

1. PURPOSE, ORGANIZATION, AND GOVERNANCE

1.1. Mission

1.1.1. Mission Overview

Missouri State University is a public, comprehensive metropolitan system with a statewide mission in public affairs, whose purpose is to develop educated persons. The University's identity is distinguished by its public affairs mission, which entails a campus-wide commitment to foster expertise and responsibility in ethical leadership, cultural competence and community engagement.

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 Missouri State University campuses are structured to address the special needs of the urban and rural populations they serve. Missouri State University-Springfield is a selective admissions, graduate level teaching and research institution. Missouri State University-West Plains is a separately accredited open admissions campus primarily serving seven counties in south central Missouri. Missouri State University-Mountain Grove serves Missouri's fruit industry through operation of the State Fruit Experiment Station. Missouri State Outreach provides anytime, anyplace learning opportunities through telecourses, Internet-based instruction, iTunes U and its interactive video network. The University also operates various other special facilities, such as the Darr Agricultural Center in southwest Springfield, the Journagan Ranch in Douglas County, the Jordan Valley Innovation Center in downtown Springfield, the Bull Shoals Field Station near Forsyth, Baker's Acres and Observatory near Marshfield, the Missouri State University Graduate Center in Joplin, and a branch campus at Liaoning Normal University (LNU) in Dalian, China.

This Faculty Handbook is applicable to those faculty associated with the Springfield campus.

1.1.2. Public Affairs Mission

Missouri State University was granted a statewide mission in public affairs in 1995. The public affairs mission defines a primary way in which an education from Missouri State is different from that of other universities and one way by which we educate our students to imagine the future. The public affairs mission has three pillars: ethical leadership, cultural competence and community engagement.

- Ethical leadership requires students to articulate their value systems, act ethically within the context of a democratic society and demonstrate engaged and principled leadership.
- Cultural competence requires students to recognize and respect multiple perspectives and cultures.
- Community engagement requires students to recognize the importance of contributing their knowledge and experiences to their own community and the broader society.

Further details about the Public Affairs Mission may be found on the Missouri State website.

1.1.3. University's General Mission

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, Research, and Service (see Chapter 4 for specific definition).

The University's general mission is further enhanced through a strong foundation of collegiality, professionalism, and ethical leadership, and by a comprehensive network of support programs.

1.1.3.1. Teaching

While the University recognizes the individual importance and collective synergies of Teaching, Research, and Service, its first obligation is to the teaching of undergraduate and graduate students. To provide quality learning experiences, Missouri State University subscribes to the following broad educational objectives:

- To provide educational opportunities that enable students to develop and enhance the capacity for scholarly inquiry and critical reasoning, the facility to synthesize knowledge from various disciplines and within a specific discipline, and the ability to undertake and advance self-directed learning.
- To ensure that all undergraduate educational programs are supported by a quality general education curriculum that provides a foundation for advanced undergraduate and graduate studies.
- To instill in each student an appreciation and understanding of the interrelationships among diverse branches of knowledge.
- To provide students with the opportunity to acquire a depth of knowledge in at least one academic field of study and to pursue discipline-based studies and research at the graduate level.
- To provide students with the opportunity to understand and apply early the mutual benefits of tying mind and body.
- To promote a learning environment in the classroom and through mentoring that encourages students to grow and recognize their full potential, and to engage in life-long learning and self-actualization.
- To instill in students a sense of civic responsibility and engagement in activity for the public good consistent with the Public Affairs Mission.

1.1.3.2. Research

Tenured and tenure track faculty are expected to engage in scholarship related to their discipline or profession, customarily denoted in academia as Research. The activities that constitute Research vary broadly depending on the field of study. These include the discovery, synthesis or integration, and application of knowledge as well as creative activity and criticism based on scholarly inquiry. As such, Research may span the range from artistic creation to the process of discovery in technical fields.

Research should produce outcomes that are disseminated publically and subjected to appropriate critical review. This not only contributes to the advancement of a field of study, but also serves as a measure of the expertise and productivity of a faculty member and a department. Faculty research often includes student involvement, and as such, extends the educational experience beyond the classroom and also provides a venue for mentoring.

The scope of research at the University encompasses individual and collaborative faculty projects and the activities of the University's various research centers.

Financial support for Research comes from competitive institutional sources such as Faculty Research Grants and Fellowships and from external sources such as competitive grants and contracts from organizations and agencies.

1.1.3.3. Service

The role of service at Missouri State University is to make available the University's resources and human expertise for the purpose of meeting needs or solving problems of various constituencies both within and beyond the University. The most important service resources of the University are the diverse and specialized talents of the

faculty. Service to the University through committee work, assistance to student organizations, and other activities represents a critical contribution to the operation and development of the institution through shared governance, and enhances the Teaching and Research missions. The scope of service also includes consultations and application of disciplinary knowledge and expertise to address the needs of professional organizations and public constituencies.

These service activities within the University and with public and private partners represent a collaborative effort for the common good and contribute to the University's Public Affairs Mission.

1.1.3.4. Collegiality

The community of scholars that Missouri State University fulfills 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 University's resources.

Collegiality among colleagues is a vital asset to the University community. The University community values collegiality less as a separate quality and more as an integrated or distributed aspect of an individual's interactions, as expressed in the AAUP document [On Collegiality as a Criterion for Faculty Evaluation](#).

1.1.3.5. 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.

1.2. 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. [For a complete history of Missouri State University refer to the History of the University. \(https://www.missouristate.edu/about/history.htm\)](https://www.missouristate.edu/about/history.htm)

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). Meyer 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.
1987	Honors College established.
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 (in Educational Leadership) 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 Building (renamed Strong Hall in 2001) and Physical Therapy Building open (expanded and renamed McQueary Family Health Science Hall in 2012). 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.
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.
2007	Jordan Valley Innovation Center (JVIC) opens.
	Properties purchased for the IDEA Commons in the downtown area.
	Greenwood Laboratory School commemorated 100 years of providing outstanding educational experiences with a year-long celebration.
2008	Cooperative Engineering Program established with Missouri University of Science and Technology.
	John Q. Hammons Arena opens.
2010	Dr. James E. Cofer, Sr. named president of Missouri State University.
2011	Clifton M. "Clif" Smart III named interim president.
2012	Clifton M. "Clif" Smart III named the president of Missouri State University
	Foster Family Recreational Center opened.
2013	Our Promise: The Campaign for Missouri State University surpassed its goal of \$125 million by attaining a grand total of \$167,000,783 in gifts and commitments
	Ribbon-cutting takes place for Brick City, marking the move of the art and design department to one location.
	The Robert W. Plaster Center for Free Enterprise and Business Development is dedicated.

1.3. 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~~ February 2016, was granted accreditation by the HLC through ~~2016~~ 2026.

Missouri State University is also professionally accredited or approved by a broad range of organizations. A current list of accreditations may be found on the Program Review portion of the Provost's Office website. In addition, faculty and staff maintain memberships in a wide variety of professional organizations relevant to their disciplines.

1.4. University Governance

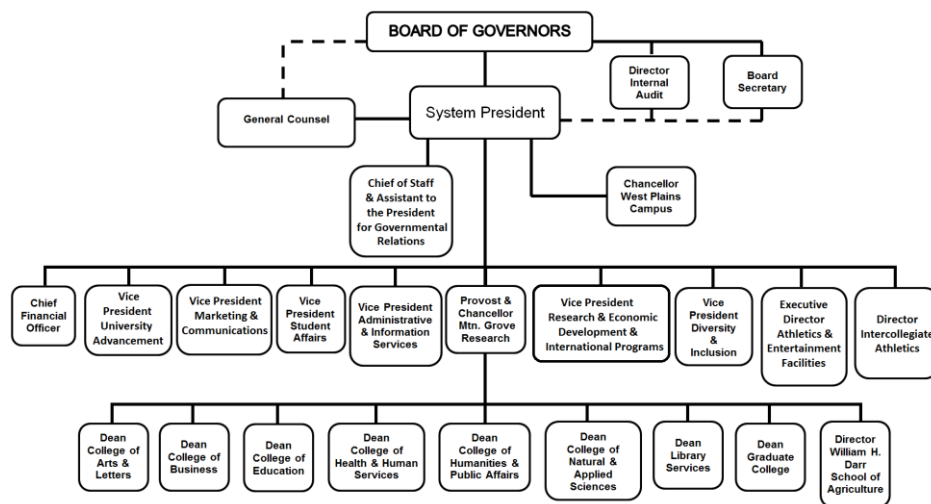
Missouri State University is under the general control and management of the Board of Governors, which according to statutes of the state of Missouri, possesses full power and authority to adopt all needful rules and regulations for the guidance and supervision of the University. Currently, Missouri State University is governed by a nine-member Board of Governors. All members are appointed by the Governor, with the advice and consent of the Missouri Senate, to serve six-year terms. At least one but not more than two voting members shall be appointed from each congressional

district in Missouri. A non-voting member, a current Missouri State University student, also sits on the Board.

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.

An organizational chart (August, 2013) for Missouri State University is provided here. Organizational titles and duties are subject to change. See the [Policy Library](#) for the most recent organizational chart.



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1.4.1. Administrative Organization

1.4.1.1. 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. The president is served by a variety of officers as indicated in the MSU Organizational Chart. The Provost (who also serves as Chancellor for the Mountain Grove Research Campus) has responsibilities most directly related to faculty governance, and the organization under the Provost will be detailed in 1.4.1.2. The President also chairs the Administrative Council. For details of the responsibilities of other officers, see the Policy Library.

1.4.1.2. Provost / Chancellor of the Research Campus at Mountain Grove

The Provost is the senior academic officer of the University. Responsibilities include the overall direction, development, and administration of academic affairs, and the Research Campus at Mountain Grove. Academic Affairs includes all academic and scholarly programs of the University, including the seven-eight academic colleges, the Graduate College, Library Services, and Academic Outreach.

1.4.1.2.1. Deputy Provost and Associate Provosts

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

1.4.1.2.2. Associate Provost and Dean of Graduate College

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

1.4.1.2.3. College Deans

Each of the College Deans is responsible for the administration of one of the seven-eight 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.

1.4.1.2.4. Dean of Library Services

The Dean of Library Services is administratively responsible for all services, budgeting, and supervision of the MSU Libraries. The Dean also serves as Head of the Department of Library Science, an academic unit that is not part of one of the seven Colleges. Because the Dean also serves as Head of the Department of Library Science, any process for which a recommendation made by a department head normally would proceed to a dean for further review, approval, or recommendation, will proceed directly from the Dean to the Provost.

1.4.1.2.5. Director of Institutional Research

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

1.4.1.2.6. 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 administration, 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.

Some academic units are designated as Schools primarily upon the recommendation of accrediting agencies, and such a designation indicates the unit's involvement in and integration into an external professional environment which usually requires specific standards for licensure. The chief administrator of a School is its Director. A School that does not include more than one department is a professional unit which in all respects has the same status, responsibilities, and benefits as an academic department, and its Director fulfills the same roles as a Department Head. When a School includes two or more departmental units (with Department Heads), its Director will be responsible for co-curricular, professional, and accreditation matters, but will not have the responsibilities of a Department Head for faculty evaluations. Throughout the Faculty Handbook, the term Department Head should be construed to include those School Directors responsible for faculty evaluations.

1.4.1.2.7. Program Directors for Free-Standing Academic Units

There are some programs that function as independent academic units, i.e., units whose faculty are not also members of existing departments or schools, and that establish and manage their own curriculum. The Directors of such units will have the same roles and responsibilities as Department Heads.

1.4.1.3. Vice President for Research, Economic Development, and International Programs

The Vice President for Research, Economic Development, and International Programs is responsible for the University's research and economic development activities. These include the Office of ~~Sponsored Research and Programs~~ Research Administration, the Center for Applied Science and Engineering (CASE), Jordan Valley Innovation Center (JVIC), China Programs, International Programs, Center for Biomedical and Life Sciences (CBLS), Springfield Innovation Inc., the eFactory, Management Development Institute (MDI), Small Business and Technology Development Center (SBDC), 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.

1.4.1.4. 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.

1.4.2. Academic Governance

1.4.2.1. Academic Leadership Council

The Academic Leadership Council is the advisory committee that works with the Provost. The body is composed of the Deputy Provost, 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, Agriculture 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.

1.4.2.2. 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.

1.4.2.3. 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.

1.4.2.4. 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 may include 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.

1.4.3. 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.

1.4.4. Student Government Association

The Constitution of the Student Government Association is available in the Office of the Student Government Association.

1.4.5. 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.

2. RECRUITMENT AND EMPLOYMENT

2.1. Core Commitments

As a university with a Public Affairs mission, Missouri State University 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. An understanding of diverse cultures and societies has not only become necessary to function in today's workplace, but also enriches one's life and work. Therefore, Missouri State University has a deep and abiding commitment to diversity as a core institutional value and responsibility because diversity is central to providing and maintaining a quality educational environment.

Missouri State University values programs and practices that assure an environment free of discrimination established by a shared commitment to the principles of diversity, nondiscrimination and affirmative action. Missouri State University treats all persons solely as individuals on the basis of their own personal abilities, qualifications, and relevant characteristics. (See website for Division for Diversity and Inclusion.)

2.2. Equal Opportunity and Affirmative Action Policy

Missouri State University is 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 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 Procedures

2.3.1. Equal Opportunity Hiring

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.

2.3.2. Nepotism

The University's policy regarding the employment of relatives is set forth in the nepotism provision of the Human Resources Policies section of the Policy Library. 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, unless the supervisory role is specifically approved by the President of the University.

A relative within the fourth degree includes, but is not limited to, spouse, child, grandchild, great-grandchild, great-great-grandchild, parent, grandparent, 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-, adopted, or in-law.

An employee or supervisor who has a question pertaining to the relatives covered by the University's nepotism policy should contact his/her department head or the Office of Human Resources.

2.3.3. Hiring Foreign Nationals

Missouri State University will process visa petitions and applications on behalf of foreign nationals in order to further academic goals of the university. Decisions to hire foreign nationals may be influenced by U.S. Citizenship and Immigration Services (USCIS) regulations and relevant Internal Revenue Service (IRS) regulations. Detailed discussion of this topic is provided in the Human Resources Policies section of the Policy Library.

2.4. Identification Cards

Every academic employee is issued an identification card by the Bear Pass Office. Full-time faculty members may also secure an identification card for a spouse or sponsored dependent.

2.5. Personnel Records

The University maintains official personnel files for each faculty member in the Office of Human Resources. This record includes the vita, recommendations, official transcripts of academic work, and correspondence and records dealing with terms and conditions of employment. Additional personnel files containing similar information are also kept by the college Dean and the Department Head. All personnel files, that is, files maintained in the offices of Human Resources, the Department Head, the Dean, the Provost and the President, are considered in aggregate as the official personnel file.

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. Department Heads may examine the personnel files of the faculty members of their own departments only.

Faculty members may review information 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, performance evaluations and appraisals, written complaints, and commendations that have previously been discussed with the faculty member.

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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 Provost's Office. It is also required that faculty members notify the Office of Human Resources 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 an 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. ACADEMIC PERSONNEL POLICIES

3.1. Academic Responsibilities, Ethics, and Freedom

A faculty member at Missouri State University assumes responsibility for Teaching, Research, and 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.

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 faculty to deal with faults that could have been avoided either by individual self-control or by departmental discipline as specified in the PPRP process of grievance (Refer to [Chapter 13](#)).

3.1.1. 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.

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. Refer to [Chapter 13](#) of this handbook.

Intellectual honesty is necessary in the performance of faculty responsibilities and requires the avoidance of fabricating, falsifying, and plagiarizing research results. Intellectual honesty requires proper recognition of sources; discussion of fair use policies is provided in Section 8.7.2 and is also discussed in standard style guides (e.g., Chicago, APA, and MLA style guides).

Activities of faculty members may also be constrained by codes of ethics specific to their disciplines, including standards of integrity in the conduct of scientific research. Adherence to discipline-specific professional codes is an appropriate subject for peer review of performance. In addition, faculty members who engage in funded projects are obligated to meet standards for integrity specified by their sponsoring agencies.

3.1.2. 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.

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.

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. Within these constraints he or she is entitled to freedom 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 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 full-time or part-time appointments in the University regardless of their rank, tenure status, or position title.

At Missouri State University, 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 research and expression in teaching.

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.

3.2. Appointment, Rank, and Tenure

3.2.1. 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 President of the University, after consultation with appropriate members of the academic administration and faculty, shall make recommendations to the Board of Governors concerning these personnel decisions.

3.2.2. Initial Appointment Appointment Letters

It is the policy of Missouri State University 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 reappointment, promotion, and tenure will be provided by the Colleges, departments and schools, and the Provost.

The precise terms of every appointment shall be stated in the initial appointment 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, start date, 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 a copy of the departmental tenure, promotion, and performance review guidelines 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 (see Section 4.8.7, Faculty and Department Head Procedural Agreement).

3.2.3. General Criteria

The criteria for initial appointment consist of training evidenced by academic degrees, experience, and achievement. For tenure and promotion, faculty members must meet the requirements for Teaching, Research, and Service established by their Department, College, and the University. 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 leadership roles upon which the concept of shared governance depends. Section 3.4 overviews the increasing expectations with rank for tenure-track and clinical-track faculty, and Chapter 4 describes faculty evaluation.

The University policies specified in this Faculty Handbook should be used in conjunction with departmental and college policies which may be more specific than those of the University but which must be consistent with the University policies. Departmental procedures and standards for evaluating faculty in the areas of Teaching, Research, and Service are to be reviewed and approved by the College Dean and the Provost every three years. Ultimately, faculty must receive the approbation of their colleagues and appropriate administrative officers based on criteria provided in University policies and departmental governance documents. The University must also fulfill its obligations.

Professionalism and collegiality are essential to Teaching, Research, 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.

3.2.3.1. Teaching

Teaching is the most important responsibility of an institution of higher education. Effective teaching requires continual application and effort. The teacher must keep abreast of new developments in his or her field and related fields or disciplines. The teacher should be able to engage students in the discipline. Teaching also takes the form of student advisement and mentoring, critical activities that contribute to the development of educated persons.

For tenure and promotion to a higher professional rank, effective teaching must be documented. Each department is responsible for preparing procedures for evaluating teaching effectiveness and for communicating these to each faculty member in the department. Departmental procedure should be appropriate to the type and nature of the teaching assignment. Details for such evaluation are provided in Chapter 4.2.1.

3.2.3.2. Research

Research, defined in Chapter 4 as including a broad range of scholarly work, is a key expectation of tenure-track and research faculty at all levels. Evaluation of Research is highly dependent on the faculty member's discipline and so a uniform standard for its evaluation cannot be stated here. Departments (with approval of their Deans and the Provost) are responsible for providing specific guidelines for their faculty in their governance documents. Details for evaluations of Research are provided in Chapter 4.2.2.

3.2.3.3. Service

Service is of several kinds. It includes service to the University and its students through committee work, assistance to student organizations, and other activities that represent a critical contribution to the operation and development of the institution through shared governance. Service also includes consultations and applications of disciplinary knowledge and expertise to address the needs of professional organizations and public constituencies.

Service expectations may vary by department. Departments (with approval of their Deans and the Provost) are responsible for providing specific guidelines for their faculty in their governance documents. More information about evaluation of Service are provided in Chapter 4.2.3.

3.3. 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 tenure-track faculty member must meet in order to be minimally eligible for consideration for a change in status. Procedures for the granting of tenure or promotion are prescribed in Section 4. Provisions for tenure, as specified for each academic rank, may be modified by and are superseded by the provisions of Section 3.9. A faculty member who held tenure at Missouri State University when promoted from a lower rank shall continue to hold tenure at the higher rank.

Effective January 1, 2007, the Instructor rank shall be tenure-track for Greenwood Laboratory School faculty only. Greenwood Laboratory School faculty are eligible for tenure in the Laboratory School. Tenure in the Laboratory School is not transferable to the University. Faculty at the Laboratory School are subject to the requirements for appointment, tenure and promotion as established by the Greenwood faculty and approved by the Dean, Provost,

President, and the Board of Governors.

University faculty members tenured in the rank of Instructor prior to January 1, 2007, shall retain their tenure status in the University and shall be eligible for promotion according to department guidelines. Likewise, a probationary faculty member in the rank of Instructor prior to January 1, 2007, shall be eligible to apply for tenure as stated in his/her appointment letter and shall retain the right to apply for promotion to Assistant Professor according to department guidelines.

3.3.1. Assistant Professor

Definition:

An academic rank of one who has demonstrated achievement or potential in the areas of Teaching, Research, and Service appropriate to the discipline.

Basis of Appointment:

A terminal degree or equivalent as determined by appropriate department faculty with the approval of the Provost. In exceptional cases, individuals with doctoral course work complete and dissertation in progress (ABD) may be appointed with the stipulation in the appointment letter that the degree must be completed within the first year of appointment. Under extraordinary circumstances, an extension can be granted with the approval of the Provost.

Criteria for Tenure and Promotion:

In addition to meeting years-of-service requirements, those seeking tenure and/ or promotion must have demonstrated sustained effectiveness in Teaching, Research, and Service as defined in the Assistant Professor rank. (Refer to Sections 3 and 4 for criteria for promotion.) It is assumed that a faculty member hired as an assistant professor will concurrently seek tenure and promotion

Tenure:

Assistant Professors normally apply for tenure in their sixth year of probationary status at Missouri State. Faculty hired with credit toward tenure will normally apply for tenure in the equivalent of their 6th year, e.g., faculty granted two years of credit toward tenure would normally apply during their fourth year of academic service at Missouri State.

Individuals with exceptional records of accomplishments may apply for tenure in their fourth or fifth year (adjusted as described above for those faculty hired with credit granted toward tenure). See Section 4.8.5.

The earliest any Assistant Professor may apply for tenure is during the third year of probationary status at Missouri State, regardless of the number of years credited toward tenure at the time of hiring.

The tenure decision shall occur at the latest during the sixth year of probationary status excepting those circumstances where the Provost has granted a temporary stopping of the tenure clock

Eligibility for Promotion:

Assistant Professors are minimally eligible to apply for promotion to the Associate rank in the same year they become eligible to apply for tenure.

Policy in Effect for Promotion:

Assistant professors applying for tenure and promotion concurrently have the option of using the promotion criteria in effect at the time of their hiring, or a more recent version. Tenured Assistant Professors applying for promotion have the option of using any promotion policy in effect since the time of their hiring provided that the policy was in effect within six years of the application for promotion. For instance, a policy in effect in Fall 201~~2~~7 could be used

for a promotion application in Fall 20~~22~~¹⁸.

3.3.2. Associate Professor

Definition:

An academic rank of one who has demonstrated a sustained record of achievement and effectiveness in Teaching, Research, and Service appropriate to the discipline

Basis of Appointment:

Any of the following: (1) promotion from the rank of Assistant Professor or (2) terminal degree and a minimum of four years of experience equivalent to academic service to Missouri State University in the rank of Assistant Professor.

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 must apply for tenure by their fourth year of probationary status, excepting those circumstances in which the Provost has granted a temporary stopping of the tenure clock. Individuals with exceptional records of accomplishment may be granted tenure earlier than their fourth year. See Section 4.8.5. Refer to Sections 3 and 4 for criteria for tenure.

Eligibility for Promotion:

Associate Professors are eligible to apply for promotion during their fifth year of academic service to Missouri State University in the rank of Associate Professor. Individuals with exceptional records of accomplishments may be granted early promotion. See Section 4.8.5.

Policy in Effect for Promotion:

Associate professors applying for promotion to Professor have the option of using either the most current version of promotion criteria or an earlier version of criteria that has been in effect since their promotion to Associate which was in effect within seven years of the application. For instance, a policy in effect in Fall 201~~7~~² could be used for a promotion application in Fall 20~~22~~¹⁹. Refer to Sections 3.4.3, 4.2-4.4, and 4.7.-4.8 for criteria for promotion.

3.3.3. Professor

Definition:

Professors are recognized leaders who have a cumulative record of Teaching, Research, and Service appropriate to the discipline.

Basis of Appointment:

(1) Promotion from the Associate Professor rank or (2) terminal degree and a minimum of five years of experience equivalent to academic service to Missouri State University in the rank of Associate Professor.

Tenure:

Professors normally will be hired with tenure. A Professor who is hired without tenure is minimally eligible to hold tenure following one year of academic service to Missouri State University. The tenure decision will occur at the latest during the second year of probationary status.

Policy in Effect for Promotion:

Professors with extraordinary accomplishments may apply for promotion to Distinguished Professor. To be eligible

for Distinguished Professor rank an individual must have held Professor rank for a minimum of five years, with at least three years in the rank at Missouri State University; have a record of extraordinary performance in Research with a national or international reputation; and have a sustained record of excellence in both Teaching and Service.

3.3.4. Distinguished Professor

Definition:

Distinguished Professor is a rank beyond Professor which recognizes extraordinary accomplishment in Research. The year of appointment to the rank of Distinguished Professor will include an addition to base salary greater than the amount given for promotion to Professor.

Eligibility:

~~To be eligible for Distinguished Professor rank an individual must have held Professor rank for a minimum of five years, with at least three years in the rank at Missouri State University; have a record of extraordinary performance in Research with a national or international reputation; and have a sustained record of excellence in both Teaching and Service.~~

3.4. Tenure-Track Research Faculty

Effective January 1, 2007, Research Faculty appointments became non-tenure track. Research Faculty who held tenure prior to January 1, 2007, retained their tenure status. A Research Faculty member with a probationary appointment prior to January 1, 2007, remains eligible to apply for tenure as stated in his/her appointment letter. For those Research Faculty with tenure-track appointments, the criteria for progression through the ranks are the same as those for regular tenure-track faculty, except that a greater emphasis will be placed on Research and any expectations for Teaching will depend on the specific requirements of their appointments. See Section 3.5.10.

3.5. Non-Tenure-Track Academic Positions

Persons who hold non-~~tenure-tenure~~-track positions are given term appointments that automatically terminate upon the expiration of the specified term. Non-~~tenure-tenure~~-track appointments may be given annual or multi-year contracts as determined by the program/department with approval of the Dean and the Provost. No notice of non-reappointment is given, and reemployment of the employee after the conclusion of the appointment term is solely within the discretion of the University. Non-~~tenure-tenure~~-track faculty members are not eligible for tenure, educational leave, or sabbatical leave. With the exception of visiting Professors, time spent in a non-~~tenure-tenure~~-track position does not count towards tenure eligibility if the individual later applies for and is appointed to a tenure-track faculty position. Non-~~tenure-tenure~~-track faculty must be qualified by academic or practical experiences appropriate for the responsibilities assigned. A Master's degree or higher is required except in special circumstances approved by the Provost. All non-~~tenure-tenure~~-track academic positions have the same right to academic freedom accorded tenure-track faculty.

3.5.1. Instructor

An Instructor is normally appointed to teach full-time to provide appropriate service, and may participate in research. ~~An Instructor may be appointed to an annual or to a multi-year term of up to 5 years.~~ Contingent upon satisfactory performance reviews, educational needs and continued funding, the Instructor appointment is renewable without constraint of term limits. Instructors shall have earned a terminal degree or possess the degree required for teaching in specific disciplines, have potential or demonstrated teaching ability, and a willingness to serve the academic unit, College, and University. If an Instructor applies for and is appointed to a tenure-track position, the time spent as Instructor at Missouri State University will not count toward the probationary period for tenure and promotion. Instructors on 9-month ~~contracts~~-~~appointments~~ will receive salary compensation and benefits for 12 months.

3.5.2. Senior Instructor

An Instructor who has demonstrated excellence in Teaching and Service at Missouri State University for at least five years (not necessarily consecutive) may be appointed as a Senior Instructor. Senior Instructors are expected to provide leadership in teaching, contribute to course and curriculum development and provide appropriate university service. Senior Instructors may participate in Research. ~~A Senior Instructor shall be appointed to a specific term not to exceed 5 years and may be reappointed to one or more additional terms.~~ Contingent upon satisfactory performance reviews, educational needs and continued funding, the Senior Instructor appointment is renewable without constraint of term limits. A Senior Instructor who is reappointed will be reappointed at that rank. If a Senior Instructor applies for and is appointed to a tenure-track faculty position, the time spent as Senior Instructor at Missouri State University will not count toward the probationary period for tenure and promotion. Senior Instructors on 9-month appointments will receive salary compensation and benefits for 12-months.

3.5.3. Visiting Faculty Appointments

A Visiting Professor, Visiting Associate Professor, Visiting Assistant Professor or Visiting Instructor is an individual who possesses all of the qualifications to be appointed at that rank. A Visiting Faculty member may be appointed to a specific term no longer than three years. If a Visiting Professor, Visiting Associate Professor, or Visiting Assistant Professor applies for and is appointed to a tenure-track faculty position, time spent as a Visiting Faculty member at Missouri State University may 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. An Artist-in-Residence may be appointed for a specified term not to exceed five years and may be reappointed to one or more additional terms, contingent upon satisfactory performance reviews, educational needs of the department, and continued funding. If an Artist-in-Residence applies for and is appointed to a tenure-track faculty position, time spent as an Artist-in-Residence at Missouri State University will not be counted toward the time required for tenure and promotion.

3.5.5. Practitioner-In-Residence

The position of Practitioner-in-Residence is offered to outstanding practitioners who render a specified service to the University. A Practitioner-in-Residence is chosen on the basis of outstanding professional attainments and recognition in his or her specified field. A Practitioner-in-Residence may be appointed for a specified term not to exceed five years and may be reappointed to one or more additional terms, contingent upon satisfactory performance reviews, educational needs of the department, and continued funding. If a Practitioner-in-Residence applies for and is appointed to a tenure-track faculty position, time spent as a Practitioner-in-Residence at Missouri State University will not be counted toward the time required for tenure and promotion.

3.5.6. Executive-In-Residence

The position of Executive-in-Residence is offered to outstanding business executives who render a specified service to the University. An Executive-in-Residence is chosen on the basis of outstanding professional attainments and recognition in his or her field. An Executive-in-Residence may be appointed for a specified term not to exceed five years and may be reappointed to one or more additional terms, contingent upon satisfactory performance reviews, educational needs of the department, and continued funding. If an Executive-in-Residence applies for and is appointed

to a tenure-track faculty position, time spent as an Executive-in-Residence at Missouri State University will not be counted toward the time required for tenure and promotion.

3.5.7. Adjunct Faculty

Adjunct Faculty are those individuals who offer educational experiences to students of the University but who have no appointment with the University. The title is honorary, although the Adjunct Faculty member may receive an honorarium. Adjunct faculty may also receive a University ID, e-mail account, and library privileges.

3.5.8. Per Course Faculty

A per course faculty member is appointed on a semester basis and may teach no more than twelve credit hours during any 12-month period. Employment terminates automatically at the end of the appointment period. A per course faculty member who has any other type of employment at Missouri State University is also subject to an overall limitation of 1000-hours over any 12-month period and should contact the Office of Human Resources for clarification of restrictions. 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 Hammons Student Center, the University Libraries, resources provided by Computer Services, and ~~Taylor-Magers~~ Health and Wellness Center. Per course faculty have only the duties directly associated with teaching and are not required to perform committee work nor assume other responsibilities required of tenure-track faculty. A notice and search process is not required to fill these positions, but the position must be posted and reasonable effort should be made to meet the affirmative action policy. These positions require the recommendation of the Department Head and the Dean, and approval by the Provost.

3.5.9. Academic Affiliate Appointments

Academic Affiliates are those individuals employed full time by the University in non-academic positions and who are assigned to teach courses, supervise students 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, supervise students and/or direct research outside their normal assignments and upon the needs of the University to utilize their expertise in teaching responsibilities. The teaching/supervision responsibilities of the Academic Affiliate may be included as part of the non-academic load with no additional remuneration or the Academic Affiliate may be compensated through overload pay.

3.5.10. Research Faculty

Research faculty are members of the faculty whose primary responsibility is Research, but according to specific assignments, may be involved in Teaching, and Service also. Research Faculty members must hold graduate degrees in appropriate disciplines. Appointment is to the rank of Research Associate, Assistant Research Professor, Associate Research Professor, or Research Professor. The standards for these ranks shall be the same as those for the comparative ranks in Section 3.4. Research Faculty are not eligible for tenure, but have the same right to academic-freedom accorded ~~tenure-tenure~~-track faculty. Departments desiring to appoint Research Faculty shall develop appropriate appointment, promotion and performance review criteria for each rank, which must be approved by the Dean of the College and the Provost. Evaluations of research faculty members will be based primarily upon research, with teaching and service accomplishments considered commensurate with assigned duties.

3.5.10.1. State Fruit Experiment Station Research Faculty

State Fruit Experiment Station faculty members hold Research Faculty status with responsibilities in Research, Teaching, Service, and Outreach. Evaluations shall be based on these areas commensurate with assigned duties. Outreach includes various teaching and service activities targeting the public and industry, including but not limited

to individual consultations, diagnostic services, conferences, workshops, field days, and other educational opportunities. Activities at the State Fruit Experiment Station are mandated by state law (RSMo (1899) ch. 67, art. 3, sect. 4725-4737 and RSMo (2000) chpts. 261.023, 262.030-262.090). State Fruit Experiment Station Research Faculty are not eligible for tenure but have the same right to academic freedom accorded ~~tenure~~tenure-track faculty. However, Research Faculty who held tenure prior to January 1, 2007, shall retain their tenure status. A Research Faculty member with a probationary appointment prior to January 1, 2007, shall be eligible to apply for tenure as stated in his/her appointment letter.

3.5.10.2. Research Faculty - Research Centers

Faculty members may be initially appointed to service in the research centers to conduct research which is partially or totally supported by outside funds. Such faculty members are designated as Research Associate, Assistant Research Professor, Associate Research Professor, or Research Professor. Qualifications for appointment must be commensurate with appointment to the tenure-track faculty. Research Faculty members have such rights, prerogatives, and benefits (e.g., sick leave, vacation, etc.) as are provided in each individual appointment. A Research Faculty member may be employed without limit, subject to the availability of outside funding to support the appointment. If a Research Faculty member is appointed to a tenure-track faculty position, time spent in the term position will not be counted toward the time required for tenure and promotion.

All faculty members assigned or appointed to research centers are entitled to the full protection guaranteed all faculty members in the Section of this Faculty Handbook dealing with academic freedom (refer to Section 3.1.2).

3.5.11. Clinical Faculty

Clinical Faculty are members of the faculty whose primary responsibilities are clinical education and service. Clinical Faculty are not eligible for tenure but have the same right to academic freedom accorded tenure-track faculty. Clinical Faculty may participate in research and other scholarly or creative activities. Clinical Faculty must be qualified as defined by professional/discipline standards, have practical experience appropriate for the responsibilities assigned and must maintain appropriate professional credentials. Appointment is to the rank of Clinical Instructor, Clinical Assistant Professor, Clinical Associate Professor, or Clinical Professor. Departments desiring to appoint Clinical Faculty shall develop appropriate appointment, promotion and performance review criteria for each rank, which must be approved by the Dean of the College and the Provost. Clinical Faculty may be reappointed to one or more additional terms, contingent upon satisfactory performance reviews, educational needs of the department, and continued funding. Clinical Faculty are not eligible for tenure but have the same right to academic freedom accorded tenure track faculty. If a Clinical Faculty member is appointed to a tenure-track faculty position, the time spent as a Clinical Faculty member at Missouri State University will not count toward the probationary period for tenure and promotion. Clinical Faculty members may be appointed to 9-month or 12-month appointments. Clinical Faculty on 9-month contracts will receive salary compensation and benefits for 12 months.

3.6. Special Appointments

3.6.1. Emeritus Status

Appointment to Emeritus Faculty status is granted as a result of meritorious service to the University, including contributions in the areas of Teaching, Research, Service and leadership. To be eligible for the title, a faculty member must also satisfy the following requirements: (1) completion of at least ten years of full-time academic service to Missouri State University (some exceptional senior faculty may be recognized with fewer than ten years of service), and (2) retirement status or disability status at Missouri State University. Emeritus status is awarded through affirmative vote of the full-time faculty in the department in which the candidate holds appointment and by favorable administrative action. The candidate shall be informed in writing in a timely manner of non-approval at any stage of

the review process. Emeritus faculty, who will be listed as such in the University Catalog, shall be entitled to all benefits provided to University retirees (Refer to Section 14.2) and, in addition, shall receive invitations to special events, an e-mail account and a Presidents parking pass. Emeriti faculty are entitled to enroll in one course per semester and have their required student fees paid by the University. This educational fee waiver benefit may be assigned to eligible dependent children of the retiree or to the spouse of the retiree. When this benefit is assigned to an eligible dependent child, that child may receive up to 15 credit hours per academic year, the same benefit provided to active faculty employees' children.

3.6.1.1. Reappointment of Emeritus Faculty

An Emeritus faculty member may be reappointed to a temporary appointment after achieving emeritus status to teach or for other academic assignments. In general, reappointments are renewable but will be approved for only one year at a time. The title used for a reappointment is appropriate rank Emeritus.

3.6.2. Joint Appointments

A joint faculty appointment is one in which a faculty member has responsibility to, and review by, more than one department. Joint appointments may be made in connection with interdisciplinary teaching and research programs involving two departments. The salary of a person who is jointly appointed may be apportioned between the departments commensurate with assigned duties. Departments involved in making joint appointments shall prepare a written agreement defining the division of responsibilities; the criteria and process for salary, performance review, reappointment, promotion and tenure decisions; teaching and research assignments; voting rights of the faculty in each department; and process for resolving conflicts. One department shall be designated the administrative home department and is responsible for the initiation of personnel transactions of the appointment. The home department shall seek input from the other department regarding assignments and evaluation of the faculty member. Joint appointments shall be made only upon the recommendation of the administrative heads of the academic departments concerned, and with the approval of the College Dean(s), Provost, President and Board of Governors.

3.6.3. Associate Appointments

An Associate faculty appointment is one in which a faculty member is affiliated with a center or institute for research or service projects, which typically are supported by awards, grants or contracts. An Associate faculty appointment may be offered by a center or institute to a qualified ~~tenure-tenure-track~~ or non-~~tenure-tenure-track~~ faculty member to recognize the faculty member's involvement with that unit. Associate faculty appointments shall be made only when it is mutually beneficial to the faculty member, to the home department of the faculty member and to the granting unit. Associate faculty appointments may be initiated by the granting unit for a specified period but require approval of the faculty member's Department Head, the appropriate College Dean(s), and the Provost. A memorandum of understanding (MOU) defining the objectives, time commitment of the Associate faculty and compensation terms must accompany the appointment. Ideally, the agreement would be in place at least three months in advance of the effective date of the appointment. Associate faculty appointments are by invitation only and are completely voluntary.

For probationary tenure-track faculty, time spent at centers or institutes counts toward tenure eligibility. Time spent at centers or institutes also counts towards eligibility for sabbatical leave.

3.7. Tenure

3.7.1. General Philosophy

The primary responsibilities of the faculty at Missouri State University are Teaching, Research, and Service. By

accepting an appointment at this University, an individual in a tenure-track position assumes a responsibility to pursue scholarly activities in each of these areas. Such pursuits necessitate broad intellectual freedom, as discussed in Section 3.1.2.

Tenure is a means to certain ends, specifically: (1) freedom in Teaching, Research, and Service; (2) freedom to pursue extramural activities, and (3) 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.

3.7.2. Tenure

Only members of the ~~tenure~~-tenure-track 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 department, college, and University policies and procedures. The expectations for each individual are dependent upon the particular assignment. It is the responsibility of applicants for tenure to provide sufficient relevant documentation as evidence in support of their Teaching, Research, 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, Research, 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 (Refer to Section 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 for tenure as specified in this Faculty Handbook. De facto tenure will not occur. Tenure-track faculty who have not been granted tenure by the end of their seventh year of employment at Missouri State University shall not be further employed by Missouri State University in a tenure-track position.

3.8. Prior Service and the Probationary Period

Beginning with appointment to a tenure-track position, the probationary period at Missouri State University shall not exceed seven academic years. Credit toward the probationary period may be granted for prior full-time service to Missouri State University or to other regionally accredited baccalaureate-degree-granting institutions of higher education (or the equivalent as determined by the Provost) equivalent to service to Missouri State University. Credit for previous service is specified in the initial appointment letter. If no credit is specified, none is given.

Time spent in scholarly leave will count as part of the probationary period. In all cases, tenure decisions are made by the final probationary year.

3.8.1. 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- will be based upon the recommendation of the Department Head/School Director, Dean, ~~and with~~

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approval by the Provost in consultation with Human Resources.

3.8.2. Tenure Upon Hire

An applicant for a position as Associate Professor or 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 a majority of the tenured faculty in the affected department.

3.9. Locus of Tenure

Tenure is awarded only by a formal vote of the Board of Governors. The locus of tenure is in the University (except that faculty of the Greenwood Laboratory School hold tenure in the Laboratory School – see Section 3.3). Assignment of tenured faculty will normally be to academic departments but tenured faculty may by consent be assigned to other professional duties (see also Section 13.1.3). Tenure, once granted, remains in the University.

3.10. Non-Reappointment of Tenure-Track Faculty during the Probationary Period

Non-reappointment decisions will be reached according to procedures described in Section 4 Faculty Evaluations. Notice of nonrenewal of appointment, or of intention not to recommend renewal of appointment, shall be given in writing by the Provost in accordance with the AAUP "Standards for Notice of Non-reappointment" described in Section 4.6.1.

3.11. Graduate Faculty

Members of the graduate faculty shall be competent in graduate instruction and the direction of Research (as defined broadly in Section 4.2) clinical or applied practice appropriate to the University's graduate program mission and to the educational goals of a particular graduate program. They shall be engaged in Research clinical or applied practice appropriate to the faculty member's academic discipline. Normally, the graduate faculty is composed of individuals who hold academic rank of Assistant Professor or higher in departments or programs that offer graduate degree programs or supporting graduate courses through the Graduate College. Faculty members without earned terminal degrees, but who are widely recognized as leaders in their academic disciplines, may be elected to be graduate faculty upon approval by the Graduate Council. The number of graduate faculty in this category is limited; at no time shall it be greater than a number equal to 15 percent of the total graduate faculty.

Each graduate faculty member must meet specified criteria to receive graduate faculty status as set forth by the Graduate Council. All departments must have current criteria for graduate faculty status and may require faculty within their department to meet criteria that are in addition to the criteria set by the Graduate Council. Departmental criteria must be approved by the Graduate Council, and shall be on file with the Graduate College.

Graduate Faculty status will be of two kinds, Research and Professional. Specifically, Research Graduate faculty designated to direct graduate student research projects must have a terminal degree in the discipline and a minimum of three scholarly publications (or equivalent) in hand. For faculty whose research is in the visual and performing arts and who are designated to direct graduate/artistic/performance projects the publication requirement may be satisfied in whole or in part by an established record of reviewed exhibition or performance (art shows, concerts, theatre productions, etc.). Professional Graduate faculty status will be available for individuals who do not meet all requirements for Research Graduate status, but whose professional training and/or experience is appropriate for graduate-level education. Clinical faculty (or faculty who are hired because of their expertise in an applied area)

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needed to direct the clinical or applied training of graduate students must possess a graduate/professional degree in a relevant discipline, have professional certification (if any), and must have at least two years of relevant experience. Other Professional Graduate faculty members must have requisite expertise (normally based on career experience) to fill needs of graduate programs.

Potential members of the graduate faculty are to be supported by a majority of graduate faculty in their department and approved by their Department Head and Dean before being presented to the Graduate Council for approval. Recommendations for all faculty in all areas must gain the majority vote of approval by the Graduate Council Membership Committee and be accepted by the Graduate Council by a three-fourths majority vote.

Faculty not meeting the full requirements for graduate faculty status can be given probationary status for two years that can be renewed for an additional two years, following the same process as described above. Under certain circumstances, an individual who has not been elected to the graduate faculty may be authorized by the College Dean to teach a specific 700 level or higher course if that individual's training and/or experience warrants.

Upon receiving graduate faculty status, faculty members are eligible to teach 700-level and above courses, to serve as graduate program and research advisers, to serve as general graduate advisers, to serve on graduate faculty committees and graduate program advisory committees, to elect members to the Graduate Council, to serve on the Graduate Council, and to vote to approve or challenge actions of the Graduate Council. Only Research Graduate faculty may serve as chairs of thesis committees or similar committees that evaluate final graduate projects. Graduate faculty members shall receive reassigned teaching loads for graduate program advisement, research advisement, or thesis supervision.

The term of appointment to the graduate faculty is normally for an indefinite period. However, a member of the graduate faculty may be removed by a three-fourths majority vote of the Graduate Council following such recommendation by the Department, supported by a three-fourths majority vote by the Department's other graduate faculty.

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