and to the Division Chair a report of research and study conducted while on leave. Any faculty member who has completed a sabbatical leave and who has failed to submit the report is ineligible to apply for a subsequent sabbatical leave until such report has been filed.

In computing years of service that will apply toward eligibility for promotion, time spent on sabbatical leave will be counted.

2.11.6 Professional Organization Dues

Full time faculty may request the payment of dues for one (1) professional organization, directly related to the faculty member's duties, per fiscal year. As funds are available, this payment will be made from the faculty member's individual annual development fund monies. Payment will be processed through the Academic Affairs office.

2.12 Recruitment and Employment

2.12.1 Equal Opportunity Policy

Missouri State University reaffirms its policy as an equal employment opportunity employer. To assure full compliance and implementation of this policy, Missouri State University, through its various administrative officers, shall ensure that:

1. Individuals are recruited, employed, promoted, and transferred in all jobs without regard to age, ancestry, color, creed, disability, marital or parental status, national origin, participation in constitutionally protected activities, political affiliations or beliefs, race, religion (belief or non-belief), sex, or disabled and/or Vietnam Era veteran status.
2. Decisions regarding employment, promotion, and transfer shall be made on the principles of Equal Employment Opportunity and on the basis of an individual's qualifications for the position to be filled.
3. Personnel actions such as compensation, benefits, transfers, layoffs, returns from layoffs, educational programs, and all other University-sponsored programs, benefits, services, and aids, shall be administered without regard to age, ancestry, color, creed, handicap, marital or parental status, national origin, participation in constitutionally protected activities, political affiliations or beliefs, race, religion (belief or non-belief), sex, or disabled and/or Vietnam Era veteran status. Reasonable accommodation on the basis of religion or handicap is assured.

Overall responsibility for monitoring this policy and reporting on Missouri State University-West Plains's equal employment opportunity and affirmative action programs shall be assigned to the Missouri State University-West Plains Affirmative Action Liaison. The Chancellor has ultimate responsibility for the implementation of the policy.

2.12.2 Hiring Procedure

Missouri State University is an equal opportunity and affirmative action employer. Affirmative Action Recruitment Guidelines provide open and uniform procedures to be followed by all units and search committees in defining and filling vacant and new positions. Every administrator, supervisor, and search committee participant has responsibility to ensure full implementation of the University's non-discriminatory policies. The procedures provide for assistance from an Affirmative Action representative and for the development of a written record of the recruitment process. Administrators and search officials are designated as decision-makers for recruitment and hiring actions and are responsible for compliance with the Affirmative Action Recruitment Guidelines. The Missouri State University-West Plains Affirmative Action Liaison is given sign-off authority on each recommendation to hire, thus certifying to the Chancellor that the recruitment and selection process meets required standards and is fully consistent with affirmative action guidelines.

2.12.3 Nepotism

The University's policy regarding the employment of relatives is set forth in the nepotism provision of the Conflict of Interest Policy. The policy does not prohibit the appointment of more than one member of a family to the same academic department or to another position within the University.

No Governor, officer, faculty, or employee shall participate, either directly or indirectly, in a decision to appoint or hire an employee of the University, either part-time or full-time, who is related to such person within the fourth degree of consanguinity (blood) or affinity (marriage). It also shall be a violation of this policy for an employee to supervise, either directly or indirectly, the work of another employee who is related within such fourth degree or affinity, unless the supervisory role is specifically approved by the pertinent Department Head, by the pertinent Division Chair, by the pertinent Dean of the College, and by the Chancellor. Should a Head, chair, or Dean be directly involved, approval of all higher administrative levels will be required. An employee may not be permitted to make judgments on another employee who is related within such fourth degree concerning such matters as appointment, promotion, and tenure.

A relative within the fourth degree includes, but is not limited to, spouse, child, grandchild, great-grandchild, great-great-grandchild, parent, grandparent, great-grandparent, great-great-grandparent, brother/sister, aunt/uncle, great-aunt/uncle, niece/nephew, grand-niece/nephew, and cousin. All relationships are included, whether full-, half-, step-, foster-, adopted, or in-law.

2.12.4 Identification Cards

Every academic employee is issued an identification card. Full-time faculty members may secure a spouse identification card by submitting a written request.

2.12.5 Personnel Records

Missouri State University-West Plains maintains copies of official personnel files for each faculty member in the Business Office. This record includes the vita, recommendations, official transcripts of academic work, and correspondence and records dealing with terms and conditions of employment.

The personnel files are available to the members of the Board of Governors, the Administration and its agents, and as otherwise required by law where necessary to allow the University to comply with law and standard business practices. Division Chairs may examine the personnel files of the faculty members of their own divisions only.

Faculty members may review from their own personnel files, on request and in the presence of a designated University official, copies of vitae and official transcripts of academic work, placement papers if not confidential (such as letters of recommendation), correspondence with University officials, salary information, and performance evaluations and appraisals that have previously been discussed with the faculty member.

Not available for review by the individual faculty member are letters of reference or recommendation, evaluations by departmental colleagues, records and documentation regarding civil or criminal matters, and records of disciplinary or grievance matters.

A faculty member may submit and have inserted into the personnel file a statement which clarifies any material in the file which he or she believes is inaccurate. Said clarification shall be maintained so long as the disputed material is maintained.

It is the responsibility of each faculty member who completes a degree while he or she is employed at Missouri State University to have an official transcript, which includes the date on which the degree was conferred, sent to the Director of Business Services. It is also required that faculty members notify the Business Office of any address changes or any other changes related to personnel records so that such information may be kept current. Employees may be asked to provide written authorization to release copies of documents from any employee file to a third party.

2.13 Professional Issues

2.13.1 Professional Ethics

In developing a statement of faculty responsibilities and ethical standards, Missouri State University subscribes to the belief, long held by the learned professions, that self-regulation is preferable to any externally imposed discipline.

In a University faculty it is, therefore, desirable that the most stringent obligations be laid upon individual professors that--so far as possible--any serious breach of duties be judged by colleagues who are well acquainted with the problems and practices of a specialized field. Only in cases of the most serious violations of professional responsibilities shall the academic profession regulate itself by calling upon a group representative of the whole University to deal with faults that could have been avoided either by individual self-control or by departmental discipline.

The University endorses the edited statement of professional ethics by the American Association of University Professors, which is as follows:

Professors, guided by a deep conviction of the worth and dignity of the advancement of knowledge, recognize the special responsibilities placed upon them. Their primary responsibility to their subject is to seek and to state the truth as they see it. To this end they devote their energies to developing and improving scholarly competence. They accept the obligation to exercise critical self-discipline and judgment in using, extending, and transmitting knowledge. They practice intellectual honesty. Although they may follow subsidiary interests, these interests must never seriously hamper or compromise freedom of inquiry.

As teachers, professors encourage the free pursuit of learning in their students. They hold before them the best scholarly standards for their discipline. They demonstrate respect for students as individuals, and adhere to their proper role as intellectual guide and counselor. They make every reasonable effort to foster

honest academic conduct and to assure that the evaluation of students reflects their true merit. They respect the confidential nature of the relationship between professor and student. They avoid any exploitation of students for their private advantage and acknowledge significant assistance from them. They protect students' academic freedom.

As colleagues, professors have obligations that derive from common membership in the community of scholars. They respect and defend the free inquiry of associates. In the exchange of criticism and ideas they show due respect for the opinion of others. They acknowledge academic debts and strive to be objective in the professional judgment of colleagues. They accept their share of faculty responsibilities for the governance of the institution.

As members of their institution, professors seek above all to be effective teachers and scholars. Although they observe the stated regulations of the institution, provided they do not contravene academic freedom, they maintain the right to criticize and seek revision. Professors determine the amount and character of the work they do outside the institution with due regard to their paramount responsibilities within it. When considering the interruption or termination of service, professors recognize the effect of their decision upon the program of the institution and give due notice of their intentions.

As members of a community, professors have the rights and obligations of citizens. They measure the urgency of these obligations in the light of their responsibilities to their subject, to their students, to their profession, and to their institution. When they speak or act as private persons, they avoid creating the impression that they speak or act for their college or university. As citizens engaged in a profession that depends upon freedom for its health and integrity, professors have a particular obligation to promote conditions of free inquiry and to further public understanding of academic freedom.

Cognizant of the dangers to academic freedom that may arise from its misunderstanding and abuse, the University subscribes to the following principles defined in the statement of freedom and responsibility unanimously approved on October 31, 1970, by the Council of the American Association of University Professors, with minor editorial revisions:

Membership in the academic community imposes on students, faculty members, administrators and trustees an obligation to respect the dignity of others, to acknowledge their right to express differing opinions, and to foster and defend intellectual honesty, freedom of inquiry and instruction, and free expression on and off the campus. The expression of dissent and the attempt to produce change, therefore, may not be carried out in ways which injure individuals or damage institutional facilities or disrupt the classes of teachers or colleagues. Speakers on campus must not only be protected from violence but must be given an opportunity to be heard. Those who seek to call attention to grievances must not do so in ways that significantly impede the functions of the institution.

Students are entitled to an atmosphere conducive to learning and to even-handed treatment in all aspects of the teacher-student relationship. Faculty members may not refuse to enroll or teach students on the grounds of their beliefs or the possible uses to which they may put the knowledge to be gained in a course. Students should not be forced by the authority inherent in the instructional role to make particular personal choices as to political action or their own part in society. Evaluation of students and the award of credit must be based on academic performance professionally judged and not on matters

irrelevant to that performance, whether personality, race, religion, degree of political activism gender or personal beliefs.

It is the teachers' mastery of their subject and their own scholarship which entitle them to the classroom and to freedom in the presentation of their subject. Thus, it is improper for instructors to intrude materials which have no relation to the subject matter of the course as announced to their students and as approved by the faculty in their collective responsibility for the curriculum.

Because academic freedom has traditionally included the instructors' full freedom as citizens, most faculty members face no insoluble conflicts between the claims of politics, social actions and conscience, and expectations of their students, colleagues, and institutions, on the other. If such conflicts become acute, and the instructors' attention to their obligations as citizens and moral agents precludes the fulfillment of substantial academic obligations, they cannot escape the responsibility of that choice, but should either request a leave of absence or resign their academic position.

2.13.2 **Sexual Harassment Policy**

This institution reaffirms the principle that its students, faculty, and staff have a right to be free from sex discrimination in the form of sexual harassment by any member of the academic community as prescribed in this policy.

Sexual harassment in the general workplace is defined as verbal or physical conduct of a sexual nature when (1) submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment, (2) submission to or rejection of such conduct by an individual is used as the basis for employment decision affecting such individual, or (3) such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile, or offensive working environment. Sexual harassment may occur where such circumstances occur between supervisor and subordinate, employees, students and employees, and non-University persons and employees. It may occur between members of the opposite sex or of the same sex.

The academic setting is distinct from the workplace in that wide latitude is required for professional judgment in determining the appropriate content and presentation of academic material. Sexual advances, requests for sexual favors, and other speech or conduct of a sexual nature constitute sexual harassment when: (1) such advances or requests are made under circumstances implying that one's response might affect academic or personnel decisions that are subject to the influence of the person making the proposal; or (2) such speech or conduct is directed against another and is either abusive or severely humiliating, or persists despite the objection of the person targeted by the speech or (3) such speech or conduct is reasonably regarded as offensive and substantially impairs the academic or work opportunity of students, colleagues, or co-workers. If sexual harassment takes place in the teaching context, it must also be persistent, pervasive, and not germane to the subject matter.

Sexual harassment in any situation is reprehensible; it is particularly damaging when it exploits the educational dependence and trust between students and faculty. When the authority and power inherent in faculty relationships to students, whether overtly, implicitly, or through misinterpretation, is abused in this way, there is potentially great damage to individual students, to persons subject to complaint, and to the educational climate of the institution. While a particular interaction must be offensive and un-consented to be defined as harassment, authority should be sensitive to the questions about mutuality of consent that may be raised and to the conflicts of interest that are inherent in personal relationships where

professional and educational relationships are also involved. (Refer also to 2.8.2.1, Amorous Relationships.)

Any faculty member who believes that he or she has been the subject of sexual harassment should report the alleged act immediately to the University's Affirmative Action Liaison. The Affirmative Action Liaison will furnish a copy of the Affirmative Action Grievance Procedures to the complainant and explain the applicable sexual harassment complaint procedures. Reports of all such investigations will be kept by the Affirmative Action Liaison apart from personnel records. Confidentiality will be respected and anonymity preserved in grievances to the greatest extent possible.

Should the complainant choose to file a formal complaint with the Affirmative Action Liaison, results of the ensuing investigation may be reported to the Dean of the College, who may take such actions as are consonant with the disciplinary procedures prescribed in Section 2.5. If the complaint is not resolved to the satisfaction of the complainant and the respondent after a formal investigation, either may appeal to the Chancellor. Should the complaint involve a contested personnel action, the complainant may also pursue his or her grievance through the procedures of Section 2.15.

2.13.2.1 Amorous Relationships Policy

The University's mission is promoted by professionalism, which is fostered by an atmosphere of mutual trust and respect. These are diminished when persons in positions of authority abuse their authority, as in the case of amorous relationships between faculty and students.

An amorous relationship between a faculty member and a student is generally wrong when the faculty member has professional responsibility such as grading or advising for the student. Such a situation increases the chances for abuse of power. The University will view it as unethical if faculty members engage in amorous relationships with students enrolled in their classes or subject to their supervision. The behavior is, in most cases, unethical even when the relationship is consensual (i.e., both parties have consented), because the voluntary consent of the student is in doubt, given the power imbalance in the student-faculty relationship. Even if consent were to be shown, a clear conflict of interest would still exist which might create the appearance of discrimination or favoritism in grading or access to educational opportunities.

Relationships between a graduate student and an undergraduate student, when the graduate student has some supervisory responsibility for the undergraduate, are covered by this policy. Relationships between a student and an administrator, coach, advisor, program director, counselor, or residence life and services staff member who has supervisory responsibility for that student also are covered.

A request for a specific exception to this policy may be made by an employee to his or her supervisor, who may approve or deny the request. The supervisor should maintain written documentation of the employee request and the decision to approve or deny the request.

Faculty or employees engaged in unethical conduct of the type described in this policy are subject to the normal disciplinary procedures of the University. Such unethical conduct may or may not involve sexual harassment as proscribed by the Sexual Harassment Policy.

2.13.3 Outside Activities

Outside activities are defined as professional consulting activities, other individual enterprise, or community and volunteer services.

It is the policy of the University to permit outside activities that are related to the professional interests and development of the faculty member or other exempt person, provided that those activities: do not interfere with regular University duties, as defined by this handbook, during the period when the University is employing the individual on a full-time basis; do not utilize University materials, facilities or resources except as specifically authorized by the Dean of the College; do not compete with the work of the University, and are not otherwise contrary to the best interest of the University; do not violate federal or state law; do not represent a conflict of interest under other policies of the University; do not convert confidential information or trade secrets of the University to their personal gain or advantage or to the gain or advantage of others; and do not entail a reduction in work load.

2.13.3.1 Introduction

This policy on outside activities applies to all faculty members and all academic administrators who hold faculty rank. The professional capabilities of University faculty members allow them to make significant contributions to the larger society of which Missouri State University is a part. The University encourages faculty members to participate in activities beyond the campus community. Such involvement in the community may not only benefit society, but may also enhance the prestige and visible contribution of the University. However, employees may not compete with the University or convert business opportunities of the University to their personal gain or advantage or the gain or advantage of another. Consulting may, in some instances, also constitute a business interest requiring disclosure and approval when the entity for which the employee consults also transacts business with the University or is in competition with the University, or where the consultation itself competes with the work of the University.

When hiring a person to a full-time position, the University presumes that it has engaged the individual for his or her teaching, and for professional and other University-related activities. Outside activities must therefore be clearly subordinate to and must not interfere with the individual's obligations to the University.

A faculty member must reimburse the University for the full value of any material University resource used in any outside activity.

A Division Chair or other administrator may request that a faculty member participate in a specific outside activity not normally associated with the position of the faculty member. However, no faculty member shall be coerced (overtly or covertly) into using his or her professional competence beyond the normal responsibilities as a teacher or scholar. No faculty member shall be penalized in any way for refusal to participate in a specific outside activity.

2.13.3.2 Outside Employment

Except during the summer when he or she is not under contract to the University, a full-time faculty member who engages in outside activities for which he or she is remunerated must report each such activity to his or her Division Chair prior to,

when possible, the commencement of the activity. If in the Division Chair's judgment the activity will interfere with the faculty member's performance of duties at the University or constitute a conflict of interest (see section 2.8.3.3), it is the responsibility of the Division Chair to discuss and attempt to resolve the problem with the faculty member. The Division Chair must identify the specific nature and extent of the faculty member's diminished effectiveness or the conflict of interest. If an agreement cannot be reached, the matter will be taken to the Dean of the College who will attempt to reach a resolution satisfactory to both the individual and the administration. The Dean will make a final determination.

Because Missouri State University-West Plains faculty members are hired primarily to teach, outside teaching by full-time faculty members is permitted only with the knowledge of and written consent of the Dean of the College, except during the summer when Missouri State University faculty members are not under contract.

2.13.3.3 Conflict of Interest

A faculty member should avoid improper influences in institutionally related decisions and activities, or the use of his or her position or the property of the University for personal, financial or political gain.

A conflict of interest occurs when any faculty member engages in those economic activities which are prohibited in section 2.8.3.4 or when a faculty member maintains an interest or relationship which prevents him or her from exercising independent judgment in the best interests of the University.

A faculty member must disclose to his or her Division Chair all relevant facts related to activities which might involve a conflict of interest.

2.13.3.4 Economic Involvement

The following policy statements have been derived from Missouri Statutes and govern the conduct of all University employees:

1. No employee shall keep for sale or be interested in, directly or indirectly, the sale of any furniture or apparatus, books, maps, charts, or stationery used by the University.
2. No employee shall be interested in, directly or indirectly, any contract or purchase for building or repairing any structure, or for fencing or ornamenting the grounds, or furnishing any supplies or materials for the use of the University.
3. No employee of the University, acting on his or her own behalf or as a representative for an external agency, shall use University facilities to display or promote for sale to third parties any personal or represented material.

Faculty members are not permitted to receive royalties for the sale of their materials to Missouri State University students. In those cases where it is desired to utilize books, plays, compositions, and other works of faculty members, the faculty member will be required to renounce his royalty rights on all sales to Missouri State University students. The faculty member is

responsible for making the appropriate arrangements with the Drago College Store so that he or she is not in violation of the state statute.

2.13.3.5 External Utterances and Political Activities

A faculty member at Missouri State University-West Plains possesses the same Constitutional right to free expression as any private American citizen. However, a faculty member should not purport to be a spokesperson for the University unless designated as such by the Chancellor (see section 2.8.1).

Missouri State University faculty members may engage in political activities as long as those activities do not interfere with fulfillment of their professional responsibilities to the University. A faculty member may request a leave without pay for such activities as an election campaign or term of elective office.

Application for such a leave must be received by the Division Chair on or before April 1 preceding the beginning of the academic year in which the leave is to be taken. The Division Chair's written recommendation must accompany the faculty member's application prior to a decision by the Dean of the College. The leave of absence may last no longer than one academic year.

A leave of absence incident to political activity will be subject in all other determinations to the regulations affecting any leave without pay. The conditions for each individual leave will be specified in writing by the Dean of the college, and a copy of those conditions will be given to the faculty member. These conditions will not be used to adversely affect the tenure status of a tenured faculty member. However, the time encumbered by a leave without pay will not be counted toward the attainment of tenure.

2.13.4 Copyright/Patent Policy

The ownership of intellectual property created by faculty members is determined by the University's Intellectual Property Policy. Faculty members should consult this policy to determine, under particular circumstances, ownership of intellectual property which they have created. The Intellectual Property Policy is included in the Faculty Handbook as an appendix. The policy will not be changed by the University except through the procedures specified for the amendment of the Faculty Handbook, Section 3.2.2.

2.13.5 Research with Human Subjects

Research involving human subjects may lead to physical, psychological and/or social damage, and so the university has a responsibility to safeguard subjects' welfare. All research involving human subjects in any way, regardless of the source of support funds, may need to be reviewed and approved by the Protection of Human Subjects Institutional Review Board (IRB) before it is undertaken. Research undertaken by students with faculty supervision is included in this policy.

Federal regulations on protection of human subjects (45 CFR 46) define research as Systematic investigation, including research, development, testing and evaluation, designed to develop or contribute to generalizable knowledge.

Any faculty member planning research meeting the above definition is responsible for ensuring that contact with the IRB is initiated. This responsibility is fulfilled by obtaining an Application for Review from the Office of Sponsored Research or an IRB representative, completing the application, and submitting it to the IRB representative from the faculty member's college.

Applications may be submitted at any time. Although some activities qualify for exemption or expedited review, full review may require one month.

Details of University policy toward research with human subjects are determined in part by federal statutes and regulations. Questions about current federal law should be directed to the Office of Sponsored Research.

2.13.6 **Hazardous Waste Disposal**

Employees who handle toxic or hazardous substances on behalf of the University are required to maintain, use and dispose of such substances in accordance with applicable state, federal and local laws and regulations as a condition of their employment. The employee may obtain assistance in ascertaining his or her obligations under these laws and regulations from the Business Office. Any employee who violates any such laws, unless such violation occurs despite reasonable reliance upon advice given by the Business Office, shall be deemed to have acted outside the scope of his or her authority.

2.13.7 **Faculty Absences**

The office of Academic Affairs should be notified when it is impossible to meet a class because of illness or other extenuating circumstances. The circumstances concerning absences, as well as the arrangements made, should be reported. Insofar as possible, **students should be notified in advance when it is necessary to cancel a class.** This is vitally important in view of the distance that many of our students commute.

2.13.8 **Drug-Free Workplace**

Faculty members are expected to perform their professional responsibilities in an environment which is conducive to the educational process and which is drug-free, healthful, safe, and secure. The unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance on University premises or while conducting University business off its premises is absolutely prohibited. Violations of this policy will result in disciplinary action, up to and including termination, and may have legal consequences. Faculty members must, as a condition of employment, abide by the terms of this policy and report to the University any conviction under a criminal drug statute for violations occurring on or off University premises while conducting University business. A report of conviction must be made within five (5) days after the conviction. This report requirement is mandated by the Drug-Free Workplace Act of 1988.

2.13.9 **Use of Tobacco**

The University recognizes that tobacco smoke is a hazard to the health of the University community. To protect the health of the University community, the University designates all buildings as smoke-free. To the extent possible, the University will provide access to cessation programs to help those who presently use tobacco products and desire to quit.

- a. Smoking is prohibited in University buildings, including offices and hallways, and in the outside areas surrounding fresh air intakes.
- b. Smoking is prohibited in vehicles leased or owned by the University.
- c. Smoking at outdoor events is restricted to designated areas.
- d. The use of smokeless tobacco is prohibited in all locations on campus.
- e. Visitors at Missouri State University-West Plains are covered by this policy as temporary members of the University community.

2.14 Academic Administration Personnel Policies

2.14.1 Evaluation of Academic Administrators

All academic administrators will be evaluated annually. For this policy, academic administrators are the Division Chairs, the Assistant Dean, and the Dean of the College. Each evaluation will be conducted by the individual's immediate supervisor and will be based upon the particular responsibilities of the administrative assignment.

In all cases, reports from individuals who are supervised by the administrator being evaluated will be included in the review.

2.14.2 Recall of Academic Administrators

Many academic administrators hold faculty rank and, in most instances, tenure. It is understood that no academic administrator holds tenure as an administrator; only as a faculty member does an administrator hold tenure.

Any administrator has the prerogative of initiating the replacement or recall of any subordinate administrator.

Any administrator or faculty member may petition an appropriate superior administrator for the replacement or recall of any other superior administrator.

A Division Chair or a Department Head is in a unique administrative position in that he or she is selected by and is responsible to both a departmental faculty and other University administrators. Therefore, it is appropriate that the faculty should have access to a process for the recall of that Chair Head.

Faculty members may petition the Dean of the College for the replacement or recall of their Division Chair or Department Head. The Dean has the option of trying to resolve the problems stated in the petition by meeting with the Division Chair or Department Head and the involved faculty members. If the problems cannot be resolved and if, in the judgment of the Dean, the concerns expressed in the petition are serious enough to warrant investigation, the Dean will initiate an inquiry. The Division Chair, Department Head and all departmental faculty shall be informed of the petition and of the inquiry. After completion of the inquiry, the

Dean shall inform the Division Chair or the Department Head, the departmental faculty, and the Chancellor of the findings and recommendations.

Final determination regarding the recall of any administrator rests with the Chancellor. A recalled administrator may be reassigned duties for the remainder of his or her appointment term.

2.14.3 Retreat Rights of Administrators

Any tenured faculty member who assumes an administrative position or a professional staff position has the right to return to the department of one's academic discipline whether or not a position is open. However, the service of that individual may be utilized outside the department through other assignments. In such a case that individual may be assigned other duties such as teaching, research, service, and/or administrative responsibilities depending upon the needs of the University and the expertise of the faculty member, but his or her tenured status shall not be affected despite such assignments.

An administrator who has the academic credentials for faculty rank but who has not been awarded tenure or who has not gone through the selection process for departmental faculty does not have the right to assume a faculty position in a department unless the individual is endorsed by the departmental faculty and by the appropriate academic administrators.

2.14.4 Absences of Department Heads and Deans

When it is necessary for a Division Chair or Department Head to be absent, he or she should notify the Dean of the College of the circumstances concerning the absence and the arrangements that have been made for the operations of the department.

The Dean of the College and the Assistant Dean are expected to notify the Chancellor when it is necessary to be absent.

2.14.5 Administrative Leave

The Dean of the College, the Assistant Dean, and the members of the Administrative Council are eligible to apply for administrative leaves. Applications must be made to the Chancellor prior to November 1 of the year preceding the beginning of the period for which the leave is requested.

Administrative leave may be requested for any time in the year but ordinarily would be requested during the summer months, from mid-May to mid-August.

Initial eligibility for requesting an administrative leave is established upon completion of not less than three full calendar years of service with the University in an eligible administrative position, beginning with the effective date of appointment to the eligible administrative position and extending to the opening day of the proposed leave period.

The initial leave consists of not more than sixty consecutive days and is inclusive of regularly scheduled holidays and the annual vacation period for that year. The initial administrative leave, therefore, consists of not more than thirty calendar days of "leave" consecutively scheduled with thirty days of annual vacation time.

Eligible administrators may elect to request subsequent administrative leaves according to these options:

Option 1 - For the third summer following the last leave taken, an administrative leave consisting of not more than sixty consecutive days inclusive of regularly scheduled holidays and the annual thirty-day vacation period for that year.

Option 2 - For the fourth summer following the last leave taken, an administrative leave consisting of not more than ninety consecutive days inclusive of regularly scheduled holidays and the annual thirty-day vacation period for that year.

The administrative leave is not an automatic right; it must be applied for by the administrator. If the project the administrator wishes to pursue is approved, then he or she would be granted the administrative leave in accordance with the terms of the request. It is understood that the project must be something beneficial both to the person and to the University. Primarily the project would be for research or study in one's own academic or administrative field, and may include travel if related to the research or study. Proposals to obtain an advanced degree would not be approved. A board of review will study the proposed projects and advise the Chancellor. The Chancellor has sole discretion in approving or disapproving all applications for administrative leave.

The Chancellor's decision to approve or disapprove the application will be guided by the recommendation of the board of review and by the Chancellor's assessment of the ability of Missouri State University-West Plains to maintain its level of efficiency in the operation of functions for which the administrator is responsible.

When a change in salary status occurs for the administrator during the period of approved leave, the administrator will receive the benefit of leave pay commencing at the new rate on the day of the increase the same as if the leave had not been granted. Changes in salary will not be affected by administrative leave.

A requirement of the administrative leave is that the applicant commits himself to return to employment with Missouri State University-West Plains for a period of not less than one calendar year from the last day of the leave period. Following the administrative leave, the administrator will submit to the Chancellor within thirty days a report of the activities of his or her leave.

2.14.6 Sabbatical Leave for Administrators

An administrator covered by this leave policy and who is a member of the ranked faculty may choose not to apply for an administrative leave in favor of applying for a sabbatical leave. If he or she chooses to apply for a sabbatical leave, all policies and procedures established for sabbatical leaves shall apply, as described in section 2.6.5.2. A nine-month equivalent salary will be used for calculating salary during the leave period.

2.15 Salary Policies and Procedures

2.15.1 Salary Policy

Missouri State University does not have a formal salary schedule for faculty and other academic employees. The initial salary of a new faculty member is normally determined after consideration of the salaries being paid to currently employed faculty members in the same rank with similar training and experience and who are in the same department, teaching area, or other appropriate academic unit. While it is the ideal of Missouri State University to attain throughout the University essential parity in salaries among faculty members with comparable

backgrounds and responsibilities, it is the practice at Missouri State University to offer higher salaries and/or other financial incentives to faculty members in some teaching areas where experience has shown that there is difficulty in recruiting and retaining qualified faculty because of higher competitive market salaries.

Improvement of faculty salaries receives high priority each year in budget construction. Missouri State University-West Plains's goal is that the mean salary for Missouri State University-West Plains full-time, ranked faculty will equal or exceed 90 percent of the collective mean salary for full-time, ranked faculty positions at two-year institutions with academic ranks.

2.15.1.1 Completion of a Doctorate

The annual salary is increased by a University-wide standard amount for an individual who completes a doctorate in his or her discipline from a regionally accredited institution after his or her initial appointment. That adjustment is made in the salary for the next academic year following the date of the completion of the doctorate.

2.15.1.2 Rank Change

An individual promoted to a higher academic rank receives an increment appropriate to the new rank. The amount of this increase is determined by multiplying a base percentage (which is different for each rank) times the average faculty salary in the previous fiscal year. Any change in the base percentages will be reported to the Faculty Senate.

2.15.1.3 Salary Increments

In most years faculty members receive a salary increase. The size of the increase is dependent primarily upon the amount of funds appropriated by the legislature for that year and upon the amount of funds generated locally. In recognition of the importance of economic security to faculty, the following salary policy has been adopted.

In any year when faculty salary money is allocated for distribution, the minimum percentage increase for an individual faculty member shall not be less than the smaller of (1) the increase in the cost of living index (CPI, Kansas City, all items) increase for the preceding year, or (2) a percentage increase equal to three-fourths of the percentage determined by dividing the total dollars available for ranked faculty salary increases by the aggregate dollar value of all existing faculty salaries for all ranked faculty.

2.15.1.4 Equity Adjustment

A faculty member may file with his or her Division Chair a request for a salary adjustment if that faculty member believes that his or her salary is inconsistent with the salaries of other individuals of similar training, experience, and job performance. An adjustment may also be requested by an individual who believes that his or her salary is significantly below the market in an area of high demand where experience has shown that there is difficulty in recruiting and retaining qualified faculty.

2.15.1.5 Summer Session

Faculty members who teach an overload as designated in Sec. 2.3.2.1 or who teach during the summer sessions will receive pay in addition to their regular annual salaries as determined by the Board of Governors. At the time of the printing of this Handbook, compensation is based on two and one-half percent of base salary per credit hour.

Subject to a holdback of ten percent of the personal services budget for the summer to cover unforeseen student demand for courses in specific areas, summer faculty appointments will be confirmed as soon as possible after the summer budget is final. While there is no specific date by which summer appointments will be confirmed, it will be at the earliest possible date. Faculty offered contracts to teach in the summer session will be required to make a similar commitment by confirming their obligation to teach that summer by returning the signed contract on the date specified therein. Summer teaching loads may be reduced after appointments are confirmed, due to low enrollments or other reasons.

Faculty members are placed on the summer session payroll and will receive half of their summer salary at the end of June and the other half at the end of July. **If circumstances require that an appointment to teach during the summer is made after the last week in May, the entire compensation will be included in the July paycheck.**

2.15.1.6 Intersessions

Missouri State University-West Plains offers courses during two intersession periods (January and May) and faculty members are encouraged to develop proposals for these courses. The Division Chair reviews the proposals and selects the courses for each intersession.

2.15.1.7 Off-Campus Instruction

Faculty members may be asked to teach courses at off-campus locations as part of regular teaching loads. Expenses of meals and travel will be reimbursed to individuals assigned, and duty-in-route compensation will be paid at currently approved rates, which are based on distance and/or driving time from Missouri State University-West Plains. Assignments may be made on an overload basis for supplemental compensation.

2.16 Fringe Benefits

2.16.1 Statutory

2.16.1.1 Workers' Compensation

The University provides workers' compensation coverage for employees in accordance with the laws of the State of Missouri. For details concerning coverage and benefits, contact the Business Office.

Employees are required to report any job-related illnesses or injuries to their supervisor immediately and fill out an accident-injury report as soon as is feasible after an accident or injury occurs.

2.16.1.2 Unemployment Compensation

The University provides unemployment insurance coverage for employees in accordance with the laws of the State of Missouri. For detailed information concerning coverage and benefits, contact the Business Office.

2.16.1.3 **Social Security**

The University provides social security insurance in accordance with the laws of the United States. For details concerning coverage and benefits, contact the local office of the Social Security Administration or the Business Office of the University.

2.16.1.4 **Legal Defense of Faculty Members**

Pursuant to and in conjunction with the State Legal Expense Fund, Section 105.711, R.S.Mo., et seq., it is the policy of the University to provide legal defense of any claim covered by Sections 105.711 to 105.726, regarding conduct of any officer or employee of the University arising out of and performed in connection with his or her official duties on behalf of the University. When questions arise as to whether or not the conduct in question would be covered by Sections 105.711 to 105.726, the University may consult and obtain the advice of the Attorney General of the State of Missouri. The University may also proceed with a defense under a reservation of rights, under which the officer or employee may subsequently become liable and responsible for the expense of such defense upon a finding that the conduct was not or would not have been covered by Sections 105.711 to 105.726.

2.16.2 **University Sponsored Benefits**

The following benefits are provided to full-time members of the ranked faculty. Unranked faculty members appointed for a full academic year are also covered by benefits described in this section. Benefits are not available to unranked faculty members appointed for less than a full academic year (i.e., one-semester appointments). The descriptive statement provided for each benefit is a summary statement. Details of coverage and benefits may be obtained from the Business Office. The University reserves the right in compliance with law to change carriers and benefit plan provisions during an academic year, provided all available coverages are maintained.

2.16.2.1 **Employee Group Insurance Plan**

The University provides for the faculty member medical, dental, and life insurance, and long-term disability coverages with the premiums paid by the University. Optional supplemental life and dependent coverage is available at the covered faculty member's option and expense. See the summary plan description or contact the Missouri State University-West Plains Business Office for details.

2.16.2.2 **Pension**

All new faculty on full-time, regular appointment, hired after June 2002, who have never been a member of MOSERS, are enrolled in the College and University Retirement Plan (CURP). If they have been a member of MOSERS, they will be enrolled in the MOSERS' plan. CURP is a non-contributory 401(a) defined contribution retirement plan which uses TIAA-CREF as its third party administrator. The University contributes 7.81% of the participant's salary to CURP each month. CURP provides a retirement program which offers interstate portability, immediate

vesting, and no minimum service requirement. Contributions made by the University are self-directed by participants into their selected individual accounts.

After participating in CURP for at least six years, a faculty member may elect to become a member of the Missouri State Employees' Retirement System (MOSERS). MOSERS is a non-contributory defined benefit retirement plan. The requirements for becoming a participant in MOSERS as well as information regarding MOSERS' retirement plan can be obtained from the Office of Human Resources, or by contacting MOSERS' directly at (800) 827-1063, or by accessing the MOSERS' web page at www.mosers.org.

Faculty members hired prior to June 2002 are members of the Missouri State Employees' Retirement system, referred to as MOSERS. The Missouri State Employees' Retirement System is a non-contributory public retirement plan. It is funded entirely by University contributions. Members are vested with five years of creditable service. Eligibility and length of service requirements for normal retirement and early retirement, and other details of the plan are described fully in the retirement system booklet available from the Office of Human Resources.

Annuities

Faculty members may elect to participate in a tax-sheltered annuity program at their expense. The University's Business Office will, upon request, provide a list of approved companies from which the faculty member may seek additional information. The details of each annuity program are subject to control by the offering company and not by the University. Coverages, benefits and other details are subject to the agreement between the faculty member and the company, and the University is not responsible for such matters. Notwithstanding anything herein to the contrary, maintenance of this benefit is subject to the continuing availability of companies willing and able to provide qualified annuity products.

2.16.2.4 Educational Assistance

Credit Course Fees

Faculty members may enroll for up to fifteen credit hours in University coursework in an academic year (12-month period beginning with fall semester) and have their incidental fees paid by the University. Faculty members must pay the regular incidental fees for all courses over fifteen credit hours per academic year. This benefit is not applicable to out-of-state fees, non-credit courses, book costs, or any special fee pertaining to a specific class or private instruction.

Eligible faculty members may assign part or all of the fifteen-credit-hour benefit to a dependent. An eligible dependent shall be defined as provided in section 152 of the United States Internal Revenue Code. The eligible dependent must have been admitted to MISSOURI STATE UNIVERSITY to qualify for the high school senior early admission program. The individual receiving the enrollment benefit must file an application for admission or readmission with the Office of Admissions and meet all admissions and academic requirements stipulated in the Missouri State University-West Plains catalog.

The University will comply with Internal Revenue Code regulations in regard to reporting benefits that are taxable income.

Faculty members applying for this benefit must submit to the West Plains Business Office, at least five working days prior to registering, a completed Personnel Form (PD-010) Request for University Course Enrollment Employee Benefit Voucher. Upon final approval by the Director of Business Services, the approval will be returned to the employee with a payment of fees voucher to be presented at fee payment time. **The fee waiver voucher must be obtained prior to paying fees.** Cash refunds will not be made.

Noncredit Course Fees

Faculty members may receive assistance with course fees to enroll for noncredit courses offered by the University through the Office of Continuing Education, by the Management Development Institute in the Center for Business Research and Development, or by the Center for Continuing Education and Outreach at Missouri State University-West Plains. The University will pay up to one-half of the course fees, but no more than \$150 per employee, per fiscal year (July 1 through June 30). The partial fee benefit will be for course fees only and will not be applicable to special book fees, lab fees, or other special fees in addition to the course fees.

The fee assistance is for the faculty member only. It cannot be assigned to a dependent.

To receive the enrollment benefit, the eligible faculty member must register for the class through the offering department, either the Office of Continuing Education, the Management Development Institute, or the Center for Continuing Education and Outreach at Missouri State University-West Plains. Faculty members applying for this benefit must submit to the Office of Human Resources or the Missouri State University-West Plains Business Office, a completed Request for Educational Benefits form. Upon approval, the request will be returned to the employee with a fee voucher to be presented at fee payment time. The voucher must be obtained prior to paying fees; a cash refund will not be made.

2.16.2.5 **University Facilities and Services**

Faculty members have access to the following facilities and activities at no charge or at reduced rates in accordance with policies prescribing access to each service or facility:

Grizzly Athletic Competitions

Drago College Store

Campus Publications

Putnam Student Center

West Plains Civic Center Swimming Pool and Fitness Center (during Missouri State University days)

Southwest Teachers Credit Union

Further information regarding these services may be obtained in the Business Office.

2.17 Leaves

(See additional information on sabbatical leaves and education leaves in section 2.6.5.)

2.17.1 Short-term Disability Leave

Normally, absences due to short-term disability are handled informally within the academic departments. Requests for extended disability leave for full-time faculty members (leave extending for more than six weeks for one disability) may be authorized by the Chancellor after receiving recommendations from the appropriate Division Chair and Dean of the College. For extended disability leaves, the faculty member must provide a physician's statement containing the approximate length of time that the employee, on medical advice, cannot or should not perform the typical duties of his or her job. Disability leave due to pregnancy or childbirth is treated as any other disability. In these cases colleagues who perform required professional duties for a disabled faculty member may be reimbursed on an overload basis, or per-course instructors may be retained for the period of the leave.

2.17.2 Civil Duty Leave

Any full-time faculty member who is validly subpoenaed or summoned to involuntarily appear or serve as a juror in a judicial form or compelled to appear before a judicial legislative or administrative body with civil power to compel attendance during regularly scheduled work hours shall be entitled to receive leave with pay for a period of time necessary for such appearance. Any compensation received for the appearance, other than travel and meal allowances, shall be reported to the University and deducted from any salary paid by the University for such civil leave. Civil leave shall not be granted for appearances as an expert witness for a party to litigation. The faculty member must notify his/her Division Chair in writing in advance of the leave.

2.17.3 Bereavement Leave

A full-time or part-time faculty member may be given time off, not to exceed five successive working days, without loss of pay to make arrangements for or to attend the funeral of an immediate family member.

2.17.4 Military Leave

Faculty members are entitled to military leave and return rights as provided by applicable federal and state law. A faculty member under contract to the University must provide to the Personnel Office a copy of official military orders containing certification of the faculty member's commanding officer of performance of duty in accordance with the terms of such order, prior to receiving University salary for the period of the military leave (see section 105.270 RSMo).

2.17.5 Voting Leave

Faculty members are ordinarily able to vote before or after work. However, if a full-time or part-time faculty member's work schedule is such that he or she does not have three consecutive hours of unscheduled time during an election day, he or she will be excused from duties at the University for a period of time for voting, not to exceed three successive hours, including off-duty time, between the opening and closing of the polls on the day of election.

2.17.6 Leave of Absence

A full-time member of the ranked faculty desiring a leave without pay should make application early to the Division Chair, usually by April 1 preceding the beginning of the academic year in which the leave is to be taken. No leave applications will be considered without the recommendation of the Division Chair. If the Division Chair approves of the leave, he or she will prepare a written memorandum and forward it, along with the faculty member's request, to the Dean of the College. Before making a recommendation, a Division Chair will consider:

- a. Has the individual contributed to the division and the University in such a positive way that the department wishes to encourage his or her return as a faculty member?
- b. Is it possible to obtain an effective teaching replacement for the period of the leave?

Faculty members on leave without pay will not have fringe benefits paid for them by the University while they are on such leave. They may maintain their insurance coverage for a period up to a maximum of one year with personal contributions if they wish. If a faculty member desires to maintain coverage during a leave of absence without pay arrangements must be made with the Director of Personnel sixty days prior to the leave, and premiums must be paid one month in advance of the month of insurance coverage.

A faculty member who is on leave without pay for less than a full academic year will receive salary payments only during the semester in which he or she is teaching.

When a faculty member returns from an unpaid leave, his or her salary will be adjusted to include across-the-board increments which have been given during the time of the leave.

Faculty members are not covered under retirement system benefits for the period of leave without pay and do not receive creditable service for that period.

2.17.7 Family and Medical Leave

Full-time faculty members of the University shall be entitled to a total of 12 workweeks of unpaid leave during any 12-month period if requested by a faculty member for one or more of the following reasons:

- a. Birth of a faculty member's child or to care for such child;
- b. Placement of a child with the faculty member for adoption or foster care;
- c. Care of a spouse, child, or parent who has a serious health condition;
- d. The faculty member's own serious health condition.

The following provisions shall apply to "family leave":

2.17.7.1 Leave for Birth or Adoption of a Child

Entitlement of family leave expires 12 months after the birth or adoption of a child. Leave for birth or adoption shall be limited to one consecutive leave period. The

University may move a faculty member on intermittent or reduced time leave to an alternate position that can accommodate such scheduling.

2.17.7.2 Leave for Serious Health Condition

Serious health condition is defined as a health condition that involves in-patient care in a hospice, hospital, or residential care facility or continuing treatment by a health care provider. Leave for serious health conditions may be intermittent or on a reduced time basis if such schedule is needed for medical reasons.

2.17.7.3 Request for Family Leave

A faculty member requesting family leave under this leave provision should complete a standard Request for Leave form or letter and submit it to his/her Department Head. When leave is foreseeable, an employee must give the University 30 days' advance notice. In addition, when foreseeable leave is for planned medical treatment, the employee must make a reasonable effort to schedule the treatment so as not to unduly disrupt the University's operations. If it is not possible to provide 30 days' notice, as much notice as is practicable must be provided. The Department Head will forward the request to the Office of Human Resources. Upon receipt of the request, the Office of Human Resources will provide the faculty member with the Family and Medical Leave Provisions and a leave questionnaire for him or her to complete.

2.17.7.4 Medical Care Certification

The University may require certification from a health care provider concerning the serious health condition of the faculty member or family member. The Office of Human Resources will inform the faculty member of the procedure for any required certification from a health care provider.

2.17.7.5 Status During Family Leave

During leave, the faculty member is required to report periodically on his/her status and intent to return to work. The University shall continue health care coverage of the faculty member during family leave on the same basis as if the individual had been actively at work. The University shall return the faculty member to the same or an equivalent position and employment benefits upon return from approved family leave.

2.18 Reduction in Force

2.18.1 Reduction in Force Due to Financial Exigency

2.18.1.1 Preliminary Considerations

Declaration of the existence of a financial exigency is the responsibility of the Board of Governors. This declaration will take place only if there is a financial crisis of such magnitude that all other reasonable measures have been taken and there is no alternative to the termination of University faculty who otherwise would have the expectation of continuing employment. The measures which precede this declaration of exigency and the process leading to its declaration are detailed in *The Missouri State University-West Plains Financial Exigency Policy*, included in the

Faculty Handbook as Appendix B. This policy will be changed only through the procedures specified for amendment of the *Faculty Handbook* in Section 3.2. Actions taken will be in accordance with the principles stated below, subject to the condition that special care will be taken so that the burden of financial exigency does not fall disproportionately on those for whom affirmative action was taken:

1. The preservation of viable academic programs for the University shall be the primary goal.
2. The faculty must not bear an undue proportion of the budgetary cutbacks. Every reasonable effort will be made by the Administration to reassign faculty members to other mutually acceptable professional work for which they are qualified at Missouri State University-West Plains, in order to prevent the termination of employment of faculty members.

If the financial exigency requires a reduction in the personnel services budget for Academic Affairs, faculty members' employment will be terminated according to the process detailed in *The Missouri State University-West Plains Financial Exigency Policy* (Appendix B) following these priorities:

1. First: Termination of part-time, unranked personnel in all departments to the degree that their duties could be absorbed by full-time faculty members and still retain student enrollments.
2. Second: Within academic divisions, full-time faculty members will be terminated according to the following priorities:
 - a. First: Termination of unranked faculty members to the degree that their duties could be absorbed by ranked faculty members.
 - b. Second: Termination of non-tenured ranked faculty members with six or fewer years of service to Missouri State University-West Plains to the degree that their duties could be absorbed by tenured faculty members.
 - c. Third: Termination of tenured faculty members with fewer than twelve years of service to Missouri State University-West Plains to the degree that their duties could be absorbed by other tenured faculty members.
 - d. Fourth: Termination of tenured faculty members with twelve or more years of service to Missouri State University-West Plains.

2.18.1.2 Program Reductions

If the crisis created by the financial exigency cannot be managed by distributed personnel reductions as detailed in *The Missouri State University-West Plains Financial Exigency Policy* (Appendix B), it may become necessary to eliminate one or more academic programs. Such program elimination shall be accomplished according to the process detailed in *The Missouri State University-West Plains Financial Exigency Policy*.

2.18.1.3 Rights of Terminated Faculty

At the termination of a faculty member due to financial exigency, Missouri State University-West Plains will provide the affected faculty member with a written notice of termination including a summary of the information and data used to make the termination decision as well as a description of the manner in which the decision was reached. This notice of termination must be provided according to the same requirements of timely notice of non-appointment of ranked faculty members during the probationary period, as prescribed in section 2.2.7 of this Handbook, except in the case of an extraordinary financial exigency which, as agreed to by the Faculty Senate and the Chancellor, would make it impossible for Missouri State University-West Plains to give such notice. This notice of termination for tenured faculty must be provided at least 12 months before the effective termination date.

Faculty given notice of termination have the right to a full hearing before a faculty committee to assess the validity of the educational judgments and the criteria for identification for termination, and to determine whether the criteria are being properly applied in the individual case. The faculty committee shall consist of five members, including the two members of the Academic Personnel Review Commission (APRC), plus one additional tenured faculty member selected by the Executive Committee of the Faculty Senate, one additional academic administrator selected by the Chief Academic Officer, and one additional tenured faculty member (not currently serving as an academic administrator) chosen by agreement of the Executive Committee of the Faculty Senate and the Chief Academic Officer. A recording of the hearing will be made. The faculty member will be permitted to introduce documentation and testimony determined by the chair of the hearing committee to be relevant. The administration would be permitted to similarly respond. Both the faculty member and the administration may be represented by legal counsel. Any request for hearing must be made within five (5) calendar days of receipt of the notice of termination. The faculty committee must report its decision, the number of votes cast on each side (but not identifying the votes of the individual committee members), and a rationale for its decision within ten (10) calendar days of the hearing.

Either the faculty member or the administration may appeal the decision of the faculty committee to the Board of Governors. An appeal to the Board of Governors must be made in writing, and must be filed with the Chancellor within ten (10) calendar days following the decision of the faculty committee; otherwise, the opportunity for appeal will be lost. Upon receipt of the written appeal, which must state the basis for the appeal, the Chancellor will notify the President of the Board of Governors. At the next regular Board meeting, or as otherwise determined appropriate by the President of the Board, the Board will decide whether to hear the appeal. If the Board refuses to hear the appeal, the decision of the faculty committee is affirmed. If the Board agrees to hear the appeal, the hearing may be formal or informal, and the time and place of such hearing will be communicated within a reasonable time to all parties involved. The Board, or its designated committee shall have access to all facts and information it may feel are relevant and material to the issue. Parties to the appeal may be represented by legal counsel. The presiding officer selected by the Board of Governors will rule on all questions of evidence or procedure. Upon conclusion of such appeal, the Board, or its designated committee, will render a finding in writing that will be final.

During the 12 months prior to effective termination, the faculty member will be permitted to continue in professional duties at Missouri State University-West Plains with full salary and benefits. Salary shall be paid monthly for the duration

of the 12-month period or until the faculty member obtains full-time outside employment. If the faculty member obtains full-time outside employment at a pay rate and with benefits that are less than the Missouri State University-West Plains pay rate and benefits, then Missouri State University-West Plains shall pay the difference for the remainder of the 12 month period. If the faculty member chooses to leave Missouri State University-West Plains during this 12-month period for any reason other than to accept full-time outside employment, Missouri State University-West Plains's salary and benefit commitment will cease. The faculty member and Missouri State University-West Plains retain the option to negotiate individual alternative arrangements by mutual agreement between the parties.

Missouri State University-West Plains will provide reasonable assistance to faculty members who are terminated as a result of financial exigency in their search for other employment.

Faculty members terminated because of a financial exigency will have the following rights of recall and seniority, in reverse order of termination. A replacement for a faculty member's position shall not be appointed within three academic years after the effective date of the termination of said faculty member. During this three-academic-year period, prior to the appointment of any new faculty member in a terminated faculty member's position, Missouri State University-West Plains shall offer reappointment by registered mail to such terminated faculty member at his or her last known address. Said faculty member shall have 30 calendar days within which to accept or decline the offer in writing. Should said faculty member indicate in writing that he or she desires to accept reappointment at Missouri State University-West Plains, then such reappointments shall be held open by Missouri State University-West Plains for such a period of time as may be necessary for the faculty member to fulfill any commitment he or she may have made to the faculty member's then-current employer, provided that such commitment does not extend beyond the period of one academic year. A recalled faculty member shall be reinstated to those years of service credits that he or she had accrued at the time termination occurred.

2.18.2 Reduction in Force Due to Elimination of Academic Programs for Reasons Other Than Financial Exigency

Except as provided in Section 2.13.1, an academic program will be considered for elimination only if the program is no longer viable for academic, enrollment, or accreditation reasons. Any proposal to eliminate an academic program will be forwarded to the Dean of the College. If the Dean concludes that the proposal has merit, she/he will forward it to the Faculty Senate for its action. The Senate will receive recommendations from the academic division(s) involved and the Budget Review Committee before taking action.

"Academic program" means any course of study approved through the curricular process of Missouri State University-West Plains and appearing in the curricular offerings of Missouri State University-West Plains listed in the Program Inventory for Public Institutions published by the Coordinating Board for Higher Education of the State of Missouri

2.19 Severance

2.19.1 Notice of Non-Appointment

Policies regarding notice of non-appointment of ranked faculty during the probationary period may be found in section 2.2.7.

2.19.2 **Resignation**

Faculty members may terminate their appointments effective at the end of an academic year, provided that they give notice in writing at the earliest possible opportunity, but no later than May 15, or thirty days after receiving notification of the terms of appointment for the coming year, whichever date occurs later. Faculty members may properly request a waiver of this requirement of notice in case of hardship or in a situation where they would otherwise be denied substantial professional advancement or other opportunity.

2.19.3 **Retirement**

The University complies with the Age Discrimination and Employment Act. Amendments to this federal law have removed mandatory retirement based on age.

All retired faculty members may have the following benefits: faculty discount at the Drago College Store, admission to convocations on campus, use of the facilities of the Library, use of the Putnam Student Center, faculty privileges for admission to athletic activities and use of the West Plains Civic Center swimming pool during Missouri State University sessions.

2.19.3.1 **Definitions**

The terms Normal retirement and Early retirement are used here as they are defined by the Missouri State Employees' Retirement (MOSERS).

2.19.3.2 **Normal Retirement**

From time to time, the university may offer individual retired faculty members the opportunity to teach one or more courses after retirement. For retired faculty members who have been granted emeritus status, the compensation for such teaching would be at the rate of 2.5 percent of the average annual salary per credit hour for the retiree's rank during his or her last year of employment at the University. If a retired emeritus faculty member wishes to teach a course that does not meet minimum enrollment guidelines, the administrator and faculty member may negotiate for a salary rate that is less than 2.5 percent of the average annual salary per credit hour for the retiree's rank during his or her last year of employment at the university. For retired faculty members who have not been granted emeritus status, compensation for teaching after retirement shall be at the regular per course rate.

A retired faculty member who teaches part-time for Missouri State University after retirement will continue to receive his or her retirement benefits. The retiree must not work more than the equivalent of half-time employment. The teaching load would ordinarily be up to six hours per semester; special permission may be granted by the Dean for a retired faculty member to teach more than six hours during a given semester, but no more than 12 hours during the academic year. The retiree can earn up to a specified amount each calendar year and still collect full Social Security benefits.

2.19.3.3 **Early Retirement**

The University offers any faculty member who chooses early retirement, and who is granted emeritus status, the opportunity during the first 12 months of retirement to teach up to 12 hours at a salary greater than that paid to per course faculty. The emeritus faculty member would be compensated at the rate of 2.5 percent per credit hour of the average salary for the retiree's rank during his or her last year of employment at the University. The teaching load would ordinarily be up to six hours per semester; special permission may be granted by the Dean of the College for faculty members to teach more than six hours during a given semester, but no more than 12 hours during the academic year. Per course teaching at the regular per course rate may be available in subsequent years upon recommendation of the retiree's division.

2.19.3.4 Retirement and the Public School Retirement System

Faculty members employed prior to July 1, 1987, and who remained members of the Public School Retirement System (PSRS), may be subject to provisions of PSRS regarding employment in a public school (one that is a member school in PSRS) after service retirement. Full-time or part-time re-employment with the University, following retirement under PSRS, will not jeopardize a faculty member's retirement benefit with PSRS.

2.19.4 Dismissal

The following Missouri statutes provide the basis for the University's policy for dismissing tenured faculty members or for dismissing untenured faculty members prior to the expiration of a term appointment:

174.140.--Each Board of Governors may appoint and remove the president or any professor or teacher in any state college in its district; may fix the duration, terms and conditions of their offices and compensation; may enter into agreements for and make contributions to both voluntary and statutory retirement plans for the Chancellor, professors and teachers; and under rules adopted by the board may extend the provisions of the workmen's compensation law to all employees thereof.

(RSMo 1939 Sec. 10765, A.L. 1947 V.II p. 382, A.L. 1979 p. 288)

Prior revisions: 1929, Sec. 9608; 1919, Sec. 11503; 1909, Sec. 11074 174.150.--

1. No president, professor or teacher shall be removed except for incompetency, neglect or refusal to perform his duties, dishonesty, drunkenness or immoral conduct; nor shall such president, professor or teacher be removed until after ten days' notice, in writing, stating the nature and cause of removal; and he shall have an opportunity to make a defense before the Board by counsel or otherwise; and be allowed to introduce testimony which shall be heard and determined by the Board.
2. In every case of suspension or expulsion by the faculty the person suspended or expelled shall be allowed an appeal to the Board from the decision of the faculty, and the Board shall prescribe the manner and mode of proceeding in the matter of such appeal; but the decision of the Board upon such appeal shall be final.

(RSMo 1939, Sec. 10766)

Prior revisions: 1929, Sec. 9609; 1919, Sec. 11504; 1909, Sec. 11075

When, in the view of the Chancellor, there are substantive grounds under the law for the dismissal of a tenured faculty member or the dismissal of a faculty member previous to the expiration of a term appointment, the Chancellor or his delegate will frame with reasonable particularity a statement of charges. This step will be taken only when less drastic courses of action do not produce, or promise to produce, a remedy. Those less drastic courses of action may include but not be limited to discussions between the faculty member and appropriate administrative officers, and the peer review process presented in sections 2.5.1-2.5.4 of this Handbook. Instigation of the peer review process is at the discretion of the Chancellor.

2.19.4.1 Dismissal Procedures

The Chancellor will initiate formal dismissal proceedings by addressing a written communication to the faculty member informing him or her of the statement of charges, and that he or she will be dismissed or suspended without pay as of a date specified in the written communication, but in no case less than thirty working days from the date of delivery of the communication. The faculty member will also be notified by the Chancellor that he or she may file a formal grievance with the Academic Personnel Review Commission within thirty days from the date of the delivery of the communication. If a grievance is filed, the Hearing Officer will hear the case. If no grievance is filed, the dismissal or suspension will take effect as indicated in the written communication specified above.

Pending final decision, the faculty member will be suspended, or assigned to other duties in lieu of suspension, only if immediate harm to the faculty member or others, including students and the education process, is threatened by continuance. Before suspending a faculty member, pending an ultimate determination of the faculty member's status through the grievance process, the administration will consult with the Faculty Senate Executive Committee concerning the propriety, the length, and the other conditions of the suspension. Salary will continue during the period of suspension. The faculty member may request review by the Board of Governors of the dismissal or suspension without pay, as provided in 174.150, R.S.Mo. The faculty member may agree to the review being on the record of the hearing before the Hearing Officer.

2.19.5 Check-Out Procedures for Faculty Members Leaving the Employ of the University

All faculty members leaving the employ of the Missouri State University-West Plains must complete a property clearance form which is available from the Business Office. A copy of this form is required by the Business Office before final paychecks are issued.

2.20 Academic Personnel Grievance Procedures

To ensure the consistent, fair, and valid application of the Faculty Handbook and other personnel policies to the University's academic employees, an internal review process for the settlement of contested personnel actions is hereby established.

2.20.1 Definitions :

For the purpose of this section:

1. academic employee means any member of the University's ranked faculty.
2. commission means the Academic Personnel Review Commission (APRC), as herein under defined, and as composed of two commissioners.
3. complaint means an allegation that a person's employment rights and/or entitlements in situations regarding promotion, tenure, subsequent appointment, or termination through the peer review process have been adversely affected, either substantively or procedurally, due to a violation, misapplication, or misinterpretation of the campus' personnel rules.
4. complainant means any person or group of persons initiating a complaint under this process.
5. counsel means an attorney-at-law licensed to practice in the state of Missouri or otherwise professionally qualified to represent clients in an administrative or judicial proceeding.
6. day means a day during which the campus is in teaching session, as defined by the academic calendar.
7. review means to re-examine judicially, with a capacity to uphold, in whole or in any part, to vacate, or to revise a personnel action.
8. rule means any rule, regulation, resolution, announced policy, applied policy, or any similar official or unofficial interpretation or implementation governing academic personnel under campus authority, excepting those of the Board of Governors.
9. Campus means Missouri State University-West Plains.
10. parties means the complainant(s) and the person holding the office of the appropriate Dean or his or her designated representative.

2.20.2 Limitations

1. The availability and/or utilization of the internal review process shall not be construed as abridging the rights of an academic employee to exercise constitutional or statutory rights.
2. In no way shall an employee's status with the campus be adversely affected because he or she utilizes these procedures.

3. If the complainant seeks resolution of a complaint pending under these procedures in any forum outside the campus, the campus shall be under no obligation to continue any further with these proceedings.
4. All proceedings provided for in this section shall be maintained as confidential subject only to the need of the complainant and the campus to comply with the processes specified herein and to present evidence in other hearings or proceedings. All proceedings shall be conducted in private and all records shall be open only to the parties except as otherwise required herein or by law.
5. Any formality of procedure, including specification of times of performance, may be revised and/or waived by mutual consent of the parties, subject to the approval of the Commission (2.15.4) or the hearing officer (2.15.5 and 2.15.6).
6. Nothing contained herein shall preclude the informal disposition of complaints by stipulation, consent order, or default, or by agreed settlement where such resolution is consistent with campus rules.
7. A complaint must be filed no later than forty-five days after the complainant receives notice of the Dean of the College's recommendation.

2.20.3 Academic Personnel Review Commission

An Academic Personnel Review Commission (APRC) shall serve as a neutral party in facilitating the informal resolution of contests.

The APRC shall be composed of two commissioners who shall act jointly in the performance of the APRC's responsibilities. One commissioner who is a ranked faculty member with tenure shall be appointed by the Dean of the College. One commissioner shall be a ranked faculty member with tenure appointed by the Executive Committee of the Faculty Senate. The appointees shall be confirmed in office by action of the Chancellor. The commissioners shall serve staggered twelve month terms and may be reappointed.

The Commission shall make an annual report to the Faculty Senate on the number of formal procedures pursued under this section during the previous twelve-month period, the complaints settled, and the number of Hearing Officer's decisions affirmed, modified, and reversed by the Board of Governors on review.

2.20.4 Informal Procedures

The first step before beginning informal grievance procedures shall be for the complainant(s) to consult the Commission. The Commission may advise the faculty member if they determine the concern to be grievable or not. At this point the Commission might attempt to resolve the complaint through discussions with appropriate parties.

The second step in the resolution of a complaint shall be a conference directly with the Dean of the College or the most senior administrator named in the complaint. Should the complainant remain dissatisfied after this conference then

he or she shall file a written statement of complaint with the same administrator who shall respond in writing within fifteen days after receiving the written complaint.

The Commission shall assist both the complainant and the involved administrators, as requested, in all writings and filings, and shall advise all parties of their rights and responsibilities.

Should the complainant be dissatisfied with the written response, he or she shall, within fifteen (15) days of receipt of the response, call upon the commission to intervene as a neutral third party. By joint action the commissioners shall seek a resolution of the contest by mediation, inquiry, conciliation, and/or such other means as they may deem appropriate in consultation with all parties involved in the dispute.

The commissioners by joint agreement may rule that the complaint is a frivolous one and may dismiss further proceedings unless the University's counsel determines it to be a contested case. If the commissioners rule the complaint frivolous, no further action will be taken in the case and the last action taken shall stand. In the event that the two commissioners cannot agree to the complaint's being "frivolous" or "not frivolous" the ruling will be "not frivolous."

2.20.5 Formal Proceedings

Formal proceedings shall be commenced by the filing of a written formal complaint with the Commission in which the complainant shall specify the reasons for dissatisfaction with the results of the informal proceedings and the issues in contest.

The Commission shall identify a Hearing Officer selected by alternate strikes by the Commissioners from a list of seven ranked faculty assembled by random selection who have previously indicated a willingness to serve as Hearing Officer. The faculty commissioner shall make the first strike. The candidate remaining following the third strike by the Academic Commissioner will serve. Alternatively, the Commissioners may select a professional arbitrator by agreed upon similar methods. If an outside arbitrator is selected, the cost of the Hearing Officer shall be borne by the University.

The Commission shall notify the Hearing Officer and all parties involved of the filing of the complaint and the selection of the Hearing Officer. Following the delivery of these notifications, ten days shall be granted for the preparation and presentation of answering, intervening, and amendatory writings and motions. Every writing seeking relief or answering any other writing shall state the name, title, and address of the party filing it, together with the name and address of any counsel assisting in its preparation. The Commission shall be responsible for distributing copies of any and all writings to any other party involved within three days.

With the consent of the Hearing Officer, the Commission shall schedule a hearing before the Hearing Officer no sooner than fifteen days and no later than twenty-five days from the date of the original filing of a formal complaint, and

shall notify all parties at least five days before the hearing begins unless all parties and the hearing officer agree to another schedule.

In preparation for and in participating in a formal hearing, the parties directly affected may be represented by counsel. No party directly involved shall represent themselves except upon the warning from the Commission that they do so at their own risk.

All testimonial evidence, written or oral, submitted to the Hearing Officer, shall be sworn or affirmed. Each party shall have the right to call or examine witnesses, to introduce exhibits, to cross-examine opposing witnesses on any matter relevant to the issues even though that matter was not the subject of the direct examination, to impeach any witness regardless of which party first called him or her to testify, and to rebut the evidence against him or her, as parties to the contest. A party who does not testify on his own behalf may be called and examined as if under cross-examination.

Evidence to which an objection is made shall, at the request of the party seeking to introduce the same, nevertheless be heard and preserved in the record, together with any cross-examination with respect thereto and any rebuttal thereof, unless the Hearing Officer rules it wholly irrelevant, repetitious, or privileged. For good cause shown, the Hearing Officer shall authorize reasonable discovery between the parties.

All parties to the contest have the right to obtain witnesses and present evidence. The campus shall cooperate with the complainant in securing witnesses and in making available specifically identified and relevant documentary and other evidence requested by the complainant, or the Hearing Officer to the extent not limited by law. Employees of the campus shall respond to requests to give testimony under oath or affirmation, as a condition of their employment, unless such witnesses assert a legally recognized privilege against testifying. Any such witness shall be entitled to be represented at the hearing by a person of his or her own choosing, including legal counsel.

The Hearing Officer shall be responsible for making a full transcript of the hearing. The original shall be sent to the Commission for copying and distribution to the complainant and appropriate campus parties and the attorneys.

The Hearing Officer's powers shall be limited in the following respects:

- a. He or she shall have no power to alter or amend the provisions of the Faculty Handbook.
- b. He or she shall have no power to substitute his or her discretion for the campus' discretion, where such discretion is reserved, unless it is demonstrated by substantial evidence in the record taken as whole that the discretion was exercised arbitrarily or capriciously.
- c. He or she shall have no power to create policy for the campus or the faculty, but shall confine his or her deliberations and recommendations to the issue presented.

The decision of the Hearing Officer shall be rendered within thirty days of the close of hearings and shall be in writing. Decision(s) shall state the findings of fact, conclusions and a recommended disposition.

A true copy of the decision shall be delivered to the parties by the Hearing Officer within ten days of its rendering and a copy shall be filed with the Secretary of the Board of Governors and the Commission.

If the Board does not vote to review the Hearing Officer's decision during its next regularly scheduled meeting occurring more than seven calendar days after the decision is filed with the Secretary of the Board the decision shall become final and shall be implemented by the administration.

The Board of Governors reserves the right to review a decision of the Hearing Officer if it determines by a majority vote at a duly constituted meeting that the decision represents a substantial departure from accepted norms of professional judgment. Its review shall be on the record, provided that the complainant shall be given an opportunity to be heard by the Board in writing, by oral argument, or both, as determined by the Board.. The Board may affirm, modify or reverse the decision of the Hearing Officer. If the Board determines to modify or reverse the decision it shall state specifically those findings or conclusions of the Hearing Officer which it finds not to be supported by substantial evidence in the record taken as a whole. The Board shall not merely substitute its judgment for that of the Hearing Officer. The decision of the Board of Governors shall be final.

2.20.6 Contested Case

If a complaint constitutes a contested case as determined by statute, the Dean of the College shall notify the Hearing Officer and the parties, and the complaint shall be processed in accordance with sections 536.063 et seq, R.S.Mo. with the Hearing Officer provided for in section 2.15.5 acting as the Hearing Officer for the Board of Governors.

The Board of Governors' review of the Hearing Officer's decision shall be conducted as required by law.

3.0 AMENDMENTS

3.1 Amendments to Part 1.0 of the Faculty Handbook

All sections of Part 1.0 of this Handbook, with the following exceptions, may be amended by the Board of Governors upon the recommendation of the Chancellor. The exceptions are as follows:

3.1.1 Faculty Senate and Faculty Constitution (section 1.5)

Amendments to the Faculty Constitution and changes in the function of the Faculty Senate may be made through Board-approved University governance processes.

3.2 Amendments to preamble, Section 1.5, and Parts 2.0 and 3.0 of the Faculty Handbook

3.2.1 Reserved Statutory Rights

While the Board of Governors seeks to share the governance of the University with the faculty to the degree set forth in the policy statements of this Handbook, in so doing, the Governors do not abrogate their statutory duties required by Chapter 174, Missouri Revised Statutes, which include the right, if they deem it essential to the proper management of the University, to amend the provisions of this Handbook. If such amendment is deemed necessary, the Governors pledge that they will follow the procedures set forth herein in effecting such amendments.

3.2.2 Amendment Process

Proposed amendments to the Preamble, Section 1.5, and Parts 2.0 and 3.0 of the Faculty Handbook will be considered and acted upon pursuant to a procedure similar to that utilized in the creation and adoption of this Faculty Handbook, described as follows:

3.2.2.1 The Executive Committee of the Faculty Senate shall appoint a Faculty Handbook Revision Committee, as a standing committee

3.2.2.2 The Faculty Handbook Revision Committee shall consider any amendment proposed by the Board of Governors, the administration, or members or units of the faculty. Further, the Committee shall conduct a septennial review of the Faculty Handbook to consider whether additional amendments are needed. In all cases the Committee shall seek to reach a reasoned consensus. The Committee shall file a report with the Faculty Senate stating the Committee's recommended action

3.2.2.3 The Faculty Senate shall consider the recommendations of the Faculty Handbook Revision Committee within thirty calendar days of the submission of the Committee's report, and shall file its recommended action with the Board of Governors and the administration

3.2.2.4 The Board of Governors shall thereafter consider the report of the Faculty Handbook Revision Committee, the Faculty Senate, and recommendations made by the administration before taking action on the proposed changes. The Board shall also hold an open meeting to receive comments from interested parties on the proposed changes before taking final action.

3.2.2.5 Under circumstances as certified by the Chancellor for urgent reason, including change in law, where either the legislature or the Coordinating Board for Higher Education makes requirements which necessitate a change in any policy contained herein, the Chancellor may forward directly to the Board of Governors the changes deemed immediately essential to meet the aforesaid requirements without the same having been first submitted to the Faculty Handbook Revision Committee, or the Faculty Senate, as required in subsections 3.2.2.2 and 3.2.2.3, above. In all such cases, before taking action, the Governors shall request the Faculty Handbook Revision Committee and the Faculty Senate to convene and consult with the administration concerning the proposed action. The failure of either body to convene and consult shall not prevent the Governors from proceeding after a reasonable period of time has been afforded

3.3 Amendments to Take Effect

Following final approval by the Board of Governors, the Faculty Handbook shall remain in effect until amended in accordance with the procedures set forth above. All Amendments, except those adopted pursuant to subparagraph 3.2.2.5, above, shall take effect at the commencement of the academic year following the adoption of the amendments by the Board of Governors. All amendments so adopted shall be incorporated into the Faculty handbook as a permanent revision thereto.

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VIII.C.

RECOMMENDED ACTION: Approval of revisions to the *Missouri State University-West Plains Faculty Handbook By-Laws*, concerning Article 1 section 2; Article I Section 6 Item 1 – D; Article 1 Section 6 item F; Article 1, Section 6, Item K of the recently revised (and Board approved) edition.

The following resolution was moved by _____ and seconded by _____ :

The following resolution to the Missouri State University Board of Governors was submitted by the chair of the Missouri State University-West Plains Faculty Handbook Committee.

During the past academic year (2014-2015), the Missouri State University-West Plains Faculty Senate voted on and approved these revisions.

University Counsel has been consulted and their input has been incorporated in these revisions.

The Missouri State University-West Plains' administration concurs with the proposed revisions.

BE IT RESOLVED that the proposed revisions to the following sections of the *Missouri State University-West Plains Faculty Handbook* be approved:

VOTE: **AYE** _____

NAY _____

COMMENTS:

Quorum

Currently neither the Handbook, constitution, nor by-laws define the quorum needed for conducting business at a Faculty Senate meeting; specifically actions, consent, recommendations, or resolutions. **Current practice**

- **A simple majority of the voting members PRESENT** for giving consent, recommendations, and passing resolutions

Current Policy in the Handbook, Constitution or Bylaws:

- **A simple majority of the total voting membership is needed to:**
 - Vote on the Chair of the RPT committee
 - Grant Emeritus Status for a retired Faculty member
 - Make Changes to the Handbook

- Elect Faculty Senate Officers
- **2/3 vote of the total members to make changes to the By-Laws**
- **3/4 of the total voting members are needed to make Amendments to the Constitution:**

Proposed Change

Add to Bylaws Article 1 Section 2:

Quorum: The minimum number of voting members of the faculty Senate who must be present at a properly called meeting in order to conduct business shall be a majority of the current eligible voting faculty membership. See section 1.5 of the Faculty Handbook for the definition of voting members.

This quorum requirement does not alter the specific voting requirements found elsewhere in the Faculty Handbook, Constitution or By-Laws.

Change to the title of the Standing Committee SAAS to AACCESS

- **Current Article I Section 6 Item 1 – D**

- *Student Advisement and Academic Support Center Advisory Committee* shall meet at least twice a year to review policies, recommend additional services, determine workshop to offer, etc.

Members shall consist of the director of developmental education (serving as chairperson) and faculty members appointed by the chairperson of the Faculty Senate.

- **Proposed Change**

- *Advisement and Academic Coaching Center for Empowering Student Success Advisory Committee (AACCESS)* shall meet at least twice a year to review policies, recommend additional services, determine workshop to offer, etc.

Members shall consist of the director of developmental education (serving as chairperson) and faculty members appointed by the chairperson of the Faculty Senate.

Change to By-Laws Standing Committees: Article 1 Section 6 item F

The revised Faculty Handbook approved by Faculty Senate on May 4, 2014 including the creation of Divisional Personnel Committees to handle the duties previously performed by the Reappointment, Promotion, and Tenure Committee. Therefore the RPT standing committee defined in Article 1 section 6 item F, will be eliminated upon final approval by the Board of Governors of the revised Faculty Handbook.

Current:

Article 1 section 6 item F: Reappointment, Promotion and Tenure

Committee shall meet each January to prepare information and distribute the information to ranked faculty on steps needed to apply for tenure or promotion. The committee shall meet, prior to the deadline established by the academic calendar, to review applications for completeness and shall serve in an advisory capacity to the academic dean in determining reappointment, promotion or tenure issues.

Proposed Change:

Delete this item.

By-Laws Addition of a Faculty Senate standing committee:

Proposed Change: Article 1, Section 6, Item K: Public Affairs Committee

- The Public Affairs Committee shall advise on assessment and develop events, activities and academically related programs on our campus. The committee will promote education and experience in: Ethical Leadership, Cultural Competence and Community Engagement. Their work shall include activities relating to internships and service learning, international travel and classes, campus service events, student competitions and guest speakers that relate to the Public Affairs mission. It shall meet monthly and with various campus constituencies, to discuss student opportunities, connections and program modifications, and will make recommendations to the Faculty Senate or the Dean of Academic Affairs.
- Membership shall consist of faculty interested in, or working with areas related to Public Affairs who volunteer, or are appointed by the chair of the Faculty Senate. The Academic Dean and Division Chairs will be invited to serve as ad-hoc members. All other faculty, full-time and per-course, are free to attend the meetings of this committee. In addition, the Student Government Association will be invited to appoint a student member.

IX.A.

REPORT BY STUDENT BODY PRESIDENT

Mr. Jordan McGee, President of the Student Body, will make a report to the Board of Governors.

Student Affairs Report
Missouri State University Board of Governors
 May 15, 2015

The Division of Student Affairs' mission is to support student success, foster student engagement, inspire a commitment to public affairs, and instill pride and tradition. Some highlights from the Division since the February Board meeting include:

- The **Enrollment Management** outlook for the fall semester remains very positive. We are up over last year in the number of current students who have preregistered for fall and remain up 9 percent in the number of admitted first-time freshmen.
- In March, the **Office of the Registrar** activated a new wait listing feature through the registration system. This feature allows students to select to be on a wait list if a section is full. If a seat becomes available, students are automatically notified by the system. In addition to benefitting students, this new feature will also help departments to manage their course enrollments.
- The President's Task Force on Graduate Tracking and Outcomes, chaired by Jill Wiggins, Director of the **Career Center**, has begun its work and has already implemented new procedures to collect data from our spring graduates. This task force includes campus-wide representation.
- **Housing** contracts for the 2015 fall semester are up 6.9% from last year, with new contracts from First-time new in college students up 13.35%.
- The Division has been actively engaged in **Sexual Assault Awareness Month** activities during April. Highlights of the month included a showing of the documentary "The Hunting Ground" in the PSU Theater along with a panel presentation of campus and community presenters active in addressing this issue, a workshop addressing Title IX and Sexual Harassment/Assault by the Giving Voice Troupe, and lecturer Tim Mousseau on "Reframing the Sexual Assault Conversation."
- The **Distinction in Public Affairs** program concluded with 55 students successfully completing this leadership program. Seven teams from the program presented at the Public Affairs Conference on a variety of topics related to addressing community "red flags".
- Jack Moore, **Campus Recreation** Intramural Sports student supervisor, attended the Middle Tennessee State University NIRSA Basketball Regional Tournament and made it to the Men's Quarterfinals. Lauren Easter and Skyler Harmon also attended the tournament as All-Tournament Committee members.
- The **STAR Awards** (Student Talent and Recognition) ceremony celebrates individual and organization accomplishments. This year's ceremony presented 37 awards, 25 leadership initiatives, and 320 attendees for outstanding contributions to the MSU community. The Residence Hall Association received *Organization of the Year* and Ashley Crisafulli (incoming SGA President) received *Leader of the Year*.
- **MSU TRiO** had 35 Upward Bound students participate in our Spring Break College Tour. During this trip participants visited MU, Washington University, Missouri Science and Technology, Webster, Fontbonne University, Lindenwood University, and University of Missouri St. Louis. Additionally, Student Support Services (SSS) hosted a total of 13 workshops that

highlight financial aid, financial literacy and career planning. SSS also hosted 3 graduate school visits to the University of Kansas, University of Missouri-Kansas City and our own MSU. Other noteworthy accomplishments from TRiO include: TRIO SSS student Loretha Cain won Outstanding First-Generation Student and TRIO SSS student Walter Powers won Outstanding Transfer Student at the STAR Awards.

- MSU's **Multicultural Program's** Executive Director is the Project Director for Springfield's Higher Education Project to increase higher education attainment. Lumina Foundation's grant is to increase the percentage of Springfield's population with higher education attainment. Lumina Foundation informed the *Project* that their hard work and leadership in preparing Springfield's Community Partnership for Attainment Charter has been accepted. Overall, Lumina Foundation thought the Springfield charter reflected some strong thinking, and they particularly appreciated the focus on African-Americans and adults in poverty. In June 2015, \$50,000 will be awarded to start the initial planning of the Charter and a Higher Education Coach will be assigned to the Project.
- **Taylor Health and Wellness Center** have been working with student leaders to evaluate the future of the health center at MSU. Student Government leaders, as well as Faculty and Staff Senates, have expressed an interest in additional space and services on the campus. A survey is underway to evaluate student interest and fee tolerance.
- Several searches for important positions in Student Affairs are underway. Candidates for the **Director of the Bookstore** position are visiting campus in early May. Hopefully, a new Director will be appointed by the end of the month. Candidates for the **Director of the Plaster Student Union** visited the campus in late April and a new Director should be on board this summer. Other searches include the **Director of the Counseling Center**, the Assistant Director in the **Office of Student Engagement**, and the Associate Director of the **Office of Student Engagement**.
- **The MSU Bookstore** offers a guaranteed buyback program to help students get the most money for their used textbooks. Beginning May 4th, guaranteed prices will be offered for select titles listed on their website. They will continue to offer buybacks for hundreds of additional titles as well. Buyback stations are set-up in Glass and Strong Halls, Hammons and Hutchens Residence Halls and in two Bookstore trailers on the south side of campus. The **MSU Bookstore** also hosts an annual Tent Sale where faculty, staff and students can stock up on their BearWear at discounts up to 75% off. The merchandise consists of closeouts, overstocks and special buys in clothing, souvenirs, school supplies and trade books.
- Registration for **SOAR (Student Orientation, Advising and Registration)** is up and running. 1727 new students have completed the required on-line modules and signed up for their SOAR session (as of April 27th). Ursa, the Maroon and White Overnight, is MSU's first ever engagement camp (and the only one in the state of Missouri)! Ursa will be held August 10-12th at an off-campus retreat site where students will build friendships, learn about MSU history and traditions, and explore ways to follow their passion and find their place at Missouri State.

Respectfully submitted by,

Dee Siscoe
Vice President for Student Affairs
Missouri State University

IX.B.1.

RECOMMENDED ACTION – Offer of commendation to Jordan McGee for service as Student Body President.

WHEREAS, Jordan McGee served as Student Body President at Missouri State University from May 2014 through May 2015, has been actively involved in student government throughout his collegiate career, and has been faithful and competent in the performance of his duties; and

WHEREAS, Jordan McGee has provided exceptional leadership which has resulted in a high level of respect for the Student Government Association among students, faculty, staff, and administration; and

WHEREAS, Jordan McGee has pursued a fully participatory form of student governance by working energetically to keep students informed of issues affecting the University and soliciting student input and ideas; and

WHEREAS, Jordan McGee has continually demonstrated his dedication to the University and his fellow students through many leadership and service roles in extracurricular activities and has represented the interest of students and effectively communicated their views to the University administration and to the Board of Governors; and

WHEREAS, Jordan McGee has conducted himself in a manner appropriately befitting the President of the Student Body of a major state university.

NOW, THEREFORE, BE IT RESOLVED, by the Board of Governors for Missouri State University, that we commend Jordan McGee for outstanding service as Student Body President of Missouri State University from May 2014 through May 2015.

VOTE: AYE _____

 NAY _____

IX.B.2.

RECOMMENDED ACTION – Offer of commendation to Addison Reed for service as Student Body Vice President.

WHEREAS, Addison Reed served as Student Body Vice President of Missouri State University from May 2014 through May 2015, and has been faithful and competent in the performance of her duties; and

WHEREAS, Addison Reed has presided over the Student Government Association with considerable parliamentary skill, leadership, and motivation; and

WHEREAS, Addison Reed has provided exceptional leadership which has resulted in a high level of respect for the Student Government Association among students, faculty, staff, and administration; and

WHEREAS, Addison Reed has continually demonstrated her dedication to the University and her fellow students through many leadership and service roles in extracurricular activities; and

WHEREAS, Addison Reed has conducted herself in a manner appropriately befitting the Vice President of the Student Body of a major state university.

NOW, THEREFORE, BE IT RESOLVED, by the Board of Governors for Missouri State University, that we commend Addison Reed for outstanding service as Student Body Vice President of Missouri State University from May 2014 through May 2015.

VOTE: AYE _____

 NAY _____

X.A.

REPORT FROM STAFF SENATE

Mr. Scott Fiedler, Chairperson of the Staff Senate, will make a report to the Board.

X.B.

RECOMMENDED ACTION - Offer of commendation to Scott Fiedler for service as Staff Senate Chair.

The following resolution was moved by _____ and seconded by _____:

Whereas, Scott Fiedler has served as Chair of the Staff Senate at Missouri State University for fiscal year 2014-2015; and

Whereas, Scott Fiedler has provided outstanding leadership which has resulted in a high level of respect for the Staff Senate among the University's staff, faculty, students, and administration; and

Whereas, Scott Fiedler has pursued a fully participatory form of Staff Senate governance by working energetically to keep staff informed of issues affecting the University and soliciting staff input and ideas; and

Whereas, Scott Fiedler has continually demonstrated his dedication to the University and his fellow staff, and has represented the interests of staff and effectively communicated their views to the University administration and to the Board of Governors; and

Whereas, Scott Fiedler has conducted himself in a manner appropriately befitting the Chair of the Staff Senate of a major state university;

Be It Now Resolved, by the Board of Governors for Missouri State University, that we commend Scott Fiedler for his outstanding service as Staff Senate Chair at Missouri State University for 2014-2015.

VOTE: AYE _____

 NAY _____

**Report of Gifts
to the
Missouri State University Foundation
Monthly and Year-to-Date**

	Year	MONTHLY						YEAR-TO-DATE		
		Designations under \$1,000		Designations \$1,000 and over		Totals for January		Running Totals		Year
		No.	Amount	No.	Amount	No.	Amount	No.	Amount	
Annual Gifts	FY 14	2,281	\$88,149	41	\$205,888	2,322	\$294,037	21,548	\$3,989,005	FY 14
	FY 15	2,699	\$89,878	44	\$178,012	2,743	\$267,890	25,605	\$4,262,725	FY 15
Special Campaigns	FY 14	36	\$5,306	5	\$21,982	41	\$27,288	977	\$2,803,194	FY 14
	FY 15	27	\$2,359	6	\$11,100	33	\$13,459	1,060	\$3,070,145	FY 15
One Time Gifts	FY 14	0	\$0	7	\$1,045,825	7	\$1,045,825	75	\$3,157,004	FY 14
	FY 15	0	\$0	12	\$81,250	12	\$81,250	55	\$1,698,532	FY 15
TOTALS	FY 14	2,317	\$93,455	53	\$1,273,695	2,370	\$1,367,150	22,600	\$9,949,203	FY 14
	FY 15	2,726	\$92,237	62	\$270,362	2,788	\$362,599	26,720	\$9,031,402	FY 15

MISSOURI STATE UNIVERSITY FOUNDATION
 INCOME SUMMARY TOTALS BY TYPE AND SOURCE
 07/01/2014 TO 1/31/2015

SOURCE	UNRESTRICTED CURRENT	RESTRICTED CURRENT	ENDOWMENT	GIFTS OF PROPERTY	TOTAL 7/1/2014 TO 1/31/2015	TOTAL 7/1/2013 TO 1/31/2014
G I F T S						
ALUMNI	\$70,484	\$1,245,128	\$187,141	\$19,025	\$1,521,778	\$2,091,088
FRIENDS	6,488	2,138,758	271,645	73,217	\$2,490,108	3,783,926
PARENTS	3,979	77,476	3,181	4,750	\$89,386	93,338
FOUNDATIONS	2,875	1,100,380	42,250	0	\$1,145,505	187,793
ORGANIZATIONS	3,260	230,611	130,343	6,735	\$370,949	1,763,330
BUSINESSES	7,386	1,801,369	213,757	1,391,164	\$3,413,675	2,029,727
GIFT TOTAL	<u>\$94,471</u>	<u>\$6,593,723</u>	<u>\$848,317</u>	<u>\$1,494,890</u>	<u>\$9,031,402</u>	<u>\$9,949,203</u>

	NUMBER OF DONORS 7/1/2014 TO 1/31/2015	NUMBER OF DONORS 7/1/2013 TO 1/31/2014
ALUMNI	5,052	5,113
FRIENDS	8,024	7,872
PARENTS	1,100	1,072
FOUNDATIONS	34	35
ORGANIZATIONS	87	94
BUSINESSES	790	775
TOTAL	<u>15,087</u>	<u>14,961</u>

**Report of Gifts
to the
Missouri State University Foundation
Monthly and Year-to-Date**

	Year	MONTHLY						YEAR-TO-DATE		
		Designations under \$1,000		Designations \$1,000 and over		Totals for February		Running Totals		Year
		No.	Amount	No.	Amount	No.	Amount	No.	Amount	
Annual Gifts	FY 14	2,745	\$123,793	25	\$112,125	2,770	\$235,918	24,318	\$4,224,924	FY 14
	FY 15	3,405	\$141,126	41	\$104,610	3,446	\$245,736	29,059	\$4,550,161	FY 15
Special Campaigns	FY 14	29	\$2,191	2	\$2,200	31	\$4,391	1,008	\$2,807,585	FY 14
	FY 15	32	\$5,045	11	\$84,612	43	\$89,657	1,103	\$3,159,802	FY 15
One Time Gifts	FY 14	0	\$0	6	\$1,052,000	6	\$1,052,000	81	\$4,209,004	FY 14
	FY 15	0	\$0	12	\$648,569	12	\$648,569	70	\$2,442,971	FY 15
TOTALS	FY 14	2,774	\$125,984	33	\$1,166,325	2,807	\$1,292,309	25,407	\$11,241,513	FY 14
	FY 15	3,437	\$146,171	64	\$837,791	3,501	\$983,962	30,232	\$10,152,934	FY 15

MISSOURI STATE UNIVERSITY FOUNDATION
 INCOME SUMMARY TOTALS BY TYPE AND SOURCE
 07/01/2014 TO 2/28/2015

SOURCE	UNRESTRICTED CURRENT	RESTRICTED CURRENT	ENDOWMENT	GIFTS OF PROPERTY	TOTAL 7/1/2014 TO 2/28/2015	TOTAL 7/1/2013 TO 2/28/2014
G I F T S						
ALUMNI	\$81,152	\$1,316,194	\$197,404	\$57,740	\$1,652,491	\$2,156,796
FRIENDS	7,844	2,897,723	265,743	172,739	\$3,344,048	3,852,756
PARENTS	4,779	84,229	3,429	4,800	\$97,237	100,493
FOUNDATIONS	2,875	1,100,130	48,250	100	\$1,151,355	182,898
ORGANIZATIONS	3,260	238,247	131,093	6,735	\$379,335	1,816,482
BUSINESSES	8,116	1,907,528	215,757	1,397,067	\$3,528,467	3,132,087
GIFT TOTAL	<u>\$108,025</u>	<u>\$7,544,052</u>	<u>\$861,677</u>	<u>\$1,639,180</u>	<u>\$10,152,934</u>	<u>\$11,241,513</u>

	NUMBER OF DONORS 7/1/2014 TO 2/28/2015	NUMBER OF DONORS 7/1/2013 TO 2/28/2014
ALUMNI	5,394	5,410
FRIENDS	8,557	8,274
PARENTS	1,226	1,202
FOUNDATIONS	39	37
ORGANIZATIONS	96	100
BUSINESSES	839	812
TOTAL	<u>16,151</u>	<u>15,835</u>

**Report of Gifts
to the
Missouri State University Foundation
Monthly and Year-to-Date**

	Year	MONTHLY						YEAR-TO-DATE		
		Designations under \$1,000		Designations \$1,000 and over		Totals for March		Running Totals		Year
		No.	Amount	No.	Amount	No.	Amount	No.	Amount	
Annual Gifts	FY 14	3,790	\$277,950	42	\$145,753	3,832	\$423,703	28,150	\$4,649,857	FY 14
	FY 15	4,334	\$230,799	36	\$113,404	4,370	\$344,203	33,437	\$4,897,292	FY 15
Special Campaigns	FY 14	56	\$5,566	3	\$8,000	59	\$13,566	1,067	\$2,821,151	FY 14
	FY 15	28	\$2,305	9	\$1,503,681	37	\$1,505,986	1,140	\$4,686,058	FY 15
One Time Gifts	FY 14	0	\$0	3	\$10,700	3	\$10,700	84	\$4,219,704	FY 14
	FY 15	0	\$0	8	\$1,078,469	8	\$1,078,469	78	\$3,521,440	FY 15
TOTALS	FY 14	3,846	\$283,516	48	\$164,453	3,894	\$447,969	29,301	\$11,690,712	FY 14
	FY 15	4,362	\$233,104	53	\$2,695,554	4,415	\$2,928,658	34,655	\$13,104,790	FY 15

MISSOURI STATE UNIVERSITY FOUNDATION
INCOME SUMMARY TOTALS BY TYPE AND SOURCE
07/01/2014 TO 3/31/2015

G I F T S

SOURCE	UNRESTRICTED CURRENT	RESTRICTED CURRENT	ENDOWMENT	GIFTS OF PROPERTY	TOTAL 7/1/2014 TO 3/31/2015	TOTAL 7/1/2013 TO 3/31/2014
ALUMNI	\$93,252	\$1,404,567	\$218,393	\$59,266	\$1,775,478	\$2,260,667
FRIENDS	9,290	3,041,294	270,644	177,478	\$3,498,705	4,027,855
PARENTS	5,780	96,314	3,687	4,984	\$110,765	113,647
FOUNDATIONS	2,875	1,102,300	48,250	100	\$1,153,525	190,898
ORGANIZATIONS	3,260	264,789	141,543	9,535	\$419,127	1,820,660
BUSINESSES	11,661	3,474,190	224,682	2,436,658	\$6,147,190	3,276,986
GIFT TOTAL	<u>\$126,118</u>	<u>\$9,383,453</u>	<u>\$907,199</u>	<u>\$2,688,019</u>	<u>\$13,104,790</u>	<u>\$11,690,712</u>

	NUMBER OF DONORS 7/1/2014 TO 3/31/2015	NUMBER OF DONORS 7/1/2013 TO 3/31/2014
ALUMNI	5,847	5,823
FRIENDS	9,575	9,397
PARENTS	1,338	1,334
FOUNDATIONS	40	40
ORGANIZATIONS	104	111
BUSINESSES	880	856
TOTAL	<u>17,784</u>	<u>17,561</u>

**Report of Gifts
to the
Missouri State University Foundation
Monthly and Year-to-Date**

	Year	MONTHLY						YEAR-TO-DATE		
		Designations under \$1,000		Designations \$1,000 and over		Totals for April		Running Totals		Year
		No.	Amount	No.	Amount	No.	Amount	No.	Amount	
Annual Gifts	FY 14	3,595	\$177,753	45	\$127,762	3,640	\$305,515	31,790	\$4,955,372	FY 14
	FY 15	3,938	\$208,935	64	\$230,421	4,002	\$439,356	37,440	\$5,339,051	FY 15
Special Campaigns	FY 14	183	\$21,472	5	\$1,383,705	188	\$1,405,177	1,255	\$4,226,328	FY 14
	FY 15	44	\$4,122	9	\$2,306,222	53	\$2,310,344	1,193	\$6,996,402	FY 15
One Time Gifts	FY 14	0	\$0	9	\$99,126	9	\$99,126	93	\$4,318,830	FY 14
	FY 15	0	\$0	11	\$137,645	11	\$137,645	89	\$3,659,085	FY 15
TOTALS	FY 14	3,778	\$199,225	59	\$1,610,593	3,837	\$1,809,818	33,138	\$13,500,530	FY 14
	FY 15	3,982	\$213,057	84	\$2,674,288	4,066	\$2,887,345	38,722	\$15,994,538	FY 15

MISSOURI STATE UNIVERSITY FOUNDATION
INCOME SUMMARY TOTALS BY TYPE AND SOURCE
07/01/2014 TO 4/30/2015

G I F T S

SOURCE	UNRESTRICTED CURRENT	RESTRICTED CURRENT	ENDOWMENT	GIFTS OF PROPERTY	TOTAL 7/1/2014 TO 4/30/2015	TOTAL 7/1/2013 TO 4/30/2014
ALUMNI	\$104,254	\$1,515,294	\$309,282	\$59,266	\$1,988,095	\$2,367,200
FRIENDS	9,621	3,171,665	296,391	181,953	\$3,659,629	4,143,344
PARENTS	6,050	104,964	4,310	4,984	\$120,308	125,978
FOUNDATIONS	2,875	1,107,300	103,250	100	\$1,213,525	197,305
ORGANIZATIONS	3,260	2,294,165	142,374	5,060	\$2,444,859	1,901,667
BUSINESSES	12,947	3,864,022	254,332	2,436,821	\$6,568,122	4,765,036
GIFT TOTAL	\$139,006	\$12,057,411	\$1,109,939	\$2,688,182	\$15,994,538	\$13,500,530

	NUMBER OF DONORS 7/1/2014 TO 4/30/2015	NUMBER OF DONORS 7/1/2013 TO 4/30/2014
ALUMNI	6,274	6,257
FRIENDS	10,290	9,957
PARENTS	1,437	1,476
FOUNDATIONS	43	46
ORGANIZATIONS	113	131
BUSINESSES	924	1,016
TOTAL	19,081	18,883

PRESENTATION ON CLIMATE STUDY

President Smart will provide information about the University's actions in recent years to assess and improve the campus climate, the recent completed campus climate study, and the University's plans for continuing to assess and improve the campus climate going forward.

You will receive a hard copy of the Final Campus and Community Climate Study Report at the meeting. Alternatively, you can review the executive summary at <http://diversity.missouristate.edu/ExecutiveSummary.htm>, and you can review the entire report at http://diversity.missouristate.edu/assets/diversity/CCCSP_Final_web.pdf.

In addition to the climate study report, President Smart will mention a 2008 research project completed by Dr. Paula Caplan. Dr. Caplan's report can be found at http://diversity.missouristate.edu/assets/diversity/Voices_of_Diversity_Project_Caplan_Ford.pdf.

Potential discussion questions include:

- What processes should the University utilize to develop a coordinated action plan in response to the findings of the climate study?
- What policies and processes should the University explore to encourage inclusiveness, belonging, and loyalty?
- What policies and processes should the University explore to discourage microaggressions?



2014-2015 DIVERSITY PROGRAMS AND ACTIONS INVENTORY

This document is intended to highlight the University's noteworthy diversity programs and actions during the 2014-2015 academic year at a high level. It is not intended to be an exhaustive list of every diversity program or action. This inventory is organized into four topical areas, tracking the four dimensions of Daryl G. Smith's framework for diversity as set forth in the book *Diversity's Promise for Higher Education: Making It Work*.

1. Access and Success of Underrepresented Student Populations – This dimension is meant to focus on students as an indicator of an institution's success, or at least as one key marker of its progress with respect to diversity. Access and success involves identifying talent, enabling student achievement, and studying which students are thriving and why.

- Provided scholarships through diversity scholarship programs, including:
 - Two full tuition scholarships named after prominent diversity leaders in Missouri—James H. Buford and Dr. Donald M. Suggs;
 - The Multicultural Leadership Scholarship program, which recognizes up to 50 students each year with a \$5,000 per year scholarship award for four years;
 - The Multicultural Leadership Recognition Award, which provides scholarship dollars to outstanding students that did not receive the Multicultural Leadership Scholarship;
 - The Diversity in Education Scholarship program, which is designed to enhance diversity in the College of Education;
 - The Graduate Scholarships for Enhancing Diversity program, which recognizes up to 15 graduate students each year with a \$1,000 per semester scholarship for up to four semesters; and
 - McNair Scholar Graduate Assistantships, which provide a fee waiver and a stipend of approximately \$10,000 per year for two years.

- Implemented targeted GEP 101 sections for first generation students to improve retention

- Through the Student Transition Education Program (STEP) and the Youth Empowerment Conference (YEC), the University hosted diverse middle school and high school students on campus, encouraged them to pursue an undergraduate education, and prepared them for success

- Maintained two employees in the Office of Admissions whose primary focus is recruitment of underrepresented students

- Targeted outreach to underrepresented prospective students, including:
 - Recruiting diverse prospective students through the St. Louis National Association for College Admission Counseling College Fair, music program auditions, and other efforts in urban areas with significant African American populations
 - Recruiting diverse prospective students through the Spring Creek Arts Festival and through other activities in areas of northwest Arkansas with significant Hispanic populations
 - Providing diverse prospective students with information about diversity scholarship programs
 - Letters from the Office of Diversity and Inclusion to parents of underrepresented admitted students
 - Targeted telephone calls to underrepresented prospective students and their families
 - Outreach program to school districts in Monett and Verona, communities with predominantly Latino student populations
 - Recruitment efforts by the College of Education with five historically black colleges and universities
- Partnerships with college access programs to provide scholarships, mentoring, and resources to underrepresented students, including Kauffman Scholars, College Bound, Wyman Scholars, and College Summit
- Set a new record with 2,631 students from underrepresented groups in fall 2014. Enrollment of underrepresented students increased by 17.4% from 2012 to 2014. Those students make up 11.8% of the total student population.
- International student population grew with 1,523 international students representing 88 countries enrolled in fall 2014
- The Office of TRIO Programs provides numerous services to assist first generation, low income, and disabled students, including:
 - Tutoring
 - Peer Mentoring
 - Academic Advising
 - Equipment Lending
 - Cultural Exposure
 - Financial Aid Workshops
 - Financial Literacy Workshops
 - Study Skills and other academic workshops

- Exposure to and promotion of graduate school
 - Summer programming for pre-college high school students
 - Pre-college advisement for disadvantaged youth
 - Financial Assistance
 - Computer access with free printing
 - A community resource handbook
 - Scholarship booklets
 - Interaction on behalf of students with the Office of Admissions, Career Services, Financial Aid, Counseling and Testing, and other campus offices
- The Office of Multicultural Services provides services, programs, and events to help students from diverse backgrounds succeed, including:
- Student Transition Education Program (STEP), an annual recruitment program focused on Latino students from Southwest Missouri and Northwest Arkansas
 - GEP 101 Multicultural Scholars Section
 - IDS 118 Multicultural Scholars Section
 - Latino Leadership Institute
 - 100K Strong, an initiative to increase student mobility between the United States and Mexico
 - Peer-to-Peer Diversity Training Program for all Missouri State students and student organizations (set to launch fall 2015)
- The Office of International Student Services and the Office of China Programs provides services, programs, and events to help international students succeed, including:
- International Friends of Missouri State
 - International Week
 - International Student Household Goods Drive
 - Association of International Students, which hosts events including:
 - Halloween Party
 - International Banquet and Show
 - Thanksgiving Dinner
 - End of Year (Christmas) Party
 - International Sharing Day
 - Basketball Tournament
 - Soccer Tournament
 - End of Year Party
 - Numerous other students organizations, including the Indian Students Association, the Chinese Students and Scholars Association, and International Public Affairs Leaders which host events including Tarang, Chinese New Year Celebration, orientation events, and social activities
- Provided training through the Safe Zone program designed to equip students, faculty, and staff with resources to establish a safe and welcoming campus community for our lesbian, gay, bisexual, transgender, and ally population
- University Public Safety Officers met with international students to discuss cultural differences with police interaction, the criminal justice system, and crime prevention strategies

- The English Language Institute offers instruction to provide English language learners with skills for academic and career success
- Provided education and training, on and off the Springfield campus, to international business executives through the International Leadership and Training Center
- Continued to incorporate assistive technologies into laboratory, classroom and office environments, and monitored compliance with technology accessibility requirements on campus
- Sustained the College of Education’s Hispanic Outreach program which teaches families in communities with large Hispanic populations how to support students’ higher education and ensure students’ graduation from high school

2. Campus Climate and Intergroup Relations – The climate and intergroup relations dimension focuses on the campus climate for students, faculty, and staff and the degree to which people are indeed interacting across diverse groups. This dimension includes looking at the institution through a variety of perspectives, including not only those of race and ethnicity for students, faculty, and staff, but the perspectives of all identity groups.

- Conducted numerous diversity-related activities, events, and projects through the Office of Student Engagement (OSE) and Student Activities Council (SAC), including:
 - Laverne Cox presentation
 - Salsa Lessons
 - Diwali Celebration
 - Native Pride Dancers
 - Culture Shock
 - Nikki Skies’ “One Day White Woman” presentation
 - Candice DeLong presentation
 - Sushi Rolling Class
 - Discussions of cultural competence following Ferguson situation and the OU Sigma Alpha Epsilon chapter situation
 - Diversity exercises as part of Emerging Leaders and Centennial Leaders programs
 - Cultural competence presentation as part of the Distinction in Public Affairs program
- Conducted numerous diversity-related activities, events, and projects through Residence Life, Housing, and Dining Services (RLHDS), including:
 - Life is Like a Box of Chocolates
 - How Diverse is Your Universe
 - Life in a Wheelchair
 - Diwali Celebration
 - The Hunger Banquet
 - Giving Voice
 - Snacking Around the World

- Diversity Cupcakes
- Exploring Stereotypes
- Ice Cream-a-Polooza
- TV Families
- Happy Holidays Bulletin Board
- The Stars of Social Justice
- The Transgender Tipping Point by Laverne Cox
- Let's Get Crafty
- Salsa and Similarities
- St. Patrick's (Irish Heritage) Party
- Diversity Challenge
- Help Humanity
- Cupcake Diversity
- Multicultural Problem Solving
- African American History Month Bulletin Boards
- Black History Month Pamphlet
- Masks and Facts
- Africa Exposed
- Sickening Snacks
- Stitching It Together
- Scarf Making
- Diversity Quilt
- French Treats and Study Away
- Speaking Out: Part II
- Sushi a la Scholars
- Transamerica
- Diverse Volunteerism
- King Clarentz and the Court Yard
- Big Gay Talent Show
- Snowballs and Egg Nog
- Black Herstory Month
- Diving Deeper
- The Candy of Life
- Exploring Stereotypes
- Cross the Line
- Religion in South Asia Conference
- Before and After Photoshop
- Good Queen Fun
- Tunnel of Oppression
- (Dis)comfort
- Interactive event in Garst Dining Center that focused on school lunch programs around the world and the impact of hunger
- Student leader round table discussions on diversity-related topics, including poverty, mental health, heteronormativity, Islam in America, intersectionality, tokenism, and HIV/AIDS

- Maintained numerous diversity focused student organizations and conducted, hosted, or sponsored numerous other diversity-related student events and activities through the Office of Multicultural Programs and related campus departments and offices, including:
 - Sister Circle
 - Belong B Que
 - Disability Awareness Month events
 - LGBT History Month events
 - Hispanic Heritage Month events
 - Family Weekend BBQ
 - Native American Heritage Month events
 - Black History Month events
 - Asian American Pacific Islander Month events
 - Six Historically African-American Fraternities and Sororities
 - Association of Black Collegians
 - West Plains Campus Multicultural Mixer
 - West Plains Campus Cinco De Mayo Celebration
 - Project D.I.G. (Discovery, Involvement, and Growth)
 - Advocates 4 Disabilities
 - Student Athletes for Excellence (SAFE), which encourages student athletes to become ethical leaders by engaging the community and interactively promoting diverse opportunities
 - Leading in Education to Approach Latinos
 - LGBT Resource Center
 - Multicultural Resource Center
 - Veteran student lounge and a Veteran Student Services office

- Engaged in a number of actions to provide multicultural support following the shooting of Michael Brown in Ferguson, Missouri, including:
 - Conducted facilitated dialog sessions with groups of students across campus
 - Collaborated with student organizations to host Speak Up events, Courageous Conversations on Race, and subsequent events to help students create and implement goals for city and University leadership
 - Collaborated with other community organizations on the Interfaith Prayer Service Remembering Michael Brown at Park Central Square
 - Consulted with city and community leaders on community-wide responses to the Ferguson situation
 - Discussed Ferguson situation at multiple meetings of various groups of staff throughout the campus to determine appropriate responses and implement appropriate student, faculty, and staff support

- Campaigns in residence halls on diversity-related subjects, including:
 - “Globalization Impacts” poster campaign
 - “Social Justice Is” poster campaign
 - “Consent is Sexy” poster campaign
 - Monthly public affairs bulletin boards in Kentwood Hall have included topics such as:
 - Community Engagement
 - Stomp Out Hunger

- Tunnel of Oppression
 - The Public Affairs Mission and its pillars
 - Gender Norms and Gender Identity
- A campaign in response to racial slurs carved into Kentwood stairway railings included:
 - Hall meeting with students to discuss behavior
 - Flyers in buildings to provide images of diversity in the building
- Conducted numerous diversity-related activities, events, and projects on the West Plains Campus, including a viewing of “Dear White People”, a viewing of “The Butler”, and remote and/or in-person participation in various diversity-related events on the Springfield campus
- Presented multiple presentations to student and employee groups on disability through the Disability Resource Center
- Marketed and coordinated Campus Recreation programs and activities to international students in collaboration with International Student Services
- Facilitated opportunities for cultural exchange during Campus Recreation outdoor adventure trips
- Collaborated with student organizations and community groups to provide opportunities for students and community members with disabilities to participate in recreational opportunities at the Foster Recreation Center
- Secured Maida Coleman, director of the Missouri Office of Community Engagement and former Minority Leader for the Missouri Senate, as the speaker for the West Plains summer 2015 convocation
- Sustained the Shattering the Silences program designed to promote campus-wide discussion of issues related to diversity and inclusion
- Incorporated diversity activities into wellness programs for faculty, staff, and students
- Hosted the annual Multicultural Festival on Martin Luther King Jr. Day in Juanita K. Hammons Hall for the Performing Arts
- Hosted programs by entertainers at Juanita K. Hammons Hall for the Performing Arts specifically intended to enhance cultural competence and appeal to a diverse audience, including concerts by the Senegal St. Joseph Gospel Choir and Julie Fowlis
- Provided sign language for at least one performance of each Broadway series presentation at Juanita K. Hammons Hall
- Students created The Black Bear, a student publication covering issues related to diversity

- Giving Voice, a student drama troupe that performs on cultural competence and diversity topics, performed at various events on the Springfield and West Plains campuses and throughout the community
- Through its Corporate Mentor Program, the College of Business matched first generation students with business mentors
- Informed Latino students about leadership and engagement opportunities through the Latino Leadership Institute
- Sustained the College of Education’s diversity initiatives, including:
 - A teacher candidate exchange program with Harris-Stowe University
 - A Memorandum of Understanding with the University of Arkansas, Pine Bluff to facilitate faculty and student exchanges for each institution’s diversity conference
 - A week-long student practicum in Montgomery, Alabama
- The College of Natural and Applied Sciences maintained its Diversity Committee consisting of faculty, staff, and students that plan an activity to welcome new faculty in the fall and a picnic for faculty, staff, and students in the spring
- Hosted and/or sponsored meetings and events for diversity oriented organizations, including the Ozarks Hispanic Studies League championship, the Ozarks Foreign Language Association’s annual meeting, and the Asian Studies Development Program National Conference
- Co-sponsored annual events by the Hawthorn Chapter and the Springfield Metropolitan International Association of Administrative Professionals which focused on diversity with presentations by Juan Meraz on the documentaries “White Face” and “The New America”

3. Education and Scholarship – The education and scholarship dimension focuses on the academic core of the institution. Questions about the research and teaching functions of the campus, in the context of the educational mission, frame this domain.

- Sustained academic programs specifically directed at diversity issues, including:
 - Diversity Studies minor, approved by Faculty Senate in spring 2014
 - Disability Studies minor, approved by Faculty Senate in spring 2013
 - African American History courses in Springfield and West Plains
- Created and/or sustained numerous academic courses in other program areas that focus all or part of their curriculum on diversity-related issues, including:
 - Oceanic Art
 - American Women in Art
 - Art in India
 - Islamic Art

- Intercultural Communication
 - Communication and Diversity in the Workplace
 - Gender Communication
 - Writing for Social Change
 - Ethnic American Literature
 - African American Literature
 - Non-European Literature
 - African Literature
 - Case Studies in Mass Media
 - Media Analysis and Criticism
 - The Feminist Mystique
 - Asian Horror Cinema
 - Anime
 - Miyazaki
 - Media Theory
 - Social Media
 - Global Perspectives on Languages and Cultures in Society
 - Introduction to World Music
 - Theatre for Social Change
 - Giving Voice
 - History and Culture of the African American Spiritual
 - Introduction to Multicultural Education and Diversity
- Published and/or presented numerous faculty articles and other research works on diversity-related topics, including
- Norander, S., & Galanes, G. (2014). Bridging the gap: Difference, dialogue, and community organizing. *Journal of Applied Communication Research*, 42, 345 - 365. (Lead Article)
 - Norander, S. & Galanes, G. (2014). Communicating about race and diversity. *Communication Currents*, 9. Available at: <http://www.natcom.org/CommCurrentsArticle.aspx?id=5635>
 - Wahl, S.T. & Simmons, J.) (2014). Are diversity and inclusion efforts in higher education working? An intercultural communication perspective. *Communication Currents*, 9 (1), Available at: <http://www.natcom.org/CommCurrentsIssue.aspx?volume=9&issue=1>
 - Wahl, S.T. & J. Scholl (2014). *Communication and culture in your life*. Dubuque, IA: Kendall Hunt
 - Wahl, S.T. & Norander, S. (proposal accepted). Race, Class, and Gender Dynamics in the College Classroom. In P. Witt (Ed.), *Handbook of Communication Science Vol. 16: Communication and Learning*. De Gruyter Mouton
 - Wahl, S.T. (invited scholar/contributor) Scholarly Forum on Diversity. Published in *Communication Education*, 2015
- Hosted and/or sponsored numerous academic seminars, events, film viewings, readings, and the like related to diversity, including:
- “Not yet Marrano: Levinas, Derrida and the Ontology of ‘Being-Jewish’” by Ethan Kleinberg

- “Ain’t Servin’ Them Ungodly Silk-Hatted Fellers: World War I Draft Resistance in the Ozarks“ by Dr. J. Blake Perkins
 - "Tribes, States, and Landscapes: an archaeological perspective on human-environment interactions" by Scott Worman
 - "Is there a Jewish Philosophy?" by Vadim Putzu
 - "Venezuela -- The Oil Giant Enters the Post-Chavez Era" by Daniel Hellinger
 - "Boko Haram: Taming the Monster," by Bukola Oyeniyi
 - “Marcus Garvey and the Fallen Angel” by Robert Hill
 - Religion in South Asia Conference
 - “Chess Explains the World: a Theory of Globalization" by Torbjorn Wandel
 - ""They Don't Sing as they Used to': The Multiplicity of Music and Dance on the Southern Plantation" by Katrina Thompson
 - "The Saudi-Iranian Rivalry: Filling Contested Vacuums in the Middle East" by Dr. Matteo Legrenzi
 - First Generation film viewing
 - FIXED: The Science Fiction of Human Enhancement film viewing
 - Presentation by Tommie Mabry on his book titled “A Dark Journey to a Lift Future” on the West Plains campus
 - “Movin’ Up in the World,” an opera about a black elevator operator and his reaction to discrimination
 - “Soul Food” event with Pages Matam as part of the Untamed Tongues reading series
 - Any Given Child, a theater and dance performance promoting the arts for a diverse audience
- Hosted the Statewide Collaborative Diversity Conference featuring keynote speaker Daryl G. Smith and provided faculty, staff, and students in the College of Arts and Letters with reimbursements and/or financial incentives to attend
 - Hosted the Women’s Leadership Conference featuring keynote speaker Cynthia Cooper
 - Hosted the Public Affairs Conference which included presentations on diversity-related topics like sex trafficking, poverty, ethics and social responsibility, marketplace ethics and culture, ethics and culture, and the Ferguson situation
 - Hosted Public Affairs Week which included viewings of the films “The Invisible War” and “Who Cares About Kelsey” as well as presentations on community engagement, ethical leadership, and cultural competence
 - Included diversity and cultural awareness activities as part of the curriculum for Student Orientation, Advisement and Registration (SOAR), GEP 101 (First Year Foundations), and IDS 275 (Resident Assistant Seminar)
 - Required sexual assault awareness and harassment training for all new undergraduate students
 - Facilitated academic programs abroad through the Study Away Programs office

- Provided foreign language and cultural educational opportunities through the Modern and Classical Languages Department and the Foreign Language Institute
- Provided opportunities for international business professionals and students to learn American culture and business practices through the International Leadership and Training Center
- OPT and KSMU delivered programming on diversity and global issues including Black Folk Don't, Searching for Asian America, The Story of India, and Global Connections
- Developed the MSU Disability Oral History Project for presentation at conferences
- Co-developed a disability studies conference strand for the Association on Higher Education and Disability (AHEAD)
- Engaged in faculty exchanges and visits with universities in China, Haiti, and other foreign countries
- The Communications Department continued the RaceProject collaboration which researches individuals' real time responses to various forms of race-based audiovisual content
- Faculty members in the College of Arts and Letters presented a workshop to student services staff based on the faculty members' research pertaining to diversity
- Creative writing students worked with economically disadvantaged students at the Springfield Boys and Girls Clubs as part of their coursework
- The Missouri State Choral studied cultures and learned and performed songs in various languages, including Afrikaans, Sanskrit, Swedish, German, Italian, Latin, Norwegian, and Latvian
- Developed an internship program for undergraduate students majoring in Library Science at Lincoln University to intern at Meyer Library
- Students from the College of Natural and Applied Sciences attended the Women in Physics Conference and to the Women in IT Conference
- The School of Agriculture, in conjunction with TRIO, the Office of Admissions, and the Office of Diversity and Inclusion, hosted and operated the George Washington Carver Agricultural Academy
- Sustained the Center for Community Engagement (CCE) to support and advance the University's public affairs mission by increasing the University's involvement in local, regional, and statewide efforts at community engagement. CCE coordinates:
 - Experiential and service learning opportunities for students

- Student community involvement and service
- Publication of scholarship through the eJournal of Public Affairs
- The American Democracy Project which is designed to produce graduates who are committed to being active, involved citizens in their communities

4. Institutional Viability and Vitality – The dimension of institutional viability and vitality focuses on certain key domains that build the institution’s capacity and structures for diversity. Building capacity means developing the human and institutional resources and expertise to fulfill the institution’s mission internally as well as to fulfill its mission for society. This dimension looks at the institution’s mission, culture, human capital and expertise, core institutional processes, and perceptions of institutional commitment.

- Implemented a target of at least 20% of new hires being ethnically or racially diverse, international, disabled, of veteran status or a member of a group that is underrepresented within the hiring department. Based on the best data we have available, 82% of current employees hired in FY2014 identified themselves as Caucasian. 75% of current employees hired in FY2015 identified themselves as Caucasian.
- Implemented the Bear Connection new employee mentoring program to enhance staff-to-staff connection for new hires
- Evaluated and revised efforts requirements in particular job descriptions to facilitate a broader applicant base
- Evaluated and revised required skills for Job Family 1 positions and other clerical positions to facilitate a broader applicant base
- Advertised employment opportunities through ads in newspapers with a racially diverse subscription base.
- Ensured compliance with federal, state and institutional policy guidelines that promote a non-discriminatory and harassment-free environment through the Office of Institutional Equity and Compliance (OIEC). OIEC’s efforts included:
 - Investigating complaints of discrimination or harassment
 - Making policy recommendations
 - Advising units about hiring policies and processes
 - Offering mandated training within the University community
 - Ensuring educational and/or workplace support services for persons with disabilities
 - Collecting relevant data on applicants and employees
 - Monitoring compliance with the University’s affirmative action initiatives
- Human Resources added one contact to Community Recruitment Resources, added a General Affirmative Action Recruitment Source, added a Minority Recruitment Source, added ten Disability Recruitment Sources, added seven Veterans Recruitment Sources

and participated in the Veteran Connect Virtual Job Fair sponsored by the on-line Professional Diversity Network

- Continued the Faculty Diversity Composition Initiative under which one individual is pursuing a terminal degree and a second is in the final stages of approval to participate in the program
- Evaluated and modified the Applicant Tracking System to enhance accessibility for persons with disabilities
- Continued to ensure that the University's procurement and construction bidding practices comply with the Diversity Program Guidelines for Disadvantaged/Minority/Women Business Enterprises (D/M/WBE)
- Developed and distributed a flyer regarding D/M/WBE to all attendees of pre-bid construction conferences containing information about the University's D/M/WBE goals and requirements
- Worked with the Springfield Contractors Association to encourage D/M/WBE participation in University projects, and worked with the Missouri Department of Transportation to monitor compliance with D/M/WBE goals and requirements for each project
- Established the Multicultural Support Committee as a standing committee on the West Plains campus and provided it with an annual budget
- Hosted a Diversity Reception at the West Plains Chancellor's residence and invited the West Plains Multicultural Support Committee, Administrative Council, and diverse faculty and staff
- Used website accessibility controls integrated into the University's content management system to ensure websites are accessible
- Prioritized and promoted diversity-related items on the University's social media and website
- Used photography, video, and language on University publications and media that is inclusive and representative
- Participated in the Public Entities' Diversity Initiative Working Group and the Public Entities' Diversity Initiative—Performance Measurement Subcommittee
- Consciously selected diverse hearing panels and hearing authorities for student conduct proceedings
- Implemented a diversity inventory tool for tracking and evaluating diversity-related activities and initiatives

- Published the Diversity Perspectives Newsletter
- Received the 2014 Higher Education Excellence in Diversity (HEED) Award
- Centralized funding for disability accommodations
- Required fulltime faculty and staff to complete compliance training programs titled “Preventing Discrimination and Harassment” and “Preventing Sexual Misconduct (Title IX)”
- Required some part-time staff and student employees (including residence hall staff, SOAR leaders, and others) to complete above-mentioned compliance training
- Faculty and staff representatives participated in and/or attended numerous training sessions, seminars, and programs addressing diversity-related issues, including
 - Trevor Project CARE training
 - Meeting of the Minds-Missouri conference
 - Foster Recreation Center staff training to assist patrons with disabilities in the pool, with fitness equipment, and other programs and activities
 - Diversity training seminars conducted by Dr. Pat Ashton and Wayne Williams for academic and administrative leaders in Springfield
 - Diversity training seminars titled “Dividing Diversity Differently” for all faculty and staff in West Plains
 - RLHDS session on *TV Families: Is TV getting more diverse?*
 - RLHDS session called BaFa’ BaFa’ which was a simulation to help staff members see what it might be like to visit a new culture and not understand cultural norms
 - RLHDS meeting with LGBT Student Services to talk to about supporting LGBT students and resources available
 - RLHDS staff attended the Speak Up event and following this event, processed and engaged in a facilitated dialogue
 - Office of Multicultural Services’ OUCH! Training which provides tools for faculty to enhance communication with all students and establish a welcoming environment
 - Session titled “Cross-Cultural Connections” in the University Staff Ambassadors program
 - Training by the Office of Institutional Equity and Compliance and the Disability Resource Center as part of the Public Safety Officer Academy
 - Facilities Management department-wide presentation by the Office of Institutional Equity and Compliance regarding avoiding workplace harassment and respecting the background and beliefs of others
 - Diversity training and “race talks” for residence hall staff
 - Presentation at Taylor Health and Wellness retreat by International Student Services to educate on interacting with international students
 - Presentation to Bookstore staff by International Student Services to educate on interacting with international students

- Counseling and Testing Center training sessions and staff meetings have addressed diversity-related topics, including transgender issues, disability services, TRIO, and the ethical standards of the professional mental health professions as related to diversity
 - Presentation regarding gender diversity at Taylor Health and Wellness staff meeting
 - Presentation by Juan Meraz on diversity-related subjects at Taylor Health and Wellness retreat in summer 2015
 - RLHDS prepared and facilitated a simulation of the process international students experience when attending Missouri State University, and trained hall staff members to facilitate a *Who I Am* activity for spring 2015 RA training
 - Residential Programming Assistants took the True Colors inventory and had a conversation about how personality impacts communication and teamwork. The conversation included discussion about how values, home life, and personal experiences have shaped how we interact with the outside world and in groups.
 - Residence hall staff meetings on diversity-related topics, including Native Americans in America (specifically centered around professional athletic team mascots), the Homecoming Blackout, Buddhism, Everyday concerns of people in different parts of the world, Citizenship: Would you pass the test, and Coca Cola Advertisement Controversy
 - Faculty Center for Teaching and Learning sessions on disability accessibility in the classroom, including a session titled “Accessibility 101”
 - Training for SOAR leaders includes activities and discussions related to diversity topics, including privilege awareness, preparations and accommodations for underrepresented students groups
 - NODA National Conference Session titled “Mitigating Selection Bias in the Student Staff Hiring Process”
 - White Privilege Conference
 - Asian Studies Conference
- Hosted, sponsored, or participated in and with numerous diversity-related community groups, initiatives, and events, including:
- Minorities in Business
 - Greater Springfield Race and Faith Collaborative
 - Brother 2 Brother
 - Diversity Initiatives Group
 - MODES
 - Springfield’s Impacting Poverty Commission
 - Good Community group
 - United Way of the Ozarks
 - Council of Churches
 - Every Child Promise
 - Diverse Students “Meet and Greet”
 - Dr. Martin Luther King Jr. March
 - Springfield Unity March
 - Lumina Foundation Grant
 - 50 Years Celebration of the “I Have a Dream” speech
 - Ferguson Support – Lives Matter

- NAACP Annual Banquet
 - NAACP Black History Month
 - Juneteenth Celebration of Freedom
 - Park Day
 - Student African American Brotherhood National Conference
 - West Plains High School Veterans Day program
 - Housing Task Force for the City of Springfield, specifically with regard to universal design
 - Consulted on the development of The Frisco, Springfield's first universally designed affordable housing development renovated in a historical building
 - A Springfield History of Race and Faith
- Began to construct improved space for the Disability Resource Center, Access Technology Center, and TRIO programs in Meyer Library
 - The Student Government Association, Faculty Senate, and Staff Senate adopted resolutions in support of diversity-related topics, including gender neutral accessible restrooms and non-discrimination on the basis of sexual orientation and gender identity
 - The student body approved a Wyrick proposal for accessibility improvements in Plaster Student Union and Meyer Library
 - Engaged in residence hall and SOAR student staff recruitment efforts to specifically recruit diverse candidates
 - Asked interview questions for residence hall staff candidates specifically directed at determining whether the candidate would respond in a culturally competent manner to particular situations involving cultural, ethnic, and similar matters.
 - The College of Arts and Letters hired an instructor to focus on Global Studies recruitment and advising
 - Targeted a diverse group of executives to serve on the College of Business Advisory Council
 - Updated the Appraisal and Development Plan (ADP) website, added content to the ADP training, and created an ADP Response Team to assist supervisors and employees with developing a diversity goal
 - Developed a mechanism to monitor compliance with and progress on the ADP diversity goal
 - Created a globalization task force and a diversity task force as part of University's visioning project
 - RLHDS gathered information about diversity events and created a diversity calendar of upcoming events which goes out weekly to certain staff in the department. This email

recently began to include a “consider this” segment containing information designed to challenge staff to consider a diversity-related subject.

- Required residence hall student staff to complete at least one public affairs program each semester
- The Disability Resource Center and Access Technology Center developed and facilitated an employee resource group for disabled employees
- Required Clifton StrengthsFinder testing for multiple groups of employees
- Inducted George Washington Carver into the Missouri Public Affairs Hall of Fame
- Utilized the EthicsPoint Hotline to accept reports of alleged compliance issues
- No internal audits revealed discriminatory practices

XIV.

RECOMMENDED ACTION - Resolution authorizing closed meeting

The following resolution was moved by _____ and seconded
by _____:

BE IT RESOLVED by the Board of Governors for the Missouri State University that a closed meeting, with closed records and closed vote, be held immediately following this regular meeting of the Board of Governors to consider items pursuant to

- A. R.S.Mo. 610.021(1). "Legal actions, causes of action, or litigation involving a public governmental body..."
- B. R.S.Mo. 610.021(2). "Leasing, purchase or sale of real estate by a public governmental body..."
- C. R.S.Mo. 610.021(3). "Hiring, firing, disciplining or promoting of particular employees by a public governmental body..."
- D. R.S.Mo. 610.021(6). "Scholastic probation, expulsion, or graduation of identifiable individuals..."
- E. R.S.Mo. 610.021(9). "Preparation, including any discussions or work product, on behalf of a public governmental body or its representatives for negotiations with employee groups;"
- F. R.S. Mo. 610.021(11) and (12). "Specifications for competitive bidding...;" and "Sealed bids and related documents...;"
- G. R.S.Mo. 610.021(13). "Individually identifiable personnel records, performance ratings or records pertaining to employees or applicants for employment,..."
- H. R.S.Mo. 610.021(14). "Records which are protected from disclosure by law;" and
- I. R.S.Mo. 610.021(17). "Confidential or privileged communications between a public governmental body and its auditor,...."

VOTE: ___ AYE

___ NAY