

1. PURPOSE, ORGANIZATION, AND GOVERNANCE

1.1. MISSION

Missouri State University 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.

The University's identity is distinguished by its statewide mission in public affairs, requiring a campus-wide commitment to foster competence and responsibility in the common vocation of citizenship.

The academic experience is grounded in a general education curriculum which draws heavily from the liberal arts and sciences. This foundation provides the basis for mastery of disciplinary and professional studies. It also provides essential forums in which students develop the capacity to make well-informed, independent critical judgments about the cultures, values and institutions in society.

The task of developing educated persons obligates the University to expand the store of human understanding through research, scholarship and creative endeavor, and drawing from that store of understanding, to provide service to the communities that support it. In all of its programs, the University uses the most effective methods of discovering and imparting knowledge and the appropriate use of technology in support of these activities.

1.2. HISTORY

Missouri State University was founded in 1905 as the Fourth District Normal School and in 1919 became Southwest Missouri State Teachers College. The University's primary purpose during the first forty years of its history was the preparation of teachers for the public school system in the southwest region of Missouri.

By the mid-1940s, the University had expanded its instructional program beyond teacher education to include the liberal arts and sciences; as a consequence, the Missouri legislature in 1945 authorized an official change in the institution's name to Southwest Missouri State College. As additional programs were implemented at the undergraduate level, and with the development of graduate programs beginning in 1955, the University had become by 1972 an educationally diverse institution. Recognition of this further growth and development again resulted in an official change in name to Southwest Missouri State University.

By 2005 Southwest Missouri State University had become a comprehensive university in the center of a unique metropolitan region serving a state-wide clientele, attracting students from all 114 counties of Missouri, 48 states, and 81 other countries. The University system now comprises three campuses: a selective admissions campus at Springfield, a research campus at Mountain Grove, and an open admissions campus at West Plains. In addition, the University has an established presence at Dalian and Qingdao, China.

In recognition of the University's focused mission and expanded role, the legislature authorized the institution to become Missouri State University, effective August 28, 2005. It is in this enhanced and evolving environment that University faculty execute a three-fold role: to provide quality teaching, to further scholarship, research, and creative activity, and to provide service.

The University treats these activities as integrated functions. Each draws from and builds upon the strengths of the other. The liberal arts and sciences constitute the structural foundation on which the University's varied undergraduate programs rest. That foundation is also built upon by the forty plus graduate programs offered at the

Springfield campus.

Although the University is first and foremost a community whose history is the result of dynamic interaction, specific events and points in time characterize its evolution. Faculty may gain a greater appreciation of the unique character of Missouri State by consulting the centennial history of the University, *Daring to Excel: The First 100 Years of Southwest Missouri State University*, by Donald D. Landon, Emeritus Professor of Sociology & Anthropology (Springfield: SMSU, 2004). An earlier monograph, *Shrine of the Ozarks* (Springfield: Southwest Missouri State College, 1968) by Roy Ellis, third President of the University, also captures the spirit of the University, especially during its earlier years. Copies of both are available in the University Libraries.

Below is a representative enumeration of a few of the dates and milestones that have had some significance in making Missouri State University what it is today. This timeline borrows heavily from Dr. Landon's history of SMSU.

Brief University Timeline

Normal School Period (1905-1919)

1905	Missouri General Assembly authorizes State Normal School #4 to serve 22 counties in southwest Missouri.
1906	First summer term enrolls 543 students. Fall term enrolls 173.
	College library opens with 600 volumes; content swells to 20,000 volumes by 1920.
	W.T. Carrington named first President.
	First intercollegiate athletic contest – the women's basketball team plays Drury College.
1908	Training school established, renamed Greenwood Training School (1911).
	Debate club and school orchestra are established.
1909	Academic Hall completed. Normal School #4 moves to National and Grand Campus from Pickwick and Cherry.
	First yearbook (Ozarko) is published.
1910	First Regents' Scholarship offered to top high school graduates in 22 county service area.
	Student newspaper, Southwest Standard, is established.
1914	All Normal Schools in Missouri expand curricula to offer four full years of college work.

Southwest Missouri Teacher's College (1919-1946)

1919	Normal School #4, now Missouri's largest, becomes Southwest Missouri State Teachers College (STC).
	Student government is established.

1921	Legislature authorizes funds for Education Building (second building on campus).
1925	Elenora Linney becomes the first female member of the Board of Regents.
1926	Roy Ellis becomes President of STC.
1927	High school credit courses dropped from curriculum, except as offered at Greenwood.
	College granted first accreditation by North Central as a liberal arts college and a teachers college.
1930	Science Building (Siceluff Hall) is completed.
1931	50 percent of faculty hold terminal degrees in their field.
1932	STC ranks 6 th in size among nation's teachers colleges.
1933	46 percent of faculty are graduates of Normal School or STC.
1934	Faculty ranks introduced, including Instructor, Assistant Professor, Associate Professor and Professor.
	First faculty retirement plan authorized by the Board of Regents.
1940	Health and Recreation Building (McDonald Arena) completed.
	Hazing of freshmen is discontinued.
	First American Association of University Professors (AAUP) local chapter established.

Southwest Missouri State College (1946-1972)

1946	Enrollment increases from 728 to 1,614.
	Board officially changes name to Southwest Missouri State College; SMS becomes the abbreviation.
1948	Tenure system approved for faculty.
1951	Fall enrollment (1,681) exceeds summer enrollment for the first time.
1952	Men's basketball team wins NAJA national championship.
1953	Men's basketball team repeats as NAJA national champions.
	Two months after the U.S. Supreme Court rules against segregation, SMS Board follows suit. One week later, Freda Marie Thompson becomes the first African American to be accepted for admission to SMS.
1955	First graduate program offered in cooperation with University of Missouri.
	New Memorial Library opens – first air-conditioned academic building.

1956	Chester Shipps (basketball), “Dopey” Huddleston (football), and LeRoy Johnson (track) become the first African American intercollegiate athletes at SMS.
1959	Fine arts building, classroom building, and men’s residence hall completed.
	Dr. Paul Redfearn receives SMS’ first National Science Foundation grant.
1961	Leland Traywick becomes President of SMS.
	Sabbatical leave policy approved for faculty. Faculty put on 9 month contract at 11 month rate.
1962	First Faculty Senate elected by faculty.
1963	College moves from quarter to semester system.
	Tent Theatre established.
	West Plains campus established.
1964	Arthur Mallory becomes President of SMS.
1967	Independent graduate program starts.
	Enrollment exceeds 6,000 (6,596).
1971	Duane G. Meyer becomes President of SMS.
	Temple Hall opens for science classes; Bookstore and Health Clinic open.

Southwest Missouri State University (1972-2005)

1972	Name changed to Southwest Missouri State University.
	Administration Building renamed Carrington Hall.
1973	Enrollment exceeds 10,000 (10,471), including 62 foreign students enrolled from 23 countries.
1974	KSMU radio station begins broadcasting.
	State Fruit Experiment Station in Mountain Grove becomes part of SMS.
	SMS women’s softball team wins Women’s College World Series.
	SMS men’s cross country team wins NCAA II National Championship.
1976	Hammons Student Center opens with an appearance of Bob Hope.
1977	Office of Grants opens to assist faculty research.
1979	SMSU gymnast Kolleen Casey wins AJAW I National All-Around Championship.
	Women’s field hockey team wins AJAW II National Championship.

1980	Enrollment exceeds 15,000 (15,854).
	New library and Hammons Fountains completed.
1982	Missouri London Program begins.
	SMSU women's and men's athletic programs begin NCAA Division I competition.
1983	Marshall Gordon becomes President of SMSU.
1984	Baker Astronomical Observatory becomes fully operational.
	Dr. Andrew Lewis of the History Department is named McArthur Fellow.
1990	Enrollment exceeds 20,000 (20,652).
1992	Juanita K. Hammons Hall for the Performing Arts opens.
	Discovery of ancient city of Ubar by Dr. Juris Zarins of the Sociology & Anthropology Department is listed by Time as number three in the top ten scientific discoveries of the year.
	SMSU joins the Missouri Valley Conference.
	SMSU women's basketball team reaches the NCAA Final Four.
1993	John Keiser becomes President of SMSU.
1994	West Plains Campus granted 5 year independent accreditation by North Central Association.
	Mountain Grove Campus opens at Fruit Experiment Station.
1995	Selective admission policy implemented. Enrollment drops to 17,442.
	Statewide mission in public affairs granted by the legislature.
1997	First cooperative doctoral program offered at SMSU.
1998	First Internet-based graduate program, Master of Science in Computer Information Systems.
	Exchange program with Qingdao University in China begins.
1999	Public Affairs Classroom, renamed Strong Hall in 2001, and Physical Therapy Classroom Buildings open.
	Men's basketball team reaches NCAA Sweet Sixteen.
2000	Branch campus established in Liaoning Teachers University in Dalian, China.
	Over 40 graduate programs operating on campus.
	SMSU Libraries become only the 46 th United Nations depository library in the country, and the only one in the four-state area.

2001	University acquires Ozarks Public Television station.
	SMSU women's basketball team reaches NCAA Final Four again.
	Dr. J. D. Crouch, Professor of Defense & Strategic Studies, is named Assistant Secretary of Defense for International Security Policy.
	Ozarks Public Health Institute established.
2002	Remodeled and expanded Duane G. Meyer Library and Jane Meyer Carillon are completed and dedicated.
2003	SMSU receives three separate patents, the results of work by Dr. Ryan Giedd, Physics, Astronomy & Materials Science; by Dr. Reza Sedaghat-Herati, Chemistry; and by Drs. Klass Bakker, Mary Byrne, Thomas Byrne, and Ron Netsell, Communications Sciences & Disorders, and Dr. Richard Biagioni of Chemistry.
2004	System-wide headcount enrollment exceeds 20,000 (20,765).

Missouri State University (2005 – Present)

2005	Through legislative action, SMSU becomes Missouri State University.
	Michael T. Nietzel becomes President of Missouri State University.

1.3. UNIVERSITY PURPOSE

1.3.1. UNIVERSITY SETTING

Missouri State University is located in Springfield, the third largest population center in Missouri, a metropolitan service area of approximately 400,000. Supported by an industrial and manufacturing base and an expanding service industry in tourism, the community serves as a regional center for health and medical services for southwest Missouri, northwest Arkansas, southeast Kansas, and northeast Oklahoma. The University is located in an area of distinct geographical character, unique cultural heritage, as well as an extended and colorful history.

Based on its legislatively granted mission choice and its statewide student base, Missouri State University serves the entire state of Missouri, capitalizing on the same strengths that marked its earlier service focus in Missouri's southwest Ozarks region.

1.3.2. UNIVERSITY'S GENERAL MISSION

As a public comprehensive institution of higher education, Missouri State University declares as its mission the advancement of learning, scholarly inquiry, and service. Consistent with its history, traditions, and continuing growth, the University's mission is achieved through the development of quality and excellence in teaching; scholarship, research, and creative activity; and a variety of forms of service.

In defining the roles for teaching, scholarship, research, creative activity, and service, the University 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. Research and creative activities are vital to the assurance of excellence in teaching. Teaching, scholarship, research, and creative activity represent the foundation upon which service to the University's constituencies is developed.

1.3.3. TEACHING

While the University recognizes the individual importance and collective synergies of teaching, scholarship, research, creative activity, and public service, its first obligation is to the teaching of students. To provide quality learning experiences, Missouri State University 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 a depth of knowledge in at least one academic field of study.
- To provide students with the opportunity to understand and apply early 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.

1.3.4. SCHOLARSHIP, RESEARCH, AND CREATIVE ACTIVITY

The role of research at Missouri State University includes those activities designed to produce one or more outcomes including the discovery, organization, and application of knowledge. While a blend of scholarship of discovery, of integration and application, and that related to teaching is essential to the mission of the University, the principal focus of the research program is directed to the solution of problems relevant to the constituencies served by the University.

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 University.

The scope of research activities at Missouri State University encompasses individual faculty research, departmental research programs, the activities of the University's various research centers, and the operations of the State Fruit Experiment Station at the Mountain Grove campus.

While research is a major avenue of scholarly inquiry for many academic disciplines of the University, for the arts the corresponding activity is creativity. Creative works in areas such as music, drama, art, and literature are essential for sustaining the cultural role of the University.

1.3.5. SERVICE

Service activities of the University represent 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 University'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 University. The most important service resources of the University 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.

1.3.6. SPECIFIC MISSION

The University's specific mission in public affairs is to develop educated persons while focusing on 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. The Public Affairs mission at Missouri State seeks to:

Develop an increasing awareness of the public dimension of life.

Produce a broad literacy in the primary public issues.

Establish a campus environment where the awareness of public questions is nurtured and their discussion is encouraged.

Create the capacity for and the interest in doing voluntary public work.

Provide community service learning opportunities as a significant component of disciplinary instruction.

The public affairs mission manifests itself in a number of pursuits and activities including capstone courses, citizenship and service-learning, various awards structures, and programs such as the Public Affairs Week, Common Purpose and the Missouri Campus Compact, and in selected publications.

1.3.7. BELIEFS, VALUES, AND COLLEGIALITY

The community of scholars that is Missouri State University carries out the University'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 understanding that tolerating 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 University community, particularly as it impacts reappointment, tenure, promotion, and evaluation of performance. However, the University 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.or/AAUP/pubsres/policydocs/collegiality.htm>)

1.3.8. SUPPORT PROGRAMS

The support programs at Missouri State University 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 University.

The role of academic support units is to provide direct service to the University'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 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 University'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 AND APPROVALS

Missouri State University is accredited by The Higher Learning Commission (HLC) and is a member of the North Central Association. The University has been continuously accredited by this body since 1915, and in May, 2006, was granted accreditation by the HLC through 2016.

Missouri State University is also professionally accredited or approved by the following organizations:

- AACSB International - The Association to Advance Collegiate Schools of Business
- Accreditation Commission for Programs in Hospitality Administration
- The Accreditation Review Commission on Education for the Physician Assistant
- American Association of Family and Consumer Sciences
- American Association for Leisure and Recreation
- American Chemical Society
- American Speech-Language-Hearing Association
- Association for Educational and Communications Technology
- Commission on Accreditation of Allied Health Education Programs
- Commission on Accreditation for Dietetics Education of the American Dietetic Association
- Commission on Accreditation of Physical Therapy Education
- Commission on Collegiate Nursing Education
- Computing Sciences Accreditation Board
- Council on Accreditation of Nurse Anesthesia Educational Programs
- Council on Education of the Deaf
- Council on Social Work Education

- Missouri Advisory Council and Certification for Educators
- Missouri Association of Colleges for Teacher Education
- Missouri Department of Elementary and Secondary Education
- National Association for Industrial Technology
- National Association for Sport and Physical Education
- National Association of Schools of Music
- National Association of Schools of Public Affairs and Administration
- National Association of Schools of Theatre
- National Council for Accreditation of Teacher Education
- National Recreation and Park Association
- Planning Accreditation Board

Affiliations and Memberships

Missouri State University and its faculty/ staff hold continuing member ship in the following professional organizations:

- American Alliance for Health, Physical Education, Recreation, and Dance
- American Association for Colleges of Teacher Education
- American Association of Collegiate Registrars and Admissions Officers
- American Association of Higher Education
- American Association of State Colleges and Universities
- American Association of University Professors
- American College Personnel Association
- American Library Association
- Association for Childhood Education International
- Association for Education Communications and Technology
- Association of Governing Boards of Universities and Colleges
- Association of College and Research Libraries
- Association on Higher Education and Disability
- Association of Veterans Education Certifying Officials
- Better Business Bureau
- Campus Compact
- Council for Advancement and Support of Education
- Council for Exceptional Children
- Council of Graduate Schools
- College and University Personnel Association
- Educational Leadership Constituent Council
- International Reading Association
- International Technology Association
- Midwest Association of Student Financial Aid Administrators
- Midwestern Association of Graduate Schools
- Missouri Academic Advising Association
- Missouri Association of Collegiate Registrars and Admissions Officers
- Missouri Association of Faculty Senates
- Missouri Association of Student Financial Aid Personnel
- Missouri Campus Compact
- Missouri College Personnel Association
- National Academic Advising Association

- National Association of College Admissions Counselors
- National Association of College and University Business Officers
- National Association of Student Financial Aid Administrators
- National Association for Student Personnel Administrators
- National Association of Teachers of English
- National Council for the Social Studies
- National Council of Teachers of Mathematics
- National Middle School Association
- National Science Teachers Association
- University Risk Management and Insurance Association

1.5. 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 nine congressional districts in Missouri, 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.

The President is the chief executive officer of the University system and is responsible to the Board of Governors for the recommendation of and administration of institutional policies and operation. The senior administrative officers of the University serve as an advisory body to the President and are responsible for specific operational divisions of the University. The Faculty Senate is an elected body of academic faculty established to provide a means of dealing with curricular matters and the concerns of the faculty. The Staff Senate is an elected body from the University support staff which addresses concerns related to staff. The Student Government Association provides the means by which students can participate in campus governance, in student discipline and in the management of student activities.

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

The President is the chief executive officer of the University, 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.

1.5.1.1.1. CHIEF OF STAFF AND ASSISTANT TO THE PRESIDENT FOR UNIVERSITY RELATIONS

The Chief of Staff and Assistant to the President for University Relations will assist the President in managing the operations of the President's office and will manage the offices of Governmental Relations, University Communications, Photographic Services, and Publications.

1.5.1.1.2. GENERAL COUNSEL

The General Counsel serves as the legal adviser to the University.

1.5.1.1.3. EQUAL OPPORTUNITY OFFICER

The Equal Opportunity Officer is responsible for all aspects of the University's affirmative action and equal employment opportunity compliance programs to ensure compliance with applicable laws and regulations. This position also reports to the University President.

1.5.1.1.4. DIRECTOR OF INTERCOLLEGIATE ATHLETICS

The Director of Intercollegiate Athletics is responsible for administering the University's intercollegiate athletics program.

1.5.1.2. DIRECTOR OF INTERNAL AUDIT

The Director of Internal Audit is responsible to the Board of Governors for directing the advisory functions on internal auditing and systems accounts, which serves as an independent appraisal review regarding the administrative operations and fiscal control systems of the University.

1.5.1.3. CHANCELLOR OF THE WEST PLAINS CAMPUS

The Chancellor of the West Plains Campus is responsible for the overall administration of the West Plains Campus, including the academic programs, faculty and staff personnel matters, financial affairs, student life, athletics, physical plant, and liaison to the various publics of the Campus.

1.5.1.4. CHANCELLOR OF THE RESEARCH CAMPUS AT MOUNTAIN GROVE

The Chancellor of the Research Campus at Mountain Grove is responsible for the operations of the Research Campus.

1.5.1.5. PROVOST

The Provost is the senior academic officer of the University. Responsibilities include, but are not limited to, the overall direction, development, and administration of all academic and scholarly programs of the University, including the six academic colleges, the Graduate College, Library Services, and the Extended Campus.

1.5.1.5.1. ASSOCIATE AND ASSISTANT PROVOSTS

The Associate and Assistant Provosts serve as deputies to the Provost in all functions, with special responsibility for faculty relations and diversity, undergraduate programs and studies, graduate programs and the graduate college, and public affairs, and the Extended Campus.

1.5.1.5.2. ASSOCIATE PROVOST AND DEAN OF GRADUATE COLLEGE

The Associate Provost and Dean of the Graduate College is responsible for administration of graduate programs, internal research funds, and external grants.

1.5.1.5.3. COLLEGE DEANS

Each of the College Deans is responsible for the administration of one of the six discipline-based colleges. Responsibilities include faculty recruitment and development, faculty evaluation, program development, program review, student advisement, collegiate budgeting and budget control, class schedule planning, and general supervision of the scholarship, research, creative activity, instructional and service activities of the college.

1.5.1.5.4. DEAN OF LIBRARY SERVICES

The Dean of Library Services is responsible for administering library facilities, resources, and services within the University. The Dean also serves as Head of the Department of Library Science, an academic unit that is not part of one of the six Colleges. For this department, some procedures related to faculty evaluation will differ. These differences will be detailed in appropriate sections.

1.5.1.5.5. DIRECTOR OF INSTITUTIONAL RESEARCH

The Director of Institutional Research provides information which supports institutional planning, policy formulation, and decision making.

1.5.1.5.6. DEPARTMENT HEADS AND SCHOOL DIRECTORS

Each Department Head is responsible for administering one of the academic departments of the University. Responsibilities include faculty recruitment and development, faculty evaluation, program development, program review, student advisement, departmental budgeting and budget control, class schedule planning, and general supervision of the scholarship, research, and creative activity of the department.

With the exception of the Darr School of Agriculture (see Section 1.5.1.5.7.), a School is a professional unit which in all respects has the same status, responsibilities, and benefits as an academic department. The faculty and programs in an academic unit are designated as a School primarily upon the recommendation of an accrediting agency, and such designation indicates the unit's involvement in and integration into an external professional environment which usually requires specific standards for licensure. The Director of a School is expected to fulfill the same role as a Department Head.

1.5.1.5.7. DIRECTOR OF THE DARR SCHOOL OF AGRICULTURE

The Darr School of Agriculture is an academic unit that in most respects has the same status, responsibilities, and benefits as an academic Department. The Director of the Darr School of Agriculture has the same responsibilities as a Department Head as described in the preceding section. However, because this School is not part of any of the six Colleges and its Director reports directly to the Provost, some of the procedures related to faculty evaluation will differ. These differences will be detailed in appropriate sections.

1.5.1.6. VICE PRESIDENT FOR ADMINISTRATIVE & INFORMATION SERVICES

The Vice President for Administrative & Information Services ensures prompt and effective delivery of essential services to support the University's mission of producing educated persons by developing goals and objectives, establishing priorities, allocating resources, reviewing and approving unit plans, and designing systems of effective control to guide work toward expected outcomes. The Vice President for Administrative & Information Services serves as the University System's Chief Informational Officer (CIO), ensures the implementation, application, and system-wide integration of appropriate information technologies for all campuses of the University and assures the expedient and efficient delivery of services.

1.5.1.6.1. ASSOCIATE VICE PRESIDENT FOR ADMINISTRATIVE SERVICES

The Associate Vice President for Administrative Services is responsible for providing leadership in administrative services to support the development of educated persons and extending the Vice President's range of communication, coordination, and supervision.

1.5.1.6.2. DIRECTOR OF FACILITIES MANAGEMENT

The Director of Facilities Management is responsible for providing a quality physical environment for the University through effective facilities and grounds planning, service, maintenance, repair and construction.

1.5.1.6.3. DIRECTOR OF SAFETY AND TRANSPORTATION

The Director of Safety and Transportation coordinates efficient transportation services and the maintenance of a safe and secure campus environment.

1.5.1.6.4. DIRECTOR OF COMMUNICATION SERVICES

The Director of Communication Services oversees the effective delivery of postal, printing, and telecommunications services.

1.5.1.6.5. DIRECTOR OF COMPUTER SERVICES

The Director of Computer Services provides automation support for academic and administrative computing needs.

1.5.1.6.6. DIRECTOR OF ENVIRONMENTAL MANAGEMENT

The Director of Environmental Management coordinates the acquisition, handling, storage, and disposal of hazardous chemical materials, proper handling of select agents, and monitors radiation safety for all Missouri State University campuses.

1.5.1.6.7. DIRECTOR OF HUMAN RESOURCES

The Director of Human Resources provides and direction for recruitment and employment services, benefits management and counseling, salary administration and job evaluation, affirmative action issues, training and development, records management, labor and employee relations, and human resource information systems for the University.

1.5.1.6.8. DIRECTOR OF WEB SERVICES

The Director of Web Services provides system-wide leadership in planning, organizing, and directing the design, functionality, and security of the University's web site, and oversees the coordinated development, communication, and implementation of web projects, policies, procedures and accessibility of the University's web site.

1.5.1.7. VICE PRESIDENT FOR STUDENT AFFAIRS

The Vice President for Student Affairs is the senior executive officer responsible for developing services that supplement classroom experience and enrich the quality of students' educational careers. Administrative units under the direction of the Vice President include enrollment management, student life and development, student academic support, student health and wellness, and student auxiliary services.

1.5.1.7.1. ASSISTANT VICE PRESIDENT FOR ENROLLMENT MANAGEMENT AND SERVICES

The Assistant Vice President for Enrollment Management and Services oversees the offices of Admissions, Financial Aid, Records and Registration, and Office of Veteran Affairs. Coordination of University recruitment efforts for undergraduate students, including college and departmental activities, is a major responsibility.

1.5.1.7.2. ASSISTANT VICE PRESIDENT FOR STUDENT ACADEMIC SUPPORT SERVICES

The Assistant Vice President for Student Academic Support Services is responsible for the coordination of Career Services, Counseling and Testing Center, Retention Efforts, Minority Student Services, International Student Services, and Multicultural Resource Center Cooperative efforts with the retention committee of the Enrollment Management Task Force and the design and implementation of retention initiatives are critical. This position rotates within the unit leadership.

1.5.1.7.3. DIRECTOR OF TAYLOR HEALTH AND WELLNESS CENTER

The Director of Taylor Health and Wellness Center is responsible for the operation of the Center which provides health care for members of the University community. Major initiatives include drug and alcohol education and prevention, wellness education, and faculty development.

1.5.1.7.4. DEAN OF STUDENTS

The Dean is responsible for Student Activities, Campus Judicial Affairs, Plaster Student Union, Greek Affairs, Student Support Services, Services for Students with Disabilities, Residence Life, Food Services and the Bookstore.

1.5.1.8. VICE PRESIDENT FOR UNIVERSITY ADVANCEMENT

The Vice President for University Advancement is the senior executive officer responsible for institutional development. Administrative units under the direction of the Vice President include development and alumni relations; Hammons Student Center/Plaster Sports Complex; and Juanita K. Hammons Hall for the Performing Arts.

1.5.1.8.1. DIRECTOR OF DEVELOPMENT AND ALUMNI RELATIONS

The Director of Development and Alumni Relations is responsible for maintaining contact with the University's alumni, coordinating the annual fund-raising campaign, and developing and implementing plans for raising funds from individuals, businesses, foundations, and other sources of support.

1.5.1.8.2. EXECUTIVE DIRECTOR OF JUANITA K. HAMMONS HALL FOR THE PERFORMING ARTS, HAMMONS STUDENT CENTER, AND PLASTER SPORTS COMPLEX

The Executive Director of Juanita K. Hammons Hall for the Performing Arts and Hammons Student Center/ Plaster Sports Complex is responsible for the operation of the facilities which house several recreational areas for student, staff, and faculty use and which serves as an important performing arts venue for the University Programs.

1.5.1.9. CHIEF FINANCIAL OFFICER

The Chief Financial Officer is the senior executive officer responsible for financial services, which consist of accounting, investing, budgeting, payroll, accounts receivable, accounts payable, credit management, budget control, fiscal planning, financial statement preparation, student loan collection, procurement, and the Bursar's Office.

1.5.1.9.1. BURSAR

The Bursar is responsible for the collection of all moneys received by the University and provides a check cashing service for currently enrolled students, faculty, and staff.

1.5.1.9.2. CONTROLLER

Duties of the Controller include assisting with auditing and accounting for the University, the Missouri State University Foundation, and the Missouri State University Development Corporation. The Controller monitors investment of all funds and supervises the payroll office.

1.5.1.9.3. DIRECTOR OF ACCOUNTING AND BUDGETING

The Director of Accounting and Budgeting is responsible for coordinating the preparation of the University internal operating budget and preparation of the operating budget request submitted to the state legislature for appropriation of state funds. The Director maintains the financial information for the University by supervising financial transactions that affect the general ledger and financial statements. The Director performs budget control by approving and monitoring the individual budgets of the University, conducts the processing of accounts payable and accounts receivable transactions, and coordinates the collection of student loans and other accounts receivable items.

1.5.1.9.4. DIRECTOR OF PROCUREMENT SERVICES

The Director of Procurement Services is the University's agent for acquiring all materials, services, supplies, equipment, and real property; supervises the University's insurance and risk management programs; and provides leadership and direction for central receiving, warehousing, property control, and vending and concessions operations.

1.5.1.10. VICE PRESIDENT FOR RESEARCH AND ECONOMIC DEVELOPMENT

The Vice President for Research and Economic Development is responsible for the University's research and economic development activities, including the Office of Sponsored Research and Programs, the Center for Applied Science and Engineering, China Programs, and Broadcast Services. Each of these programs supports the University's mission in public affairs by creating an environment that encourages, supports and values research, scholarship, creative activity and community and international outreach.

1.5.1.10.1. DIRECTOR OF OFFICE OF SPONSORED RESEARCH AND PROGRAMS

The Director of the Office of Sponsored Research and Programs is responsible for the office acquiring and sustaining external support for research, education and service projects, and ensures these projects are conducted in compliance with federal and state regulations, and University policies and commitments.

1.5.1.10.2. DIRECTOR OF BROADCAST SERVICES

The Director of Broadcast Services is responsible for supporting the University's mission in public affairs while enriching the lives of people by meeting their educational, cultural, and informational needs through delivery of high-quality radio, television and other digital media services.

1.5.1.10.3. DIRECTOR OF CHINA PROGRAMS

The Director of China Programs establishes and maintains cooperative agreements with institutions of higher education in China, including degree programs in grapevine biotechnology, plant science, and general business, among others.

1.5.1.10.4. DIRECTOR OF CENTER FOR APPLIED SCIENCE AND ENGINEERING

The Director of the Center for Applied Science and Engineering has primary responsibility for this unit best described as a business-oriented applied research and development resource, which facilitates research as it moves from high-risk research and development to product and manufacturing practice.

1.5.1.11. ADMINISTRATIVE COUNCIL

The Administrative Council is chaired by the President. The Council includes the Provost, the Vice Presidents, the Chancellor of the West Plains campus, the Chief of Staff and Assistant to the President, the Chief Financial Officer, the Internal Auditor, the Secretary to the Board of Governors, one college Dean, and the General Counsel. When appropriate to the agenda for a particular meeting, others may be invited as guests. The Administrative Council discusses items of University-wide issues.

1.5.2. ACADEMIC GOVERNANCE

1.5.2.1. ACADEMIC LEADERSHIP COUNCIL

The Academic Leadership Council is the advisory committee that works with the Provost. The body is composed of all Associate and/or Assistant Provosts; the Deans of the Colleges of Arts and Letters, Business Administration, Education, Health and Human Services, Humanities and Public Affairs, Natural and Applied Sciences, and the Dean of the Graduate College; the Dean of Library Services; the Chairperson of the Faculty Senate; and other individuals in leadership positions from the campus community at the Provost's discretion.

1.5.2.2. THE FACULTY SENATE

The Faculty Senate, established by the Constitution of the Faculty, is an elected body of faculty composed of the officers, including the Chairperson, the Chairperson-elect, and the Secretary of the Faculty; one Senator from each department; representatives of the ranked faculty, one Senator from each rank; one Senator as a representative of Instructors; delegates comprised of the chairs of the Faculty Senate standing committees; student representatives, one delegate from the Student Government Association, one delegate from the graduate Student Council; and a delegate position filled by the chair of the Staff Senate.

The Senate provides a forum for discussing matters of concern to the Faculty and distributes information on Faculty Senate concerns, findings, and actions to all segments of the academic community.

The function of faculty governance are also carried out by the College Councils, the Professional Education Committee, the Committee on General Education and Intercollegiate Programs, the Graduate Council, and by various other committees established by the Constitution and Bylaws of the Faculty.

The Constitution and Bylaws of the Faculty are available in the Faculty Senate Office.

1.5.2.3. GRADUATE COUNCIL

The Graduate Council is composed of one representative from each graduate program and the President of the Graduate Student Council. The Director of Admissions and Records, the Dean of Library Services, and the Associate Provost and Dean of the Graduate College serve as non-voting members of the Graduate Council. The Graduate Council recommends policy governing graduate studies and recommends action on graduate curricular matters.

1.5.2.4. COLLEGE COUNCILS

A College Council in each of the discipline based colleges is composed of one member from each department/school of the college and one student representative, majoring in a discipline in that college. The Dean of the college is an ex-officio member of the College Council without vote. Each College Council acts upon curricular matters referred to it by departments or schools within the college.

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. UNIVERSITY 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, ensuring conformity with legal requirements for the disposal of toxic wastes, planning the academic calendar, and planning lectures and programs in the performing arts for the campus community. 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. These committees deal with many issues; for example, faculty and staff parking, services for handicapped students, and student personnel policies.

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 President of the University or the Provost 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: <http://www.missouristate.edu/Provost/22097.htm>.